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Motivations for Corporate Environmental Response within Service Sector Organisations: The Case of the Irish Hotel Accommodation Sector

Thesis submitted as part requirement for the Degree of Doctor of Business Administration of Durham University

2020

Tom McDonogh

Statement of Intellectual Ownership

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Abstract

This study identifies the determinants of corporate environmental response (CER) within the Irish hotel industry. It has addressed some of the manifest shortcomings associated with prior research into Corporate Social (CSR) and Corporate Environmental Response (CER) research within service SMEs. The study investigates corporate motivations advancing voluntary beyond compliance environmental initiatives within an Irish service industry context, the Irish hotel accommodation sector. Given the surprisingly few qualitative studies within the CSR literature, a qualitative research design was used in order to investigate the underlying motivations and address the question as to why hotels in Ireland implement CER initiatives in Ireland.

Notable findings were that Irish hoteliers perceived the motivation of competitiveness, defined in terms of 'cost savings', as the fundamental motivation driving Irish hotel CER engagement. Related concepts of enhanced profitability, increased margins, and the perceived importance of hotel CER initiatives in mitigating the effects of rising costs, specifically those of energy, water, and waste, were also noted as salient hotel CER motivations. Importantly, the findings indicate that Irish hotels are not motivated to engage in beyond compliance environmental initiatives for reasons of differential competitive advantage. Legitimation was found to be a significant second-order hotel CER motivator, this varying with chain affiliation. Altruism was not perceived as constituting a salient motivation in the advancement of CER initiatives within Irish hotels. Finally, managerial values and beliefs as well as advocacy and championing behaviour on the part of individuals, were found to be important facilitators of hotel beyond compliance environmental initiatives in Ireland. Practical and theoretical implications of the findings are also discussed.

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This all started a long time ago as a challenge! I had just completed my MBA at Durham, and the late Dr Chris Coughlan – a good friend and mentor – suggested that I go on and do a DBA! Maybe I shouldn't have taken his advice at the time, but it's too late now! Time has passed, and sadly Chris is not here to witness the conclusion to this journey. I think Chris worried that I'd never finish the thing! Every year at the Galway races, he used to ask my friend, now Dr John Canacott, to make sure that I would finish the DBA! If Chis were here, he'd be delighted to see me finally reach this journeys end. I am indebted to him for encouraging me to undertake this adventure. Whatever about the findings of this research, most importantly, it has been a real personal learning experience.

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Finally, I signed off the acknowledgements section of my MBA in 2010 with the words, “now…on to the DBA!”. Hopefully, that’s done…and this document concludes my formal education…for good!

Dedication

For Eileen, Thomas, Michael, and Sarah…it's finally over!

To Thomas, my father, who is proud of this achievement; my mother Patrizia, and my aunt Mafra, both of whom would have been proud.

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1.0 Introduction

This chapter outlines the background to the research project. It describes how, despite growing interest in policy relating to sustainability within a tourism context, little is known about why hotels implement corporate environmental response (CER) initiatives. This represents a significant research gap. The chapter proceeds to provide an overview of prior CSR and CER research, emphasising the predominant focus of prior research upon larger manufacturing enterprises rather than smaller SME type service sectors. Importantly, despite the significant economic and environmental importance of tourism as an industry, with hotels constituting the largest industry sub-sector and one which is characterised as being fragmented and SME based, the lack of research into CSR/CER initiatives within a hotel industry context is noted. In addition, the chapter outlines how hotels provide an interesting research focus due to the existence of numerous voluntary environmental programmes (VEPs) within the sector aimed at increasing hotel engagement in environmental and sustainable initiatives. Ultimately, the chapter notes that much prior research has been conducted into whether 'it pays' to engage in CER initiatives, this being predicated upon the belief that organisational decision makers are primarily motivated to engage in beyond compliance environmental initiatives for reasons of economic rationality and profit maximisation. Little research has been conducted into understanding 'why' organisations implement CER initiatives. Importantly, due to a paucity of research within a hospitality context, little is known about 'why' hotels engage in CER initiatives. Ultimately, the chapter concludes by suggesting that the research question addressed by much prior research, that of whether 'it pays to be green', has been incorrectly framed, necessitating a new line of enquiry, one which attempts to understand 'why' organisations, in this case hotels, implement CER initiatives, often for normative as opposed to instrumental reasons.

1.1 Research Background

Since the mid-1990's there has been a growing interest in policy making related to sustainability within the tourism sector in general (Borges et al., 2013:45; Chang and Hsu, 2016:887; Duglio, 2017:84; Leroux and Pupion, 2018:194; UNTWTO-UNEP, 2005). Sustainability has become a key issue in the management of tourism destinations (Duglio et al, 2017:84; Ivanov et al., 2014:175; López-Sánchez et al., 2013:57-8), tourism enterprises (Font et al., 2016:1447; Duglio et al, 2017:84; Ivanov et al., 2014:175**)** and accommodation enterprises (Bohdanowicz and Zientara, 2008:272,275; Duglio et al, 2017:84; Ivanov et al., 2014:175).

For policy makers, there is also a need to understand why organisations engage in VEPs as well as assess the private economic benefits of participation in order to facilitate "their effective use as environmental policy tools" (Rivera, 2002:334). Despite this, few studies have investigated organisational participation in voluntary environmental programs, with the motives for participation, and benefits accruing to participation by participants remaining uncertain (Khanna, 2001:307-13,317-9; Andrews, 1998:189-95; Kollman and Prakash, 2002:44-5,50-1,55,58-62; Rivera, 2002:333; Rivera, 2004:779; Font, 2002:203).

In addition, significant gaps are evident within tourism CSR research, with limited research having been conducted into both the drivers and motivating factors underpinning tourism CSR. For example, within tourism research, while numerous studies have been conducted into the associations between CSR activities and what Carroll and Shabana (2010:93) refer to as 'the narrow business case', significant gaps remain surrounding small and medium size tourism enterprises (SMTEs) as well as drivers and barriers to implementation.

Ultimately, motivations for hotel adoption of corporate social and environmental response (CSER) initiatives represents an important research gap (Tzschentke et al., 2004:116; Van der Merwe and Wöcke, 2007:2).

1.1.1 Organisations and the Natural Environment (ONE) Research

Much of the Organizations and the Natural Environment (ONE) literature (Jiang and Bansal, 2003:1050; Kearins et al., 2010:519,521-2; Sharma and Sharma, 2011:309) or what has become known as the "it pays to be green" literature (Berchicci and King, 2007:514; Blanco et al, 2009:464-5,468; King and Lenox, 2001:105-6,2002:294), has focused upon factors which influence organisational environmental response (Sharma and Sharma, 2011:309). This research has primarily focused upon the relationship between corporate environmentalism or corporate approaches to sustainability on the one hand, and organisational economic performance on the other (Kearins et al., 2010:521-2). The research is predicated upon the belief that organisational decision makers are primarily motivated to engage in beyond compliance environmental practices by concepts of economic rationality and profit maximisation (Hahn and Scheermesser, 2006:151-2).

1.1.2 CSR Research

Similarly, a large mainstream CSR literature exists examining links between corporate social responsibility and private economic benefits (Aguinis and Glavas, 2012:933-4,952; Aupperle et al., 1985:446; Blackman et al., 2014:42; Garriga and Melé, 2004:123), this literature being vast, diverse and fragmented in nature (Aguinis and Glavas, 2012:933,952; Coles et al., 2013:123,130; Moore and Spence, 2006:220; Nave and Ferreira, 2019:885-6; Perrini, 2006:306-8; Russo and Perrini, 2009:208-9; Vilanova et al., 2009:58). Again, this literature has been comprehensively reviewed elsewhere, for example, in the meta-analyses of Aguinis and Glavas (2012), Lee (2008), Margolis et al. (2009) and Lindgreen and Swaen (2010).

Academic interest in the area of Corporate Social Responsibility (CSR) has steadily increased since the 1970's (Aupperle et al., 1985:446; Carroll and Shabana, 2010:87-8; Kong et al., 2020:445; Lee, 2008: 56-62; Lockett et al., 2006:117; Margolis and Walsh, 2003:273-4,278; Peña-Miranda et al., 2019:1), reflecting "the enduring quest to find a persuasive business case for social initiatives" (Margolis and Walsh, 2003:273). Despite this, it is only in the last fifteen years that interest in the subject area had become more widespread, with nearly half of all articles on CSR being published since 2005 (Aguinis and Glavas, 2012:933-4; Coles et al., 2013:128). For example, in their systematic review of prior empirical research investigating the 'business case' for CSR, Kong et al. (2020:446) found that 74% of the sampled papers were published after 2006, with half of these being published between 2009 and 2010.

Interestingly, it was not until the development of Carroll's three dimensional model of CSR (Carroll, 1979), that there was a generally accepted theoretical paradigm to describe CSR (Lee, 2008:59-60). Indeed, despite the multitude of often contested definitions for CSR (Abaeian et al., 2014:425; Abaeian et al., 2019:2470; Carroll, 1979:497-9, 2016:2; Carroll, and Shabana, 2010:87-9; Coles et al., 2013:123-4,126-7; Dahlsrud, 2008:1-11; Farrington et al., 2017:32,34-5; Fontana, 2017:305; Iyer and Jarvis, 2019:2377; Montiel, 2008:246,252-4; van Marrewijk, 2003:95-6; Sheldon and Park, 2011:392; Skovgaard, 2014:514), one generally accepted definition of CSR (i.e. Rupp, 2011; Rupp, Williams and Aguilera, 2010) has been defined by Aguinis (2011:855) as, "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance".

Importantly, the concept of CSR has evolved over the years to include corporate environmental issues (Dahlsrud, 2008:4-11; Lee, 2008:55,63; McWilliams et al., 2006:1,8; Moore and Spence, 2006:224; Nave and Ferreira, 2019:885,891-2; Perrini, 2006:306; Van der Merwe and Wöcke, 2007:2), with the environment becoming one of the 'pillars' of CSR (Babiak

and Trendafilova, 2011:11,13; Burke, 2015:17; European Commission, 2001:7; 2011:3; Montiel, 2008:260; Moore and Spence, 2006:224; Peña-Miranda et al., 2019:2; Skovgaard, 2014:514; Williamson et al., 2006:317). The implication is that corporate environmentalism in effect constitutes a sub-set of the broader contemporary conceptualisation of Corporate Social Responsibility (Arnaudov and Koseska, 2012:390-1,396; Bansal and Hunter, 2003:292-3; Berger et al., 2007:133; Calveras, 2015:399; Carroll, and Shabana, 2010:89; Coles et al., 2013:123,124,127-8; Dahlsrud, 2008:4-11; Garriga and Melé, 2004:57; Knowles et al., 1999:258; Lockett et al., 2006:117123-5; Kong et al., 2020:445; Lee, 2008:55,63; McWilliams et al., 2006:1,8; Moore and Spence, 2006:224; Orlitzky et al., 2003:412; Perrini, 2006:306,308; Skovgaard, 2014:514; Williamson et al., 2006:317-8,326; Van der Merwe and Wöcke, 2007:2; Vilanova et al., 2009:58). Indeed, it has been noted that research within the management literature focusing upon both CSR and corporate environmental response (CER) has tended to converge, this reflecting common economic, social, and environmental issues (Babiak and Trendafilova, 2011:13-4; Beckman et al., 2014:18-21; Montiel, 2008:246,260). Reflective of the foregoing, the European Commission has defined corporate social responsibility as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2001:7; 2011:3).

The relatively high importance of CSR on academic research agendas is partly based upon the ‘business case’ for CSR – the contention that it pays to be good (Lindgreen and Swaen, 2010:2). Over the years, the concept of CSR has evolved from one which was explicitly normative and ethics based to a concept which is currently implicitly normative and performance oriented (Fontana, 2017:304; Kong et al., 2020:444; Lee, 2008:54,62). Indeed, these changes have occurred as the idea that CSR could lead to longer-term commercial benefits was rationalised and institutionalised by corporate stakeholders (Lee, 2008:54-5). Ultimately, despite commentators such as Friedman (1970), Levitt (1958) and Sternberg

(1997) arguing that organisations, unlike individuals, cannot have any social responsibilities beyond that of profit maximisation (Friedman, 1970:122-3,126; Friedman, 2007:173,178; Levitt, 1958:47-9; Sternberg, 1997:4,8-9), and/or the maximisation of shareholder wealth (Friedman, 2007:175), much research has been conducted into whether 'it pays' for organisations to engage in socially responsible behaviour (Aguilera et al., 2007:837; Carroll and Shabana, 2010:88,92-3; Margolis and Walsh, 2003:273-8; Moore and Spence, 2006:222; Orlitzky et al., 2003:403-4; Vogel, 2005:25).

As with the ONE literature, the predominant focus of prior CSR research has been on the investigation of the hypothesised association between Corporate Social Performance and Corporate Financial Performance (Aupperle et al., 1985:446; Babiak and Trendafilova, 2011:12; Blackman et al., 2014:42; Farrington et al., 2017:31-2,38; Font et al., 2016:1439-40; Garay and Font, 2012:329; Lee, 2008:53,63-4; McWilliams and Siegel, 2000:603,607; 2001:117; Margolis and Walsh, 2003:273; Nybakk and Panwar, 2015:20; Roman et al., 1999:109; Skovgaard, 2014:514) - the "business case for CSR" (Chen and Chen, 2019:623; Font et al., 2016:1439-40; Garay and Font, 2012:329; Lee, 2008:53; Vogel, 2005:19). The research tends to focus upon instrumental reasons (Carroll and Shabana, 2010:88,92-3; Farrington et al., 2017:31-2,36,38; Graafland et al., 2010:1; Lee, 2008:64-5; McWilliams and Siegel, 2000:603-4,607; 2001:117; Vogel, 2005:25) to the near exclusion of normative considerations (Farrington et al., 2017:31; Lockett et al., 2006:116,127,132; Margolis and Walsh, 2003:279-80).

Importantly, this 'business case' research has failed to adequately explain the complex relationship between business and society, having little explanatory power (Lee, 2008:64-5). Indeed, despite over thirty years of research into the 'business case' for CSR, the inconclusive nature of prior empirical research (Aupperle et al., 1985:447-54,460; Calveras, 2015:405; Farrington et al., 2017:30,32,38; Garay and Font, 2012:330; Griffin and Mahon, 1997:6-7,8-9;

Kong et al., 2020:444; Lee, 2008:64; Li et al., 2019:722,725; McWilliams and Siegel, 2000:603-4,608; 2001:117,128; Morsing and Perrini, 2009:3; Roman et al., 1999:110,113-115,121) highlights the fact that research has failed to identify a “definitive causal link between CSR and profit” (Lee, 2008:64), raising questions as to what continued research into possible links between CSR and firm-level financial performance will deliver (Lee, 2008:64; Morsing and Perrini, 2009:3).

Current research into CSR and its development reflects the influence of institutional theory, stakeholder theory, agency theory, stewardship theory, theory of the firm, and the resource-based view of the firm (Lindgreen and Swaen, 2010:2; McWilliams et al., 2006:3-4; Van der Merwe and Wöcke, 2007:2-3), this ultimately being reflective of CSR as a field lacking a clear dominant paradigm (Iyer and Jarvis, 2019:2377; Lockett et al., 2006:133). Reflective of the foregoing, Garriga and Melé (2004:51) cogently state that, "the Corporate Social Responsibility (CSR) field presents not only a landscape of theories but also a proliferation of approaches, which are controversial, complex and unclear".

Despite this, Stakeholder Theory, “which aims to establish the legitimate place for parties other than shareholders whose interests and concerns’ can defensibly orientate managers’ actions” (Margolis and Walsh, 2003:273), has become the predominant theoretical response to the classical economic arguments of earlier research (Coles et al., 2013:124; Farrington et al., 2017:32; Jenkins, 2006:243; Lee, 2008:61-2; Li et al., 2019:722-5; Lockett et al., 2006:118; Margolis and Walsh, 2003:273; Perrini, 2006:307-8;, Serra-Cantallops et al., 2017:16).

Ultimately, prior CSR research has tended to focus on the consequences and impacts of engaging in corporate social and environmental response on organisational financial performance, rather than focusing on the antecedents of such corporate behaviour (Brønn and Vidaver-Cohen, 2009:92; Coles et al., 2013:123; Lindgreen and Swain, 2010:5; Paulraj et

al., 2017:239). As Aguinis and Glavas (2012:940) cogently state, “there seems to be a black box regarding the relationship between predictors and outcomes of CSR at the institutional level of analysis”, with few studies having examined underlying factors influencing the CSR-outcome relationship (Aguinis and Glavas, 2012:942,953; De Bakker et al., 2005:308). Indeed, De Bakker et al., (2005:308) have labelled this research as ‘descriptive’, in that it fails to provide theoretical insights or contributions, commenting that “these papers seem to be stuck in a repetitive mode…as they do not so much build on each other’s work but mainly repeat or critique it without providing underlying causal relationships” (De Bakker et al., 2005:308).

Notwithstanding the foregoing, the fact remains that firms around the globe are increasingly engaging in corporate environmental (Jiang and Bansal, 2003:1047; Sharma and Sharma, 2011:315-6) and social activities (Bohdanowicz and Zientara, 2008:272,275-6), with these investments often being unrelated to instrumental consequences (Margolis and Walsh, 2003:281-2).

1.1.2.1 Focus of prior research upon Manufacturing Sectors

Importantly, prior empirical research informing the Organisation and the Natural Environment (ONE) literature has primarily focused upon manufacturing sectors, to the exclusion of the service sector (Álvarez Gil et al., 2001:457; Carmona-Moreno et al., 2004:102-3,120; Céspedes-Lorente et al., 2003:334-5; Claver-Cortés et al., 2007:664; El Dief and Font, 2012:11; López-Gamero et al., 2011:142; Molina-Azorín et al., 2009:516-7). In addition, prior research into corporate environmental innovation has not focused on the hotel industry (de-Val Segarra-Oña et al., 2012:244; González and León, 2001:178).

Similarly, research into motivations underpinning corporate social responsibility and sustainability practices (CSR/CSER) has tended to focus on manufacturing sectors (Ayuso, 2006:207; Ervin et al., 2013:392; Garay and Font, 2012:329-30; Geerts, 2014:87) with a minority of studies examining CER/CSR motivations within a service industry setting

(Céspedes-Lorente et al., 2003:340; Geerts, 2014:87). Importantly, hotels around the world are increasingly implementing beyond compliance environmental policies and initiatives (Abaeian et al., 2014:424; Erdogan and Baris, 2007:610; Geerts, 2014:87), yet there remains a paucity of research into the motivations underpinning these actions (Abaeian et al., 2014:424; Ayuso, 2006:207; Serra-Cantallops et al., 2017:16-8,31).

1.1.2.2 Environmental impacts of the Service Sector

Hutchinson (2001:14) has referred to the service sector as “the silent destroyers” of the environment, with this sector having significant ecological impacts through for example, the service sectors employment of over 70% of the working population within developed countries as well their occupation of large office buildings (Hutchinson, 2001:14). Importantly, there exists a general perception among contributors that service sector environmental impacts are significantly less than those associated with manufacturing sectors, service industries being generally perceived as low polluting (Kasim, 2006:1-2; Kirk, 1995:5; López-Gamero et al., 2011:142; Ramus and Montiel, 2005:388; Sharma et al., 2007:269).

Notably, while it has been argued that the environmental impacts of the service sector are significantly less visible than that of the manufacturing sector, they are no less complex (Sharma et al., 2007:269-70). Indeed, while service industries are affected by environmental issues differently to traditional manufacturing sectors, they are none the less affected by, and have a complex relationship with the natural environment (González and León, 2001:177,179-80; Kasim, 2006:1,3-5; Sharma et al., 2007:269-70). For example, service industries face significant external pressure to implement proactive environmental strategies due to the service sectors’ closer interface with stakeholders and consumers (Céspedes-Lorente et al., 2003:335-6; Erdogan and Baris, 2007:610; Sharma et al., 2007:269-70). In addition, findings that relative to the manufacturing sector, service sector firms are less likely to be environmentally responsive (Henriques and Sardorsky, 1996:391-3; Ramus and Montiel,

2005:394,404-5) or have a strategic environmental plan (Henriques and Sardorsky, 1996:391-3) only adds to the importance of addressing this omission.

1.1.2.3 Economic and Environmental importance of the Tourism Sector

The economic importance of the tourism sector is significant (Abaeian et al., 2014:424; Abaeian et al., 2019:2469; Bohdanowicz and Martinac, 2003:2; Camilleri, 2014:43; Céspedes-Lorente et al., 2003:340; del-Val Segarra-Oña, et al., 2012:242; Huimin and Ryan, 2011:875; Hsieh, 2012:98; Kasim, 2006:3; 2007:7; Kasim and Scarlat, 2007:7; Khatter et al., 2019:2395; López-Sánchez et al., 2013:57; Nepal et al., 2019:145-6; Ottenbacker et al., 2009:263; Pablo-Romero and Molina, 2013:37; Peña-Miranda et al., 2019:2; Rivera, 2002:334-5; Saarinen, 2003:92; Serra-Cantallops et al., 2017:16-7,31; Van der Merwe and Wöcke, 2007:3), this being no different in Ireland (Boluk, 2013:49-50,60; Griffin and Carty, 2006:1; Fáilte Ireland, 2019:2). For example, the United Nations World Tourism Organisation (UNWTO) estimates that there were 1.3 billion tourist arrivals worldwide in 2017 (UNTWO, 2018:11-12). Ireland had 9.6 million international tourist arrivals which generated €6.5 billion of foreign exchange earnings for the Irish economy in 2017 (Fáilte Ireland, 2019:1-2). This influences the Irish economy in four ways, by adding to the level of consumer spending, supporting employment, stabilising the balance of payments and generating additional tax revenue for the exchequer (Griffin and Carty, 2006:1). Indeed, Fáilte Ireland, the Irish tourism development authority, estimated that in 2018, tourism expenditure in Ireland amounted to €9.4 billion, representing 3.7% of GNP in revenue terms as well as accounting for 1.9% of export earnings. In addition, tourism generated €7.4 billion in foreign exchange earnings as well as €1.8 billion of government revenue through tax receipts while supporting 181,000 jobs within the Irish economy (Fáilte Ireland, 2019:2).

The environmental impacts of the hotel accommodation sector, the largest sub-sector of the tourism industry (Abaeian et al., 2014:424), are also significant (Blackman et al., 2014:41; Bohdanowicz and Martinac, 2003:1-2; Bohdanowicz, 2005:188,190, 2006:336, 2007:116;

Céspedes-Lorente et al., 2003:335; Curtin and Busby, 1999:136,144; Duglio et al., 2017:83; Erdogan and Baris, 2007:604; Han and Yoon, 2015:23; Hsieh, 2012:98; Ivanov et al., 2014:175-6; Kasim, 2006:1-5, 2007b:25-9; Kasim and Scarlat, 2007:5,7-8; Khatter et al., 2019:2395-6; Kirk, 1995:3,5; López-Gamero et al., 2011:142; Mbasera et al., 2016:1-2; Nepal et al., 2019:146,150; Rodríguez-Antón et al., 2012:76-7; Rivera, 2002:335; Serra-Cantallops et al., 2017:17; Van der Merwe and Wöcke, 2007:1), consuming significant amounts of water, energy, and non-durable consumer goods, as well as generating emission to air, water, and soil (Bohdanowicz and Martinac, 2003:1-2,5-6; Bohdanowicz, 2005:188,190, 2006:663,665-6; Erdogan and Baris, 2007:604; González and León, 2001:177; Ivanov et al., 2014:175-6; Kirk, 1995:3,5; Kasim, 2007b:25-9; Mbasera et al., 2016:1). This leads to the degradation of eco-systems (Bohdanowicz, 2005:188, González and León, 2001:177). Despite this, the hotel industry is only marginally affected by environmental regulation (Ayuso, 2006:215; Céspedes-Lorente et al., 2003:333,350; Khatter et al., 2019:2397; Singal, 2014:19,26). Finally, a general lack of interest, awareness, and environmental concern on the part of hotel managers concerning environmental issues has been identified as an issue in prior research (Erdogan and Baris, 2007:606-8; 610-11).

1.1.2.4 Focus on Large Organisations to the exclusion of SMEs

Firm size has been shown to have a positive and significant association with firms likelihood of participation in voluntary beyond compliance social and environmental initiatives (e.g. Arora and Cason, 1996:425; González-Benito and González-Benito, 2005:142-3; Hahn and Scheermesser, 2006:161; Hsu and Cheng, 2012:301; Ivanov et al., 2014:175,184-96; Park et al., 2012:106-7). It has been suggested that this may be because larger firms tend to have greater financial and human resources to devote to voluntary environmental initiatives as well as potentially benefiting from scale economies (González-Benito and González-Benito, 2005:140,143).

Conversely, SMEs, characterised by resource deficiencies such as a lack of financial, management, planning, administrative and control systems (O'Gorman and McTiernan, 2000:141-2,150; van Hoorn, 1979:85) may be limited in their ability to engage in CSER initiatives.

Prior studies which have examined the motivations for adopting beyond compliance environmental initiatives within organisations have generally tended to focus upon large organisations to the exclusion of smaller SME type operations or have failed to differentiate between larger organisations and SMEs (Ervin et al., 2013:392; Hillary, 2004:561-2; Heras and Arana, 2010:729; Tilley, 1999:239-40), despite the collective economic (Aiyub et al., 2009:9; Jenkins, 2006:241-2; Lepoutre and Heene, 2006:257; Morsing and Perrini, 2009:2; Perrini, 2006:308; Reyes-Rodríguez et al., 2016:193; Roberts et al., 2006:276; Santos, 2011:490; Spence, 2007:534; Tilley, 1999:238-9, 2000:33) and environmental importance of the SME sector (Aiyub et al., 2009:9; Aragón-Correa et al., 2008:88-9; Biondi et al., 2000:56; Henriques and Catarino, 2016:42; Hillary, 2004:561; Rutherfoord et al., 2000:310; Schaper, 2002:236-7; Tilley, 1999:239-40, 2000:33).

SMEs are defined as commercial organisations with less than 250 employees, annual turnover of less than €50 million and a balance sheet value of less than €43 million (European Commission, 2014:8; Williamson et al., 2006:318). Importantly, numerous characteristics differentiate SMEs from larger firms, size being only one aspect. For example, differences between SMEs and large organisations include SMEs independence, a lack of financial resources and informal organisational structure, this often being based upon personal relationships (Perrini et al., 2007:286; Spence, 1999:164-6; Stubblefield Loucks et al., 2010:182-5; van Hoorn, 1979:85). Other differences include SMEs being highly personalised, actively managed by their owners and generally dependent upon internal source of finance

(Perrini et al., 2007:286; Stubblefield Loucks et al., 2010:182-5; van Hoorn, 1979:85; Vyakarnam et al., 1997:1628).

SMEs are not simply 'scaled down' large enterprises (Arend, 2014:542; Font et al., 2016:1439; Jenkins, 2006:241; Lepoutre and Heene, 2006:257; Nybakk and Panwar, 2015:18; Williamson et al, 2006:318; Morsing and Perrini, 2009:2; Perrini et al., 2007:286; Russo and Perrini, 2009:207; Tilley, 1999:238, 2000:33), with SMEs being motivated and engaging in CSR differently to larger firms (Arend, 2014:552; Cantele et al., 2020:6-9; Fassin et al., 2011:425,429; Font et al., 2016:1439; Jenkins, 2006:243; Morsing and Perrini, 2009:2; Murillo and Lozano, 2006:233-4;237-8; Perrini et al., 2007:285,291-6; Robertson, 1991:125-7; Roberts et al., 2006:275,281-4; Russo and Perrini, 2009:207; Russo and Tencati, 2009:343-9; Santos, 2011:490,498). Indeed, SMEs approach environmental issues differently to larger organisations (Aiyub et al., 2009:7; Biondi et al., 2000:57-61,67; Cantele and Zardini, 2018:126) due to differences in scale, resources and management structure (Aiyub et al., 2009:8; Biondi et al., 2000:57-60,67; Atkinson et al., 2000:118-20; Tilley, 1999:240, 2000:33), with CSR and CER motivational patterns having been found in prior empirical research to vary with organisation size (e.g. Graafland et al., 2010:9-11). In addition, while individually, SMEs exert little impact upon the environmental, taken collectively, SMEs are responsible for significant levels of resource consumption, pollution to air and water courses as well as waste generation (Cantele et al., 2020:2).

Small businesses make a significant contribution to national economies (Aiyub et al., 2009:9; Baden et al., 2009:429; Besser, 2012:130,137; Biondi et al., 2000:56; Depken and Zeman, 2017:2; Cantele et al., 2020:1; Henriques and Catarino, 2016:42; Johnstone, 2020:1; Klein and Kellermanns, 2008:121-2; Massoud et al., 2020:29; Morsing and Perrini, 2009:2; Njite et al., 2011:179-80; Quinn, 1997:119; Roberts et al., 2006:276; Santos, 2011:490; Spence and Rutherfoord, 2003:1; Tilley, 1999:239-40). It has been estimated that SMEs account for 90%

of the world population of firms (Lee et al., 2016:89), while within the European Union, it has been estimated that SMEs accounted for over 99% of business enterprises, nearly 69% of employment and over 58% of the value added at factor costs within the European economy in 2010 (European Commission, 2014:35-6; Henriques and Catarino, 2016:42; Lee et al., 2016:89; Papadopoulos et al., 2018). Ireland is no different with Irish firms being comprised primarily of indigenous SMEs (Stohs and Brannick, 1999:312-3).

Despite of the foregoing, prior empirical research into CSR has tended to focus on larger international firms (Baden et al., 2009:429; Besser, 2012:129-30,137; Coppa and Sriramesh, 2013:31-2, Fassin et al., 2011:425,429; Garay and Font, 2012:329-30; Grimstad et al., 2020:3; Hsu and Cheng, 2012:290; Jenkins, 2006:241; Lee et al., 2016:91; Lepoutre and Heene, 2006:257; Morsing and Perrini, 2009:1-2; Perrini et al., 2007:285; Robertson, 1991:120; Russo and Perrini, 2009:209; Russo and Tencati, 2009:340; Santos, 2011:490; Williamson et al., 2006:318-9). The consequence of this has been that small firms remain an under-researched area within both the CSR (Babiak and Trendafilova, 2011:11; Baden et al., 2009:429; Besser, 2012:129-30,137; Coppa and Sriramesh, 2013:31-2; Famiola and Wulansari. 2019:16; Fassin et al., 2011:425,429; Garay and Font, 2012:329; Grimstad et al., 2020:3; Jenkins, 2006:241-2; Lee et al., 2016:89,91,93; Lee et al., 2017:636; Lepoutre and Heene, 2006:257; Moore and Spence, 2006:220; Morsing and Perrini, 2009:1-2; Nejati and Amran, 2009:259-60; Njite et al., 2011:179-80; Perrini, 2006:307-8; Perrini et al., 2007:285; Robertson, 1991:120; Russo and Tencati, 2009:339-40; Santos, 2011:490,493; Spence, 2007:535,543; Williamson et al., 2006:319), and CSER literatures (Stubblefield Loucks et al., 2010:179; Tilley, 1999:240; Tzschentke et al., 2008:126).

Correspondingly, prior research into CER and corporate environmental sustainability has also tended to focus on larger organisations to the exclusion of the SME sector (Reyes-Rodríguez

et al., 2016:193; Tilley, 2000:32), despite the fact that SMEs tend to implement CER initiatives differently to larger organisations (Arend, 2014:552; Reyes-Rodríguez et al., 2016:195).

Indeed, the academic attention, albeit limited, which has focused upon CSR within SMEs represents a relatively recent phenomenon (Baden et al., 2009:429; Fassin et al., 2011:429; Jenkins, 2006:242; Lepoutre and Heene, 2006:257; Vázquez-Carrasco and López-Pérez, 2013:3209). As Lindgreen and Swaen (2010:5) note, "little is known about what CSR means and how CSR is implemented in small and medium-size enterprises (SMEs) and enterprises with different ownership structure…more research is needed in order to identify the peculiarities of practicing CSR in SMEs and to emphasise the business case for CSR among SMEs". Correspondingly, CSR research within an Irish context is also lacking, this representing a significant research gap (Burke, 2015:18; Stohs and Brannick, 1999:313; O'Dwyer et al., 2005:19).

1.1.2.5 Tourism CSR

Reflective of the foregoing, CSR research within the tourism and hotel sector in general (Abaeian et al., 2019:2469; Gard McGehee et al., 2009:418,420; Holcomb et al., 2007:461,472-3; Iyer and Jarvis, 2019:2387; Peña-Miranda et al., 2019:2,4; Serra-Cantallops et al., 2017:16; Sheldon and Park, 2011:394-6), and the small and medium sized tourism (SMTE) sector in particular, also represents a significant research gap (Abaeian et al., 2019:2469; Camilleri, 2014:43; Coles et al., 2013:135; Font et al., 2016:1440; Gard McGehee et al., 2009:418,420; Holcomb et al., 2007:461,472-3; Njite et al., 2011:179-80; Peña-Miranda et al., 2019:2-4), as it is for other economic sectors (Jenkins, 2006:241-2; Lee, 2008:68; Lindgreen and Swaen, 2010:5; Murillo and Lozano, 2006:227-8; Perrini, 2006:311). Ultimately, this provides a significant research opportunity (Camilleri, 2014:43; Coles et al., 2013:135; Lee, 2008:68-9; Lindgreen and Swaen, 2010:5). In addition, hotels around the world are increasingly implementing beyond compliance environmental policies and initiatives (Erdogan and Baris, 2007:610; Geerts, 2014:87), yet research into motivations advancing corporate

social responsibility and sustainability practices (CSR/CSER) has tended to focus on manufacturing sectors, with a minority of studies examining CER/CSR motivations within a service industry setting.

While the hospitality industry has traditionally not been viewed as a significant polluter, it remains a significant user of non-renewable resources (Chan and Wong, 2006:482; Kasim, 2006:1-5; Kasim and Scarlat, 2007:7-12; Kirk, 1995:5), with hotel construction and operation being associated with significant environmental degradation (Weinberg et al., 2002:374,376; Rivera, 2002:335; 2004:780; Stem et al., 2003:388,410; Kasim and Scarlat, 2007:5). In addition, it has been argued that the hotel industry has an intrinsic interest in protecting the natural environment as it comprises an essential part of its core product (Abaeian et al., 2014:424; Bohdanowicz and Martinac, 2003:5; Bohdanowicz, 2005:188; Chang and Hsu, 2016:887; Chan and Wong, 2006:482; Erdogan and Baris, 2007:604; Horobin and Long, 1996:15; Kasim, 2006:5, 2007:8; Kasim and Scarlat, 2007:8; Knowles et al., 1999:255; Leroux and Pupion, 2018:194). For example, visitor attitude surveys conducted by Fáilte Ireland, the Irish Tourism Development Agency, confirm that the primary reasons noted by tourists for visiting Ireland has been ‘beautiful scenery’ and ‘natural attractions’ (Fáilte Ireland, 2019:1).

In addition, the hotel sector is generally regarded as being highly fragmented, being comprised of small-to-medium sized independent operators (Bohdanowicz, 2005:189, 2006:664; El Dief and Font, 2012:116; Font et al., 2016:1440; Johnson and Iunius, 1999:245-6; Kasim, 2006:2; Kasim and Scarlat, 2007:5-6; Kirk, 1995:3; Park et al., 2012:109; Rivera, 2002:335, Tzschentke et al., 2004:116). The situation in Ireland is no different, the Irish hotel industry being predominantly SME based (O’Gorman and McTiernan, 2000:144-5; Griffin and Carty, 2006:12). For example, in 2012, there were 856 hotels with 57,859 rooms in Ireland (Table 3.1), equating to an average hotel size of 68 rooms. Little has changed in the intervening

period, with the average hotel size in Ireland increasing slightly to 73 rooms in 2019 (Table 3.2).

Hospitality represents a relatively recent academic discipline (Ottenbacker et al., 2009:263), with CSR research within the context of the hospitality sector remaining at an early stage of development (Bohdanowicz, 2006:663; Bohdanowicz and Zientara, 2008:272; Coles et al., 2013:128; Garriga and Melé, 2004:122-3; Huimin and Ryan, 2011:875). In addition, limited research has been conducted into drivers and motivating factors underpinning tourism CSR (Coles et al., 2013:135; Dwyer and Sheldon, 2007:91; Tzschentke et al., 2004:116). For example, limited research into CSR in the broader sense has been conducted within the tourism sector by a small academic community (Coles et al., 2013:122-3,128,135-7), this resulting in “a partial body of knowledge” and “limited knowledge exchange between the tourism academy and the wider community of CSR scholarship beyond it” (Coles et al., 2013:137). Ultimately, motivations for hotel adoption of corporate social and environmental response (CSER) initiatives represents an important research gap (Tzschentke et al., 2008:132; Van der Merwe and Wöcke, 2007:2), this being particularly relevant as this industry is only marginally affected by environmental regulation (Céspedes-Lorente et al., 2003:333,350).

Finally, previous studies have found environmental initiatives within independent non-chain hotels to be highly dependent upon hotel managers attitudes and knowledge (e.g. Ayuso, 2006:212,16-8; El Dief and Font, 2010:159; Font et al., 2016a:1442-4, 2016b:71; Garay and Font, 2012:334; Rivera and de Leon, 2005:120-3; Tzschentke et al., 2004:118-122; Tzschentke et al. 2008:126,129-132.), whereas chain hotels, as well as having greater financial resources, are often required to engage in environmental initiatives for reasons of brand image as well as chain policy compliance (Bohdanowicz, 2005:189,198). A notable feature of prior research within the hospitality industry has been the lack of research into

differences in environmental attitudes and engagement between chain and independent non-chain hotels (Bohdanowicz, 2005:189,191). This is an issue that shall be revisited in section 2.3.3.5.

1.1.3 Voluntary Environmental Programmes

As Voluntary environmental programmes (VEPs) are important tools often used in the promotion of CER initiatives, this being particularly relevant within the current research context, a brief overview of VEPs is outlined at this juncture with a view to providing context for the discussion which follows. In addition, linkages between EU CSR policy, Irish Government Environmental policy, the Irish National Waste Management Programme (NWPP), the Irish EPAs Green Business Scheme, and the Irish hospitality sector specific VEP, The Green Hospitality Awards scheme, are outlined.

VEPs are voluntary management tools used by many governments and governmental organisations around the world as a means of encouraging organisations to voluntarily reduce their environmental impacts, beyond that required by the regulatory system (Darnall and Carmin, 2005:71,78-9). Importantly, VEPs provide an opportunity for governments to encourage voluntary beyond compliance organisational environmental response, complimenting traditional regulation, as opposed to necessitating the use of mandatory command and control type regulation (Darnall and Carmin, 2005:71,73). Indeed, given the perception general of service industry sectors as not having significant environmental impacts relative to that of manufacturing sectors, these sectors are often not subject to significant environmental regulatory oversight, the hotel industry being a case in point. Despite this, service industries, collectively and at an aggregate level, do have significant environmental impacts, with VEPs often being used as policy tools to encourage enhanced environmental engagement within these sectors. This section provides a short outline as to the nature and function of VEPs, as well as noting the lack of research into understanding why organisations join VEPs, this ultimately constituting an important research gap.

Prior to the development of tourism eco-labels there existed numerous other tourism certification programs which measured business quality and service standards. Examples

include Michelin which published guidebooks and ratings for hotels and restaurants, as well as that of the American Automobile Association, used to rate accommodation located on U.S. highways (Honey, 2003:11). Private-sector environmental certification schemes were first introduced in Europe in the 1980's and have proliferated around the world since then (Blackman et al., 2014:41; Font, 2002:197-8). Indeed, since the late 1990's there has been a significant proliferation in the number of tourism related green certification programs (Ayuso, 2006:208; Blackman et al., 2014:41; Font, 2002:197,203; Honey and Rome, 2001:11,15; Honey, 2003:13; Leroux and Pupion, 2018:194), with many of these focusing on accommodation sectors (Honey and Rome, 2001:11).

Despite the large number of green certification programs available to the tourism industry, they all share common components. Firstly, these programs are invariably voluntary in nature. Secondly, certification requires that the business be assessed to ensure compliance with established criteria and standards. Thirdly, certification involves first-party assessment, often by way of a questionnaire, followed by subsequent third-party assessment and auditing. Fourthly, programs award a logo or seal for a specified period post audit to indicate different levels of achievement to consumers (Darnall and Carmin, 2005:71,73,78-84; Font, 2002:198,200-3; Honey and Rome, 2001:5,51-54; Honey, 2003:14-15). Indeed, a feature of VEPs relative to traditional command and control techniques is their ability to facilitate varying level of stringency within and across programs (Prakash and Potoski, 2012:125,127). Environmental certification programs can be further differentiated by reference to methodologies used, these being either process based (for example such as an EMS), or performance based which use benchmarks against which the business can be measured (Honey and Rome, 2001:23-32; Honey, 2003:15-6). Finally, most programs involve a membership fee (Honey, 2003:14-5).

Importantly, the goal of ‘green’ certification is to ensure recognition of the value of scheme certification as well as acceptance of the scheme as a rigorous voluntary standard in both the industry and target markets (Font, 2002:198), “as a quality symbol and a meaningful difference that influence purchasing behaviour” (Font, 2002:203).

As membership of these schemes is voluntary (Blackman et al., 2014:41; Rivera, 2002:333; Honey and Rome, 2001:5,51-54; Honey, 2003:14-15), in order for these tourism environmental certification schemes to motivate environmental improvements in target organisations, they must provide short-term economic benefits (Rivera, 2002:333-4), either through greater customer numbers or enhanced margins (Blackman et al., 2014:41), which offset the costs of certification and scheme membership (Blackman et al., 2014:41). In addition, program branding enables external stakeholders to differentiate between participants and non-participants (Prakash and Potoski, 2012:125). Ultimately, VEPs reflect a move towards information-based regulation which enables organisations to signal their environmental stewardship to external stakeholders while also enabling various stakeholders to access organisations environmental performance (Darnall and Carmin, 2005:71,73; Leroux and Pupion, 2018:195; Prakash and Potoski (2012:127,130).

For policy makers, there is also a need to understand why organisations engage in voluntary environmental initiatives as well as assess the private economic benefits of participation to facilitate “their effective use as environmental policy tools” (Rivera, 2002:334). Despite this, few studies have investigated organisational participation in voluntary environmental programs, with the motives for participation, and benefits accruing to participation by participants remaining uncertain (Khanna, 2001:307-13,317-9; Andrews, 1998:189-95; Kollman and Prakash, 2002:44-5,50-1,55,58-62; Rivera, 2002:333; Rivera, 2004:779; Font, 2002:203).

Ultimately, despite the lack of knowledge as to what motivates hotels in Ireland to implement beyond compliance environmental initiatives, policy instruments designed to encourage hotel environmental engagement have been predicated upon the provision of instrumental benefits, “as this is a bigger hook to business”. Importantly, prior research suggests that organisations are motivated to engage in CER initiatives for intrinsic normative reasons of altruism ahead of extrinsic instrumental reasons such as that of competitiveness. This is significant as Motivation Crowding Theory suggests that extrinsic motivations may ‘crowd out’ intrinsic motivations, “when a previously non-monetary relationship is transformed into an explicitly monetary one” (Frey and Jegen, 2001:590).

1.1.3.1 The Green Hospitality Awards programme: Manifestation of EU policy on Corporate Social Responsibility, Irish Government Environmental Policy, and an intrinsic element of National Waste Prevention Programme (NWPP) in Ireland.

Current European Commission CSR strategy is ultimately derived from the Lisbon Strategy (European Council, 2000) of 2000 (Skovgaard, 2014:514,520,523) which encouraged member states to promote CSR within national industries (Skovgaard, 2014:518). Indeed, over the years, numerous Green Papers and strategy documents have been produced by the European Commission which have addressed issues of CSR within the European Union (Skovgaard, 2014:523). For example, In 2001, a Green Paper on CSR entitled, “Green Paper – Promoting a European Framework for CSR”, was produced to encourage discussion of CSR (European Commission, 2001), this being followed in 2002 by the communication entitled “Corporate Social Responsibility: A Business contribution to Sustainable Development” (European Commission, 2002), which defined CSR in terms of “the main function of an enterprise is to create value through producing goods and services that society demands, thereby generating profit for its owners and shareholders as well as welfare for society…” (European Commission:2002:5). In addition, in this document the European Commission emphasised the voluntary nature of CSR, whilst rejecting a regulator approach (Skovgaard,

2014:519), where it was noted that “CSR is behaviour by businesses over and above legal requirements, voluntarily adopted because business deem it to be in their long-term interest” (European Commission:2002:5). Other important EU documents concerning CSR include the 2005 paper entitled, “Working together for growth and jobs. A new start for the Lisbon Strategy”, and the 2006 paper, “Implementing the partnership for growth and jobs: making Europe a pole of excellence on Corporate Social Responsibility”. CSR was noted within the European Commission strategy document, “Europe 2020 strategy for smart, sustainable and inclusive growth” (European Commission, 2010), as being capable of making “a significant contribution towards sustainability and competitiveness both in Europe and globally” (Skovgaard, 2014:519).

Based upon the foregoing, Skovgaard (2014) argues that the ultimate rationale driving the European Commission’s promotion of CSR within Europe has been one of using CSR as a means of gaining competitive advantage (Skovgaard, 2014:419-20), finding in his content analysis of EU CSR policy documents produced between 2000 and 2011, that EU policy promoted the concept of competitiveness as the primary driver of CSR initiatives. For example, the European Commission, in its framework document, “A renewed EU strategy 2011-14 for Corporate Social Responsibility” notes that “a strategic approach to CSR is increasingly important to the competitiveness of enterprises”, before advocating “the need to promote market reward for responsible business conduct”, with the EU leveraging “policies in the field of consumption, public procurement and investment to strengthen market incentives for CSR” (European Commission, 2011:3,5,10-11). Ultimately, Skovgaard (2014:524), found that strategic and competitive motivations were advanced as rationale for implementing CSR within all of the aforementioned European Commission documents. Conversely, only one of the six policy documents reviewed were found to reference altruistic or ethical rationale while none of the documents emphasised coercive regulatory influences as rationale for CSR implementation (Skovgaard, 2014:524-5).

Similarly, governments have started to use policy tools predicated upon concepts of sustainability and/or CSR as a means of delivering national policy goals (Camilleri, 2014:44; European Commission, 2011:12). The Irish Government's 2002 policy statement published by the Department of Enterprise and Local Government (DELG), entitled 'Delivering Change: Preventing and Recycling Waste, A Policy Statement', foresaw the setting up of the National Waste Prevention Programme "to deliver substantive results on waste prevention and minimisation across all waste streams" (DELG, 2002:11). The National Waste Prevention Programme (NWPP) was launched in Ireland by the Environmental Protection Agency (EPA) in 2004. The NWPP constitutes a group of programmes and policy initiatives aimed at promoting and supporting "resource efficiency and the sustainable use of resources in Ireland" (EPA, 2018:4) with the objective of delivering "substantive results on waste prevention and minimisation across both hazardous and non-hazardous waste arisings" through the promotion of resource efficiency and the sustainable use of natural resources (EPA, 2013:1).

The programme is comprised of numerous different environmental schemes run under the auspices of the Irish Environmental Protection Agency (EPA), including the GreenBusiness scheme (of which the Green Hospitality Awards is a component part), the Stop Food Waste scheme, the Green Healthcare scheme, the Smart Farming scheme, the Farm Hazardous Waste scheme, Green Enterprise, the Local Authority Prevention Network, FreeTrade Ireland, the SMILE Resource Exchange and Community Reuse Network Ireland (EPA, 2018:4,9). The primary objective of the NWPP and its component schemes is "to implement EU and national policy on resource efficiency to break the link between economic growth and environmental impact" (EPA, 2018:4). Importantly, the NWPP has focused upon the promotion of cost reduction as a means to reduce waste and enhance efficiency. For example, the EPA, in the second NWPP annual report of 2012, noted that, "prevention has been shown to reduce costs; improve competitiveness while encouraging innovation and the adoption of cleaner processes and products…companies are becoming increasingly aware of the financial savings and

competitive advantage that arise from adopting an environmentally sustainable and resource efficient approach to their business. Key business costs centre on energy use, raw material use, and waste management use…" (EPA, 2013:1). Crucially, the EPA noted that "prevention has an important contribution to make to the development of a cleaner, greener smart economy in Ireland (EPA, 2013:1).

1.1.3.2 Linkages between NWPP schemes and Irish Government Environmental Policy

The NWPP's focus upon environmental initiatives as advancing economic performance reflected Irish Government environmental policy at the time. For example, the NWPP initiatives effectively operationalised Irish government of policy with regard to the environment, these programmes having a:

> "…key role to play in developing and supporting the green economy, both in terms of identification of best practice in term of resource efficiency…one opportunity afforded by the economic crisis is the appreciation of the commercial value and market application of many of the outputs of the projects and programmes of the NWPP" (EPA, 2013:2).

Numerous strategy documents have been prepared by the Irish government, specifically related to the 'Green Economy', including the Strategy for Renewable Energy, the National Energy Efficiency Action Plan, the Sustainable Development Framework and the National Waste Policy – 'A Resource Opportunity' (DJEI, 2012:3). The 2009 National Efficiency Plan provided a framework for the achievement of "€1.6 billion of savings" by 2020, with a subsequent plan being developed to "further copper-fasten these savings opportunities and develop further ones" (EPA, 2013:4). Indeed, the Irish Taoiseach (Prime Minister) noted in the forward to the Government of Ireland (GoI) policy document on growth and employment in the

green economy entitled “Delivering Our Green Potential” (2012) that, “as recognised in the Government’s Action Plan for Jobs 2012, the Green Economy can be a key driver of economic growth and job creation in Ireland” (GoI, 2012:1). This document built upon previous policy statements such as the Strategy for Renewable Energy, the National Energy Efficiency Action Plan, the Sustainable Development Framework and the National Waste Policy – ‘A Resource Opportunity’ and identified economic and employment opportunities within industrial sectors which comprise the ‘Green Economy’ (GoI:2012:3). This policy document, which outlined Irish government policy on “growth and employment in the green economy” (GoI, 2012:1), defined the Irish “Green Economy” as covering diverse industry sectors such as renewable energy, energy efficiency and resource efficiency, green products and services, green financial services, agriculture, marine and forestry, tourism, waste and water management as well as low carbon transport (GoI, 2012:7-36). Drivers of the “Green Economy” were defined in this document as “including emissions reduction targets, increasing fossil fuel prices, diminishing natural resources, the impact of climate change, environmental legislation and consumer preferences”, which are shifting towards goods and services which are more sustainable and less damaging to the environment (GoI, 2012:5). Crucially, the document identified the ‘Green Economy’ as providing a significant opportunity for economic and employment growth as well as enhancing national competitiveness. Crucially, tourism was defined as one of the “emerging green areas”, where “sustainable products or services have become key selling points for Ireland” (GoI, 2012:2), and an “integral part of developing the Green Economy in Ireland” (GoI, 2012:8), where Ireland’s “Green Tourism proposition” is deemed central to the country’s attractiveness as a tourism destination (GoI, 2012:24). This strategy document also emphasised the continued support for the sector to “tailor their offerings towards more responsible approaches and improved environmental impact through the work of the agencies such as Fáilte Ireland, the Environmental Protection Agency and Sustainable Energy Authority of Ireland”, and by ‘actively’ promoting programmes such as the Green Hospitality Awards (DJEI, 2012:25). Interestingly, the document described ‘Internationally recognised

accreditation" as a "key marketing tool for green tourism", while Green Hospitality was described as an organisation funded through the EPA which "is committed to assisting the Hospitality Sector in becoming more environmentally responsible", and "improve their environmental impact" (DJEI, 2012:25).

In summary, EU CSR and Irish government environmental policy have tended to advance instrumental competitive reasons as rationale for the implementation of CSR and CER initiatives, rather than emphasise rationales such as ethics, altruism or legitimation, in the form of coercive regulatory pressure within European and Irish businesses respectively.

Governments the world over are faced with significant structural issues in addressing ecological and social issues. This serves to increase the importance of corporate social responsibility as a means of achieving public and societal objectives, and, in particular, governmental strategies relating to sustainable development (Graafland et al., 2010:1). Importantly, investigating *why* organisations implement beyond compliance environmental initiatives is important for government and other societal policy makers who wish to encourage such behaviour (Abaeian et al., 2014:424; Grimstad et al., 2020:2). For example, where organisations are motivated by extrinsic motivations, such as financial reward, to engage in CER initiatives, government policy may be better focused on institutional reforms which promote instrumental benefits (Graafland et al., 2010:1,5). Conversely, where CER initiatives are motivated by intrinsic motivations such as altruism or ethics, both examples of intrinsic motivations (Graafland et al., 2010:5), extrinsic motivations hold the potential to crowd-out' intrinsic motivations (Bowles, 1998:90-1; Frey, 1994:334,337,349; Deci et al., 1999:653,658-9; Frey and Goette, 1999:1,3; Frey and Jegen, 2001:589,596-607; Gneezy and Rustichini, 2000:803,807; Seabright, 2002:1,6-7,17; Brekke et al., 2003:1982; Graafland and van der Ven, 2006:121; Reeson, 2008:1; Frey, 2012:81-83), and may not be an effective way of encouraging CSR involvement (Graafland and van der Ven, 2006:121; Graafland et al.,

2010:1), leading to policy failure. In these cases, government policy may be better focused on reinforcing the intrinsic motivations of managers and executives, by focusing upon moral commitments to socially responsible business conduct, rather than emphasising instrumental incentives in the promotion of CSR initiatives (Graafland et al., 2010:5,16-7).

Ultimately, government policy in Ireland has been to encourage hotel CER engagement under the auspices of the Irish Environmental Protection Agency's (EPA) GreenBusiness scheme and its hospitality sector specific sub-scheme, the Green Hospitality Awards programme (GHA). These schemes have been promoted based on instrumental considerations. The suggestion that under certain circumstances, instrumental motivations may in effect 'crowd-out' normative motivations, implies that before effective social policy instruments are designed, care should be taken to understand the underlying motivations which may advance the desired behaviour. The design of efficient and effective environmental policy instrument depends upon government and other interested parties in Ireland understanding what motivates organisations to implement CER initiatives. Again, this is an issue which has not been adequately addressed within the hotel sustainability motivations literature. In view of the lack of research, this study aims to provide a better understanding as to what motivates hotels to implement CER initiatives and considers the implications for policy instrument design and development.

1.2 New Line of Enquiry

As noted, prior research has primarily focused upon the relationship between corporate environmentalism or corporate approaches to sustainability on the one hand, and organisational economic performance on the other. The majority of studies are predicated upon the belief that organisational decision makers are primarily motivated to engage in these practices by concepts of economic rationality and profit maximisation (Hahn and Scheermesser, 2006:151-2). Despite this, some commentators have argued that the question has been incorrectly framed (Margolis and Walsh, 2003:280-84), suggesting that the real question is not whether CSR and Environmental Social Response (ESR) pays (Aguilera et al., 2007:837; Brønn and Vidaver-Cohen, 2009:91; El Dief and Font, 2010, 2012; Garay and Font, 2012:330), but rather what motivates organisations to engage in CSR initiatives which extend beyond regulatory compliance (Aguilera et al., 2007:3; Babiak and Trendafilova, 2011:11-2; Brønn and Vidaver-Cohen, 2009:91; Garay and Font, 2012:330). While much has been written about the identification of barriers to the implementation of CER initiatives, this has not been the case for CER motivations (Henriques and Catarino, 2016:44). Ultimately few scholars have attempted to examine the motivations underpinning corporate social responsibility in general (Yu and Liang, 2020:1), and corporate environmental response and sustainability practices in particular (Babiak and Trendafilova, 2011:11-2; Hahn and Scheermesser, 2006:152; Paulraj et al., 2017:240; Thollander et al., 2013:637), this area of investigation remaining under-researched (Bansal and Roth, 2000:718-9; Bansal and Hunter, 2003:297; Brønn and Vidaver-Cohen, 2009:92; Campbell, 2007:946; Darnall et al., 2008:365; Hahn and Scheermesser, 2006:152; Morrow and Rondinelli, 2002:159,163,169; Muller and Kolk, 2010:1; Paulraj et al., 2017:240; Rodriguez et al., 2006:733,739-40; Uecker-Mercado and Walker, 2012:270; Thollander et al., 2013:637; Yu and Liang, 2020:1).

1.3 Thesis Structure

The following chapter provides an overview of the literature regarding motivations advancing corporate environmental response. Prior research into motivations underpinning CER engagement has tended to suggest that CER motivations revolve around a tri-partite conceptualization of motivations, being comprised of motivational concepts of competitiveness, legitimation, and altruism, these concepts reflecting divergent theoretical constructs. For example, competitiveness as a motivational construct has tended to reflect the ideas as advanced by the resource-based theorists; legitimation, that of institutional theory; and altruism, that of the doctrine of social responsibility. Notably, motivations advancing CER have been found to be multiple rather than single, with the relative salience of different motivations to CER engagement varying across studies. This is often reflective of differences in organization size and industry sector.

Given the relative lack of research into CER motivations within service industries in general, and the hospitality industry in particular, an objective of this research is to investigate the extent, if any, this tri-partite theoretical conceptualization of CSR/CER motivations identified within the literature, features in the accounts of Irish hoteliers, this being reflective of their experiences and motivations. Much prior research into the hypothesised positive association between firm-level environmental and economic performance has been predicated upon the RBV. Thus, in addition to the foregoing, this research seeks to understand whether RBV processes are perceived as underpinning firm-level CER engagement within an SME and service industry context.

In addition, unlike prior studies within a hospitality setting, the accounts of significant knowledgeable stakeholders have also been included, both as a means of triangulating the findings vis-à-vis hoteliers perceptions, but also with a view to providing additional insights into

hotel CER motivations which are absent from prior research,. Unlike much of the prior empirical research in this subject area, an inductive methodology was used.

The thesis is structured as follows. Chapter 2, the literature review, starts by providing a description of the theoretical foundations underpinning the organizations and the natural environmental literature (ONE), as well as noting the fundamental weaknesses inherent in these theoretical approaches. A brief review of this literature is provided, followed by a description of methodological weaknesses associated with this literature, which may have led to inconclusive findings.

Subsequently, prior motivation research in CSR and CER is described, while the significant research gap that exists within tourism CSR is also highlighted. Motivations identified within prior research as advancing CSR and CER engagement are outlined as well as how CER motivational patterns have been found to vary with industry and organization size. This chapter also provides an outline of CSR/CER motivational patterns as well as how the relative salience of individual motivators has been found to vary across studies. The chapter then provides a brief description of facilitators and inhibitors of organizational CSR/CER, briefly addressing issues such as the importance of managerial belief systems to CSR/CER implementation while also noting the possible inhibiting effects of motivation 'crowding-out'. The chapter concludes by outlining methodological weaknesses inherent in prior research, outlining the research question and proposed research methods.

Chapter 3 provides a description of data collected, and methods used. This chapter outlines the logic for the choice of research design, sampling issues such as research population, sampling strategy, and sampling frame. Methods of data collection and analysis are subsequently described before ethical issues are considered.

The following three chapters, chapters 4, 5 and 6, report the findings of the research study. Finally, chapter 7 provides a discussion of the research findings, addressing theoretical and practical implications, limitations, and areas for further research before ending with a conclusion.

2.0 Literature Review

This literature review starts by providing an outline into previous research into the nature of the firm-level environmental and economic performance relationship, the so-called Organisations, and the Natural Environment Literature (ONE). This is followed by a synopsis of the theoretical background to the research. Section 2.1.1 provides a description of the theoretical foundations underpinning competitiveness as a motivation advancing corporate environmental response, while section 2.1.2 provides a brief outline of legitimation as a CSR motivator. Section 2.1.3 provides a description of altruism as a CSR motivator. As noted in chapter one, given the predominant and overarching focus of prior empirical CER and CSR research on the 'business-case' for CSR, section 2.2 provides a brief overview of the research within the ONE literature. This is followed by a description of methodological issues, primarily related to its overly quantitative nature, which have ultimately led to inconclusive findings. Section 2.2.2 provides an account of the weaknesses inherent in the various divergent theoretical approaches to competitive advantage, this being relevant to the discussion of findings in the concluding chapter (chapter seven). Finally, section 2.3 outlines the nature of motivations advancing CSR/CER initiatives, the existence of differing CSR/CER motivational patterns across studies, as well as between industry sectors and organisations of different sizes. The chapter concludes by describing facilitators and inhibitors of corporate environmental response in the form of managerial beliefs and the effects of 'motivation crowding' on CER motivations.

2.1 Theoretical Background to the Research

Commentators such as Carroll (1979:499-500, 2016:2-6; Bansal and Roth (2000:724-31), Bansal and Hunter, (2003:291-3,295-297), Bohdanowicz (2006:666), Cantele and Zardini (2020:127), El Dief and Font (2010:160-1, 2012:118-9,123,125,128), Font et al. (2016:1439-40), Heras and Arana (2010:731), Lannelongue et al. (2014:135), Kitsis and Chen (2019:327-8; Lisi (2015:27-9), Nave and Ferreira, 2019:885,895-6; Paulraj et al., 2017:242-5; Peña-

Miranda et al. (2019:10-11), Prajogo et al. (2012:119-20), Serra-Cantallops et al. (2017:18-21), Skovgaard (2014:517-8), Vanpoucke et al. (2016:733-9), and Yu and Liang (2020:2-3) all suggest a wide consensus within the literature regarding the nature of motivations underpinning corporate environmental response. These revolve around motivations of competitiveness, legitimation, and altruism/ethics. In the following sections, I shall briefly address these diverse theoretical perspectives in turn.

2.1.1 Competitiveness

With regard to motivations underpinning CER initiatives, Bansal and Roth (2000:724) defined the term "competitiveness" as "the potential for ecological responsiveness to improve long-term profitability". They argued that proactive environmental practices which "improved competitiveness" included "energy and waste management, source reductions resulting in a higher output for the same output (process intensification), eco-labelling and green marketing, and the development of 'ecoproducts'" (Bansal and Roth, 2000:724). Importantly, they suggested that firms motivated to engage on ecological initiatives by competitiveness "expected that their ecological responsiveness led to sustained advantage and hence improved their long-term profitability" (Bansal and Roth, 2000:724). Despite the inconclusive nature of the ONE literature noted previously, there exists significant theoretical support for the contention that beyond compliance environmental initiatives may constitute a source of sustainable competitive advantage.

2.1.1.1 Theoretical Perspectives

Three theoretical perspectives can be identified within the Organisations and the Natural Environment (ONE) literature regarding the nature of the hypothesised association between firm-level environmental performance and economic performance, firstly, the "traditionalist perspective" (Filbeck and Gorman, 2004:138; Wagner et al., 2001:98; Wagner et al., 2002:134; Wagner and Schaltegger, 2003:7; Wagner and Schaltegger, 2004:558), primarily derived from the economics literature of the 1980's, secondly, the "revisionist perspective"

(Hitchens, 1999:103-4; Jaffe et al., 1995:133,138; Wagner et al, 2001:99; Wagner et al., 2002:134; Wagner and Schaltegger, 2003:8; Wagner and Schaltegger, 2004:558), derived from literature on theories on the maintainability of competitive advantage, and more specifically, the Resource Based View (RBV) of competitive advantage and it's extension, the Dynamic Capabilities approach. Finally, Wagner et al. (2001:100) has suggested a title for the third approach, being that of the "synthesis" perspective, this being a synthesis of the two foregoing approaches.

2.1.1.1.1 Traditionalist Perspective

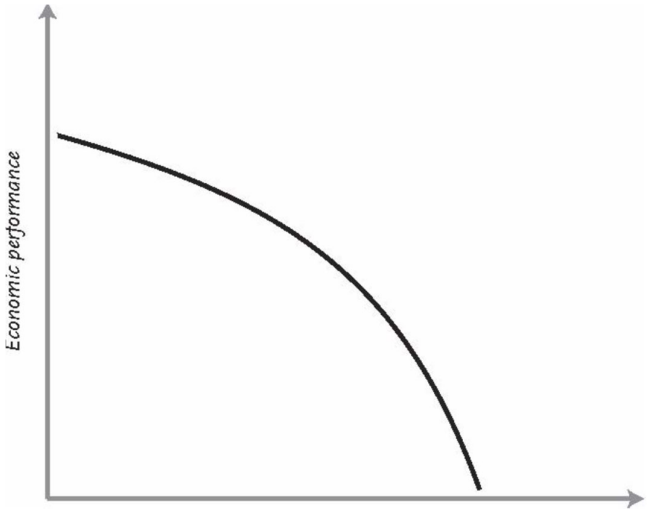
Prior to the 1980's, academics argued for an invariably negative association between environmental and economic performance (Berman and Bui, 2001:500; Wagner et al., 2001:98, Wagner and Schaltegger, 2003:8), what has become known as the "traditionalist perspective" (Filbeck and Gorman, 2004:138; Wagner et al., 2001:98; Wagner et al., 2002:134; Wagner and Schaltegger, 2003:7; Wagner and Schaltegger, 2004:558). This theoretical perspective is founded upon neoclassical microeconomic theory (Greenstone, 2002:1198; Wagner et al, 2001:98; Wagner et al., 2002:134; Wagner and Schaltegger, 2003:7-8; Wood and Jones, 1995:230), with the underlying assumption that pollution-abatement expenditures increase costs (Greenstone, 2002:1198; Guenster et al., 2010:7; Jaffe et al., 1995:154; Klassen and McLaughlin, 1993:18, 1996:1199; Klassen and Whybark, 1999:600; Morgenstern et al., 2002:414; Muller, 1978:284; Wagner et al, 2001:98; Walley and Whitehead, 1994:46). This perspective assumes that environmental regulation addresses issues of market failure regarding the internalisation of costs associated with environmental externalities, thus increasing firm's private costs (Klassen and Whybark, 1999:600; Wagner and Schaltegger, 2003:7-8).

Some of the earliest research into the effects of environmental performance on economic performance, primarily econometric investigations, including that of Christainsen and Haveman (1981a, b), Denison (1979, 1980, 1983), Gollop and Roberts (1983), Barbera and

McConnell (1986), Gray (1987), Conrad and Morrison (1989), Jorgenson and Wilcoxen (1990), Jaffe et al. (1995), and Norsworthy et al. (1979), investigated whether increased environmental regulation had been a contributing factor in the significant observed decline in U.S. factor productivity growth rates from the mid 1960's onwards. Depending upon the study, between 8% and 16% of the decline in U.S. factor productivity growth rates over the period was attributed to increasingly stringent environmental regulations (Christainsen and Haveman, 1981a:388, b:320; Gray, 1987:998; Jaffe et al., 1995:151-2; Norsworthy et al., 1979:404).

Notably, studies which examined the effects of environmental regulation on productivity growth rate implicitly assume that pollution abatement measures constitute a reallocation of resources away from investment in either primary production of marketable output or productivity-enhancing capital (Meyers and Nakamura, 1980:463; Smith and Sims, 1985:410-12; Conrad and Morrison, 1989:684; Jorgenson and Wilcoxen, 1990:315; Repetto et al., 1990:47; Schmalensee, 1993:12; Gray and Shadbegian, 2003:387; Shadbegian and Gray, 2005:198), towards enhanced environmental quality (Becker and Henderson, 2001:161; Gollop and Roberts, 1983:655; Repetto et al., 1990:47; Jaffe et al., 1995:150), and are therefore non-productive (Gollop and Roberts, 1983:672; Nehrt, 1996:536; Shadbegian and Gray, 2005:197,203-4,206).

Figure 2.1: The Traditional View



Source: Wagner et al., (2001:98)

With few exceptions, productivity studies have identified significant negative associations between environmental regulation and economic activity in the form of retarded productivity growth rates. Thus, for example at an aggregate national level, Conrad and Morrison (1989), Christainsen and Haveman (1981a, b), Denison (1979, 1980, 1983), Gray (1987), Jorgenson and Wilcoxen (1990), and Lanoie et al. (2008) have all identified significant negative associations between environmental regulation and contemporaneous U.S productivity growth rates. At an industry level, Barbera and McConnell (1986), Gollop and Roberts (1983) identified significant negative associations between the environmental and economic variables Similarly, at a plant level, Smith and Sims (1985), Gray and Shadbegian (2003) obtained similar findings, while Shadbegian and Gray (2005) found that pollution abatement expenditures were non-productive in nature (Shadbegian and Gary, 2005:197,203-4,206). In addition, enhanced environmental regulatory stringency was found to increase plant-level costs (Becker and Henderson, 2001:174,181; Deily and Gray, 1991:263-4,271) as well as leading to significant losses in the employment growth rate (Greenstone, 2002:1198-9,1210),

capital stock investment growth rate (Greenstone, 2002:1201,1211) and production output (Greenstone, 2002:1203,1211).

Interestingly, a number of more recent productivity studies such as Alpay et al. (2004), Berman and Bui (2001) and in relation to lagged environmental regulatory variables, Lanoie et al. (2008) have identified positive associations between environmental regulation and productivity growth rates commensurate with the tenets underpinning the Porter Hypothesis (PH) (Lanoie et al., 2008:122,126), yet paradoxically Alpay et al. (2002) still found that the increased environmental regulatory stringency in Mexico had a statistically significant negative effect on profitability within the Mexican processed food sector (Alpay et al, 2002:893-4).

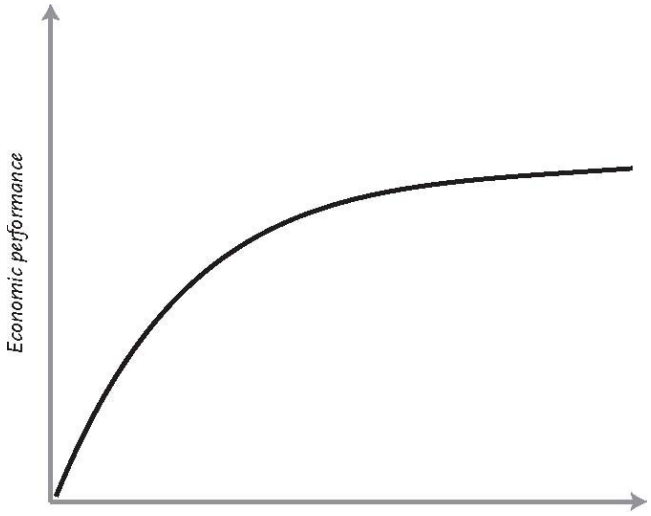
The traditional viewpoint was predicated upon two underlying assumptions: first, that pollution control technology was primarily end-of-pipe in nature and therefore non-productive; and second, that innovations in these technologies were diffused instantaneously and at no cost between organisations, thus negating their potential for becoming potential sources of competitive advantage (Nehrt, 1998:79). Both assumptions would be challenged by more recent contemporary theories on the maintainability of competitive advantage as advanced by resource-based theorists.

2.1.1.1.2 Revisionist Perspective

The second theoretical approach, the “revisionist perspective”, suggests a “uniformly positive” (Wagner et al., 2001:99) association between firm-level environmental and economic performance. Two fundamental movements are evident within the contemporary ‘revisionist’ literature: firstly, those who argue that contrary to the arguments advanced by advocates of the traditionalist viewpoint, strict environmental regulation actually enhances competitiveness; while a second theoretical movement argues that proactive environmental management leads to the creation of competitively valuable organisational resources and capabilities, and thus,

may constitute a potential source of competitive advantage. In effect, the literature within the revisionist perspective is ultimately founded upon three contrasting but complimentary theoretical frameworks, the so called 'Porter Hypothesis' (PH), the Resource-Based View (RBV) of the firm and the RBV extension, the Dynamic Capabilities Approach. All three approaches shall be reviewed within the context of the firm-level environmental-economic performance debate.

Figure 2.2: The Revisionist Perspective



Source: Wagner, Schaltegger and Wehrmeyer (2001:99)

2.1.1.1.2.1 Porter Hypothesis

Meyers and Nakamura (1980:463, 480) were the first to suggest the possibility of a positive association between environmental regulation and productivity growth at an industry level when they suggested increased environmental regulation accelerated obsolescence of existing capital stock, increasing capital turnover and the adoption of newer technology with an associated net increase in labour productivity growth within an industry. Following on from this, Porter (1990, 1991) argued that more stringent incentive based environmental regulation had the potential to provide a country with a stricter environmental regulatory regime with a

competitive advantage relative to countries operating weaker regulatory regimes. Porter and van der Linde (1995a, b) advanced this argument by stating that increasingly stringent environmental regulation had the potential for providing a source of competitive advantage at the level of the individual organisation. Their argument, also known as the 'Porter Hypothesis' (PH), was predicated upon the notion that organisational competitiveness was founded upon innovation within an organisational context rather than a relentless focus on cost efficiency (Porter and van der Linde, 1995a:97-99). They argued that a "properly designed" stringent environmental regulatory regime, being incentive based (Nehrt, 1998:79; Porter and van der Linde, 1995a:110-1; Palmer et al, 1995:129), as opposed to the traditional command and control regulation typical in the U.S. (Kagan et al., 2003:61-2; Nehrt, 1998:79; Porter and van der Linde, 1995a:110-1; Palmer et al, 1995:129), should encourage firm-level innovation (Porter and van der Linde, 1995a:113). The mechanism through which environmental regulation facilitates firm-level competitive advantage is through what Porter and van der Linde (1995a:98) refer to as "innovation offsets", both process and product (Porter and van der Linde, 1995a:101). Importantly, while Porter and van der Linde accepted that compliance costs would rise with the stringency of regulation, they argued that innovation offsets would rise faster than the short-run private costs associated with the regulation (Porter and van der Linde, 1995a:100; Xepapadeas and de Zeeuw, 1999:165), improving organisational competitiveness.

2.1.1.1.2.2 Resource-Based View (RBV)

The RBV is essentially a response to the structure-conduct-performance (SCP) paradigm of the industrial organisation (IO) view of the firm (Barney, 1991:99-101; Cockburn et al., 2000:1126-7; Conner, 1991:139; Hoopes et al., 2003:897; Kraaijenbrink et al. 2010:350; McWilliams and Smart, 1995:315; Priem and Butler, 2001a:34; Russo and Fouts, 1997:536), which held that firm success was a function of a firms external environment (Amit and Schoemaker, 1993:42; Barney, 1991:99-100, 2001:54; Cockburn et al., 2000:1126-7;

Eisenhardt and Martin, 2000:1105; Mahoney and Pandian, 1992:364-5,371; Russo and Fouts, 1997:536; Teece and Pisano, 1994:539; Teece et al., 1997:511). The IO view of the firm and in particular Porter's competitive forces framework with its focus on industry structure (Cockburn et al., 2000:1126; Hoskisson et al., 1999:418,425-6; Lippman and Rumelt, 1982:432; Rumelt, 1991:167) differs significantly from the RBV with its focus on firm-level heterogeneity (Peteraf, 1993:180,185; Peteraf and Barney, 2003:312,321), and the generation of Ricardian rents (McWilliams and Smart, 1995:312-3; Peteraf, 1993:180,185; Peteraf and Barney, 2003:318).

The resource based view of the firm constitutes one of the predominant strategy frameworks (Acedo et al., 2006:631,633; Foss and Knudsen, 2003:291,304; Hart and Dowell, 2011:1465; Hoopes et al., 2003:889,897; Hoskisson et al., 1999:417; Zott, 2003:97), with the writings of Wernerfelt (1984) and Barney (1991) constituting the seminal works within the RBV literature (Acedo et al., 2006:630; Lippman and Rumelt, 2003:914; Priem and Butler, 2001:23).

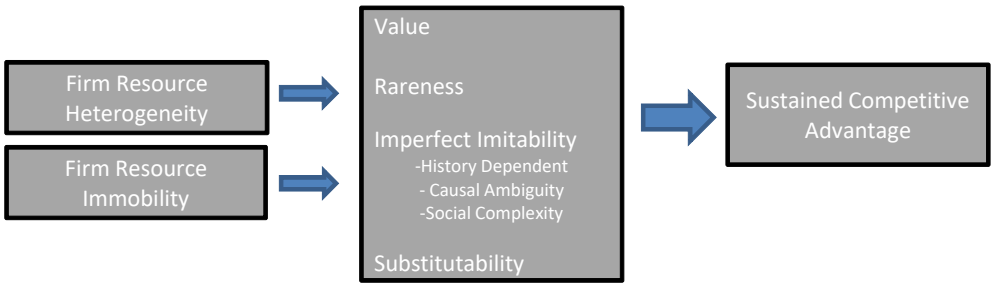
The RBV focuses on the heterogeneous nature of a firms internal resources and competences as being the source of firm-level competitive advantage (Amit and Schoemaker, 1993:34-5,42; Aragon-Correa and Sharma, 2003:72; Barney and Zajac, 1994:6; Cockburn et al., 2000:1126-7; Eisenhardt and Martin, 2000:1105; Godfrey and Hill, 1995:522; Henderson and Cockburn, 1994:63-4,80; Kraaijenbrink et al. 2010:350; Mahoney and Pandian, 1992:364-5,369-71; Makadok, 2001:388; Peteraf, 1993:180,185; Peteraf and Barney, 2003:312-3; Teece et al, 1997:528-9). Importantly, the RBV is predicated upon two fundamental assumptions: first, the heterogeneous distribution of resources across firms; and second, that costs are associated with the transfer of resources, restricting resource mobility (Barney, 1991:101; Kraaijenbrink et al. 2010:350; Priem and Butler, 2001:25).

Barney (1991:102) defines Sustainable Competitive Advantage (SCA) as being when a firm "is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors *and* when these other firms are unable to duplicate the benefits of this strategy". Importantly, the RBV, as advocated by the likes of Amit and Schoemaker (1993), Wernerfelt (1984, 1989), Barney (1986, 1991), Castanias and Helfat (1991), Conner (1991), Dierickx and Cool (1989), Lippman and Rumelt (1982), and Peteraf (1993), suggests that a firms internal resources and capabilities have the potential to become a source of firm-level sustainable competitive advantage (SCA) if they possess the attributes of (a) strategic value, (b) rarity, (c) imperfect imitability, and (d) non-substitutability (Amit and Schoemaker, 1993:36-9; Arend 2006:411; Barreto, 2010:275; Barney, 1991:105-6; Barney, 2001:47; Eisenhardt and Martin, 2000:1105; Hart and Dowell, 2011:1465; Henderson and Cockburn, 1994:64-5,67; Hoopes et al., 2003:890; Kraaijenbrink et al. 2010:350; Hoskisson, 1999:439; Leiblein, 2011:915; Peteraf, 1993:182,186), and have an organisation in place to absorb and apply them, (Kraaijenbrink et al., 2010:350), the so called VRIN/O attributes (Barreto, 2010:275; Eisenhardt and Martin, 2000:1105; Kraaijenbrink et al., 2010:350).

The key point is that firm heterogeneity as well as the inimitability of resources, either in firm-specific resources or capabilities or both, is fundamental to the RBV approaches (Amit and Schoemaker, 1993:35; Christmann, 2000:666; Conner, 1991:139; Barney, 1991:105-110,112; Eisenhardt and Martin, 2000:1105,1117; Hoopes et al., 2003:891; Leiblein, 2011:915-6,919-20; Mahoney and Pandian, 1992:370-1; Marcus and Nichols, 1999:484; Peteraf, 1993:180; Peteraf and Barney, 2003:311-12,318; Makadok, 2001:388-9; Priem and Butler, 2001:24-5,34; Teece et al., 1997:513-4,524-6). The resultant conclusion is that resources and capabilities may have to be generated internally in order to become potential sources of competitive advantage (Amit and Schoemaker, 1993:35,42; Conner, 1991:137; Dierickx and Cool, 1989:1509-10; Makadok, 2001:389; Teece and Pisano, 1994:541,553; Teece et al., 1997:517-8,528-9; Teece, 2007:1338). More importantly, on the basis of this theory,

sustainability of competitive advantage is not of a temporal nature (Dierickx and Cool, 1989:1509-10); rather it is a function of whether competitive replication is possible (Dierickx and Cool, 1989:1509-10; Conner, 1991:132; Godfrey and Hill, 1995:522,530; Hoopes et al., 2003:891; Lippman and Rumelt, 1982:418-21; Teece and Pisano, 1994:539,551; Teece et al., 1997:513,517).

Figure 2.3: Summary of Resource Based Approach (RBV) to Sustained Competitive Advantage.



Source: Barney (1991):112.

Firm-level Environmental Strategies and the RBV

On the basis of RBV (figure 2.3), writers such as Aragón-Correa et al (2008), Hart (1995), Judge and Douglas (1998), Klassen and McLaughlin (1996), Russo and Fouts (1997), and Sharma and Vredenburg (1998), have argued for a positive association between firm-level environmental and economic performance on the basis of proactive firm-level environmental strategies.

Table 2.1: A Natural-Resource-Based Approach: Conceptual Framework.

Strategic Capability	Environmental Driving Force	Key Resource	Competitive Advantage
Pollution Prevention	Minimise emissions, effluent and waste	Continuous Improvement	Lower Costs
Product Stewardship	Minimise life-cycle cost of products	Stakeholder Integration	Pre-empt Competitors
Sustainable Development	Minimise environmental burden of firm growth and development	Shared Vision	Future Position

Source: Hart (1995):992.

For example, Hart (1995) expanded upon the RBV perspective with what he termed the Natural-Resource-Based View (NRBV) of the firm (Hart, 1995:987; Hart and Dowell, 2011:1464-5), suggesting that SCA could be predicated upon resources and capabilities which enable environmentally sustainable strategies and policies (Hart, 1995:991; Klassen and Whybark, 1999:601). Hart (1995) advanced a conceptual frame work of three interconnected environmental strategies connected through path dependence and embeddedness (Hart, 1995:1004-7; Hart and Dowell, 2011:1466): namely, pollution prevention, product stewardship and sustainable development, each having specific resource requirements while providing associated sources of competitive advantage (Hart, 1995:992; Hart and Dowell, 2011:1466; Table 2.1).

Resources identified and associated with the various strategies by Hart (1995:992) include those of continuous improvement, stakeholder integration and that of a shared vision. Hart

(1995) argued that each of the three interconnected environmental strategies were capable of contributing to organisational competitive advantage in different ways: a pollution prevention strategy, through cost reduction (Hart, 1995:993); a product stewardship strategy, though competitive pre-emption, combining both preferred access and standard setting elements as well as conferring first mover advantages on an organisation (Hart, 1995:994-5). In addition, Hart (1995:995-6,1000) suggested that a policy of product stewardship may also confer reputational benefits on a firm, these by definition being tacit (Hart, 1995:1000), reputation itself being an intangible asset and thus having value (Grant, 1991:119), while also constituting a potential source of market advantages through product differentiation (Russo and Fouts, 1997:540).

Importantly, all three environmental strategies, “are rooted in costly-to-copy firm resources and capabilities” (Hart, 1995:999), the causally ambiguous and socially complex nature of these resources and capabilities making them difficult to observe, and thus duplicate (Godfrey and Hill, 1995:522; Hart, 1995:999). This restricts the potential for competitive duplication (Hart, 1995:999). This is a recurring theme throughout the literature, in that the competitive benefits accruing to the implementation of proactive environmental policies may not be directly observable; this constituting an issue which has important implications for the conduct of this research project. Indeed, it is argued that without the concept of resource unobservability, the RBV loses its explanatory power (Godfrey and Hill, 1995:523).

In addition, arising from the theoretical framework proposed by Klassen and McLaughlin (1996:1202), is the notion that environmental performance, and ultimately firm-level competitive advantage, may derive from sources other than improvements in internal organisational efficiencies; rather, competitive advantage may also derive from factors *other* than waste/energy efficiency (Sharma and Vredenburg, 1998:730), such as the integration of emission reduction programs into other organisational activities such as TQM programs

Elkington, 1994:92-4; Klassen and McLaughlin, 1993:15,17,21; 1996:1203; Hart, 1995:1000; Hart and Ahuja, 1996:31; King and Shaver, 2002:297), while the existence of a TQM environment may facilitate the build-up of resources suitable for a pollution prevention strategy (Hart, 1995:992,999-1000). In effect, resources and capabilities generated within a firms other activities may be fundamental to a firm being capable of benefiting from proactive environmental practices, implying the need for complimentary assets (Amit and Schoemaker, 1993:39; Christmann, 2000:666). This may also be facilitated by the inherent linkages between environmental management and both corporate and functional strategies (Klassen and McLaughlin, 1996:1201).

Similarly, Russo and Fouts (1997:535) emphasise the importance of environmental policy in the creation of what they term ‘broader organisational advantages’, enabling improvements in organisational financial performance. They note the importance of pro-active environmental policies in the development of resources and capabilities such as the development of causally ambiguous internal work routines, improved capabilities for the coordination of complex production and delivery processes, organisational learning, cross-functional integration, enhanced employee skill levels and participation, as well as the development of organisational reputation and the capability of political acumen (Russo and Fouts, 1997:539-40).

Significant reputational benefits have been associated with the implementation of proactive environmental strategies (Guenster et al., 2010:8; Hart, 1995:996; McWilliams et al., 2006:4-5; Russo and Fouts, 1997:540; Serra-Cantallops et al., 2017:17,24-5; Shrivastava, 1995:196), while findings of differential firm-level competitive advantage as opposed to cost-based competitive advantage due to implementation of proactive firm-level environmental strategies provides empirical support for the contention that reputational as opposed to cost based benefits accrue to proactive environmental activities (e.g. Lindell and Karagozoglu, 2001:48-9; López-Gamero et al., 2009:3118; López-Gamero et al., 2011:157,160). Indeed, prior

research suggests hotel CER initiatives may constitute a source of differential competitive benefits (e.g. Claver-Cortés et al., 2007:671-5; Alvarez and Céspedes, 2008:466; Tari et al., 2010:505-8; del-Val Segarra-Oña et al., 2012: 242,247,252; Kang et al., 2012:564,569; Gao and Mattila, 2014:25-7; Susskind, 2014:228,235-6; Sánchez-Ollero et al., 2014:31,36-7; Singal, 2014:19,26-7; Sirakaya-Turk et al., 2014:119-21,123).

Contributors such as Kitazawa and Sarkis (2000:225-7,230), Klassen and McLaughlin (1993:17,18,20), Shrivastava (1995:187), and Russo and Fouts (1997:538), acknowledge the importance of corporate culture within this context, with corporate culture itself having the potential for being a source of organisational competitive advantage (Barney, 1986:656,658-9,663-4). It is the very characteristics of an organisational culture, including values, symbols, and beliefs, that have the potential make it rare, strategically valuable, and difficult to imitate (Barney, 1986:661; 2001:49). The importance of corporate culture derives from the identified similarities between the concepts of TQM and the organisational requirements for implementing pro-active environmental policies (Kitazawa and Sarkis, 2000:225-7,229-30; Zhu and Sarkis, 2004:266,283); implicit in this is the requirement for cultural change to ensure successful implementation of these policies (Hart, 1995:993,998,1002; Kitazawa and Sarkis, 2000:229-230;243; Klassen and McLaughlin, 1993:17; Shrivastava, 1995:187). The fact that cultural change is invariably required for the implementation of pro-active environmental policies (Hart, 1995:993,998,1002; Klassen and McLaughlin, 1993:17; Russo and Fouts, 1997:538; Sharma and Vredenburg, 1998:740-1), only serves to reinforce the potential for a positive association between environmental management and organisational performance at a theoretical level.

2.1.1.1.2.3 Dynamic Capabilities

It has been argued that the RBV may not be capable of explaining firm-level sustainable competitive advantage (SCA) in all cases (Eisenhardt and Martin, 2000:1106; Teece and Pisano, 1994:538; Teece, 2007:1319; Zott, 2003:101), especially where firms experience

unpredictable and rapid change within their external business environment (Eisenhardt and Martin, 2000:1106). Rather, the Dynamic Capabilities framework (Teece and Pisano, 1994:538; Teece et al., 1997:510), in effect an extension of the RBV (Acedo et al, 2006:625,629-30,633; Barreto, 2010:258-9; Easterby-Smith et al., 2009:S1; Eisenhardt and Martin, 2000:1106; Hart and Dowell, 2011:1465,1472; Hoopes et al., 2003:889; Macher and Mowery, 2009:S42-3; Peteraf and Barney, 2003:311; Teece et al., 1997:513; Teece, 2007:1319,1344; Zott, 2003:120), suggests that dynamic capabilities constitute a source of firm-level SCA during periods of rapid technological change within the general business environment (Teece, 2007:1341,1344-6).

Unfortunately, a lack of consensus within the literature regarding the nature, role, context and purpose of dynamic capabilities as well as differing heterogeneity assumptions underpinning dynamic capabilities (Barreto, 2010:270-1; Easterby-Smith et al., 2009:S3), has led to a proliferation of differing definitions and concepts regarding the term 'dynamic capabilities' (Barreto, 2010:257;270,277; Collis, 1994:144-5; Easterby-Smith et al., 29:S2; Leiblein, 2011:921),

Dynamic Capabilities are ultimately a function of firm organisational and managerial processes, path dependencies (Eisenhardt and Martin, 2000:1106-7,1114,1116-7; Macher and Mowery, 2009:S42-3; Narayanan et al., 2009:S26,S36; Teece and Pisano, 1994:541; Teece et al., 1997:518,524; Teece, 2007:1323-26; Zollo and Winter, 2002:340-1,345; Zott, 2003:99,101,105,120), and asset positions (Teece and Pisano, 1994:541; Teece et al., 1997:518,524; Teece, 2007:1323-26). Proactive corporate environmental strategies, at the interface between a firm and its natural environment (Aragón-Correa and Rubio-López, 2007:375; Sharma, 2000:682), have been classified as dynamic capabilities, facilitating alignment between a firm and the general business environment (Aragón-Correa and Sharma, 2003:73-5; Aragón-Correa and Rubio-López, 2007:370,375). Indeed, as proactive

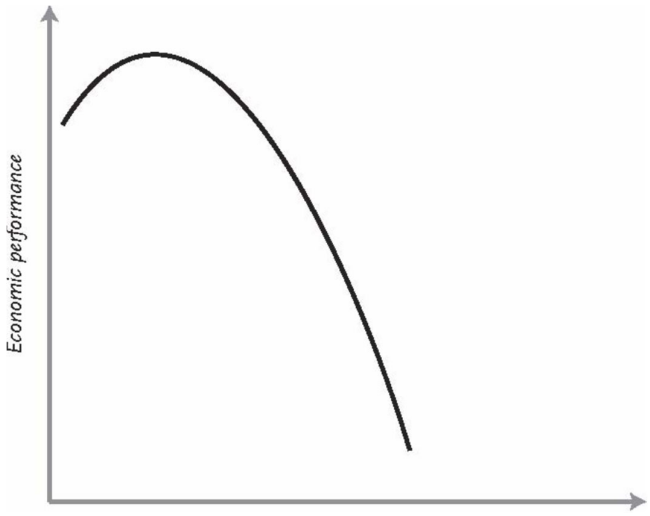
environmental strategies tend to be path dependent, embedded, tacit, idiosyncratic while also being dependent upon “specific and identifiable processes”, thereby making them inimitable, this serves to reinforce the notion of their being dynamic capabilities, facilitating an organisation in aligning itself with its business environment (Aragón-Correa and Sharma, 2003:73-4). Again, this serves to reinforce the positive theoretical linkages between a firm’s proactive environmental stance and SCA. These issues highlight the socially complex and casually ambiguous nature of the hypothesised relationship between proactive environmental management and competitive advantage and highlights the difficulty in directly measuring these phenomena (Godfrey and Hill, 1995:522-3,528).

2.1.1.1.3 ‘Synthesis’ of the Traditionalist and Revisionist Perspectives

A third specification of the hypothesised association between firm-level environmental and economic performance has been suggested by Wagner et al. (2001:100-1), this being a “synthesis” of both the ‘traditionalist’ and ‘revisionist’ perspectives. Numerous contributors including Ambec and Lanoie (2008:57), Aragón-Correa and Rubio-López, 2007:372,374; Aragón-Correa and Sharma (2003:83), Dechant and Altman (1994:18), Esty and Porter (1998:36,41), Lankoski (2000:63), Porter and Reinhardt (2007:22); Reinhardt (1998:44, 1999:150), Schaltegger and Figge (2000:40), Wagner et al. (2001:99,100-1, 2005:106) and Schaltegger and Synnestvedt (2002:341) have questioned the uniform hypothesised association between firm environmental and economic performance posited by both previous perspectives and have suggested an alternative form where the relationship is neither uniform nor unidirectional (Esty and Porter, 1998:36,41-42; Schaltegger and Synnestvedt, 2002:340; Lankoski, 2000:63), with the actual nature of the relationship ultimately being determined by a firms environmental strategy (Dechant and Altman, 1994:18; Esty and Porter, 1998:38; Lankoski, 2000:150; Porter and Reinhardt (2007:22); Reinhardt, 1998:44, 1999:150; Schaltegger and Figge, 2000:31; Schaltegger and Synnestvedt, 2002:340,342-4; Wagner, 2005:117) and/or the firms external environment (Aragón-Correa and Sharma, 2003:75,83;

Esty and Porter, 1998:36; Lankoski, 2000:150; Porter and Reinhardt, 2007:22; Reinhardt, 1999:150).

Figure 2.5: Synthesis of the Traditionalist and Revisionist Perspectives



Source: Wagner, Schaltegger and Wehrmeyer (2001:100)

2.1.2 Legitimation

Numerous definitions of organisational legitimation have been advanced over the years, each differing in their level of specificity (Suchman, 1995:572-3). Despite this, Suchman (1995) has suggested a broad-based definition for legitimation which specifically recognises the role of the social audience where “legitimacy is a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definitions” (Suchman, 1995:573-4).

Much of the prior research into CER motivations has utilised institutional theory to examine the influence of institutional pressures on corporate environmental management (Igalens and Gond, 2005:134; Ervin, 2013:391). Neo-Institutional theory (DiMaggio and Powell, 1983; Hoffman, 1999:351; Meyer and Rowan, 1977; Suchman, 1995; Zucker, 1987), derived from the organisational sociology literature, emphasises legitimacy within the context of a taken-for-granted belief system (Delmas and Toffel, 2004:210; Oliver, 1991:145,148-50; Suchman, 1995:576-7; Zucker, 1987:443,451). This is reflective of the cultural environment in which the organisation operates (Delmas and Toffel, 2004:211; Hoffman, 1999:352-3; Suchman, 1995:576-7). Importantly, this literature suggests that not all business choices are predicated upon managers’ rational economic decisions (Fligstein and Brantley, 1992:302-4), with decisions being influenced by external values, norms, rituals and tradition, resulting in a social construction process where external entities exert isomorphic institutional influences (Meyer and Rowan, 1977:348-53). These isomorphic institutional influences have been classified as being regulatory or coercive, normative, and cognitive (Hirsch, 1997:1710-11,1713-5; Hoffman and Ventresca, 1999:1372; Delmas and Toffel, 2004:210-11; Hoffman, 1999:351-3).

Regulatory aspects of institutions are generally coercive in nature involving regulations and the threat of legal or regulatory action (DiMaggio and Powell, 1983; Hoffman and Ventresca, 1999:1372). Coercive isomorphism derives from coercive authority and reflects pressure, both

formal and informal, exerted upon an organisation, both by other organisations within an organisational field, as well as by an organisation's external cultural environment (DiMaggio and Powell, 1983:150-1; Hoffman and Ventresca, 1999:1372). On the other hand, normative influences involve standard operating procedures, rules of thumb, and other occupational standards, while institutional cognitive influences revolve around cultural rules, frameworks, and symbols which guide an organisation's understanding of reality, these often being followed subconsciously (Hoffman, 1999:353). Crucially, these taken-for-granted regulatory, normative, and cognitive belief systems are instrumental in how issues are perceived and ultimately addressed by organisations (Fligstein and Brantley, 1992:302-4; Hoffman, 1999:353). Ultimately, institutional theory emphasises the role of structural conformity and compliance with institutional norms in organisational isomorphism (Oliver, 1991:149-51,175; Zucker, 1987:446,449).

Prior research has shown that legitimation can often constitute a significant motivational factor in CER engagement. For example, legitimation type motivations such as the mimetic isomorphic influences of industry associations (Martínez-del-Rio and Céspedes-Lorente, 2014:139-43), network embeddedness (Martínez-del-Rio and Céspedes-Lorente, 2014:139-43), 'regulation' (Williamson et al., 2006:321-4), government regulation (Windolph et al., 2014:278-80), regulatory compliance (Fryxell and Szeto, 2002:323-5), legislative compliance (Kehbila et al., 2009:315), regulatory pressure (Lee et al., 2017:643), private and self-regulation, (Windolph et al., 2014:278-80), stakeholder pressure from media, and society (Windolph et al., 2014:278-80), pressure to fulfil stakeholder expectations (Brønn and Vidaver-Cohen, 2009:99,102-6; Yu and Liang, 2020:8-11), stakeholder pressure from government and customers (Lee et al., 2017:643), stakeholder pressure from customers, suppliers shareholders, government, community, employees and lobby groups (Henriques and Sadorsky, 1996:383-4,387-92), legitimation in the form of inclusion of environmental and social criteria into government and large organisations procurement policies (Baden et al.

(2009:436,439), and finally, improving relationships with stakeholders (Brouwer and van Koppen, 2008:454), have all been found to constitute salient CER motivations.

Similarly within a hotel industry context, government monitoring to promote VEP membership (Rivera, 2002:349-50), mimetic isomorphic pressures of trade association membership, (Rivera, 2002:349-50), mimetic isomorphism (Njite et al., 2011:189-92), government moves to include environmental management criteria within the hotel rating system (Kasim, 2007a::682-3), social legitimacy (Céspedes-Lorente et al., 2003:342-9), improving relationships with the local community (Abaeian et al., 2014:428-30; Njite et al., 2011:190; van der Merwe and Wöcke, 2007:6-10), stakeholder power, as well as the use of this power (Céspedes-Lorente et al., 2003:342-9), 'corporate governance' in the form stakeholder pressure from head office (Chan and Wong, 2006:486-9), internal chain coercive stakeholder pressure (Kasim, 2007a:682-9), industry adoption and achieving a minimum standard of EMS adoption 'to do business' (Chan and Wong, 2006:486-9), influence from guests, tour operators and legislation (van der Merwe and Wöcke, 2007:6-10), and stakeholder pressure from diverse groups including tour operators, the national tourism authority, government, hotel associations, hotel owners, customers, regional tourism bodies and local authorities (Farmaki, 2019:2305-9,2313) have been found to constitute salient hotel CER motivators.

2.1.3 Altruism

The traditional view of the firm (Buchholz, 1991:19-21,23), that being the shareholder-dominance view (Donaldson and Preston, 1995:83,8-8) as espoused by the likes of Friedman (1970), Levitt (1958), and Sternberg (1997), suggests that the firm's social obligations are addressed solely by an organisation's market performance through the mechanism of efficient resource utilisation or "economizing", there being no divergence between successful organisational market performance and an organisations social performance (Buchholz, 1991:19-20).

Conversely, the concept of corporate social responsibility is ultimately predicated upon the doctrine of social responsibility (Buchholz, 1991:19,22). The key feature of this orientation revolves around the idea that the firm acts out of concern for the social good (Bansal and Roth, 2000:728), with firms engaging in these practices for reasons of obligation, social responsibility, or corporate philanthropy, rather than corporate self-interest (Bansal and Roth, 2000:728; Buchholz, 1991:23,25; L'Etang, 1995:126-131). Thus, under ethical corporate social responsibility, firms act out of general principles of responsibility, rather than out of organisational self-interest (Buchholz, 1991:23,25; L'Etang, 1995:126). Indeed, L'Etang (1995) defines corporate philanthropy or altruism as corporate action which is not predicated upon any "obligation or responsibility but simply upon the desire to do good" (L'Etang, 1995:130).

Prior research has shown that altruism can often be a significant motivational factor in hotels engaging in proactive environmental practices (e.g. Ayuso, 2006:212,16-8; El Dief and Font, 2010:159; Font et al., 2016a:1442-4, 2016b:71; Garay and Font, 2012:334; Rivera and de Leon, 2005:120-3; Tzschentke et al., 2004:118-122; Tzschentke et al. 2008:126,129-132). This suggests that hotels may engage in ecologically responsive activities for altruistic or

ethical reasons as they perceive it as the right thing to do (Bansal and Roth, 2000:728; Berkhout and Rowlands, 2007:295; Drumwright, 1994:4-5,8; El Dief and Font, 2010:161).

2.2 Prior ONE Empirical Research

Research which has examined the issue of firm level environmental engagement can be characterised as focusing upon two different but related issues. The first issue relates to the hypothesised association between firm-level environmental and economic performance, an issue which is explored in the Organisations and the Natural Environment literature. The second issue does not investigate the nature of the corporate environmental performance - economic performance relationship, but rather focuses upon 'why' organisations engage in beyond compliance environmental initiatives.

2.2.1 The Organisations and the Natural Environmental (ONE) Literature

Empirical research into the hypothesised association between environmental and economic performance, at the disaggregated firm-level, has generally utilised a number of methodologies including regression analysis, event studies, portfolio studies (Ambec and Lanoie, 2008:54-6; Derwall et al., 2005:52-3; Guenster et al., 2010:4; Rennings et al., 2003:35; Schaltegger and Synnestvedt, 2002:340; Wagner et al., 2001:96,101; Wagner and Schaltegger, 2003:7) and case study methodologies (Wagner and Schaltegger, 2003:7; Schaltegger and Synnestvedt, 2002:340). As the earliest studies to explicitly examine the hypothesised association between firm-level environmental and economic performance are those of Spicer (1978), Chen and Metcalf (1980), Mahapatra (1984) and Freedman and Jaggi (1982), (Wagner, 2001:11), the literature within this subject area extends over more than a thirty year period (Wagner, 2001:11; Blanco et al, 2009:464).

Unfortunately, as studies exist in broad support of all three theoretical perspectives noted previously, space precludes a detailed review[1], save for noting that prior empirical research has proven inconclusive, with findings providing support for various divergent theoretical

[1] Refer to Ullmann (1985), Guimaraes and Liska (1995), Lankoski (2000), Wagner (2001), Wagner et al. (2001), Wagner and Wehrmeyer (2002), and Blanco et al. (2009) for a more detailed review of prior empirical research.

perspectives (Al-Tuwaijri et al., 2004:449; Berman and Bui, 2001:498; Christmann, 2000:665-6; Cordeiro and Sarkis, 1997:106-7; Elsayed and Paton, 2005:397; Filbeck and Gorman, 2004:137-8; Greenstone, 2002:1176; Klassen and Whybark, 1999:600; Morris, 1997:411; Nawrocka and Parker, 2009:601,604,606; Riaz and Saeed, 2020:682-3; Russo and Fouts, 1997:534-5; Sarkis and Cordeiro, 2001:104; Schaltegger and Synnestvedt, 2002:339-40,345; Ullmann, 1985:543,551; Wagner, 2001:9; Wagner et al., 2001:96,103-5; Wagner and Schaltegger, 2003:5,7; Zhu and Sarkis, 2004:270).

The ONE literature has been comprehensively reviewed elsewhere by commentators such as Blanco et al. (2009), Guimaraes and Liska (1995), Lankoski, (2000), Ullmann (1985), Wagner (2001), Wagner et al. (2001), and Wagner and Wehrmeyer (2002).

While empirical evidence has proven inconclusive, event studies have consistently provided some of the strongest empirical support for the hypothesised positive association between environmental and economic performance (Derwall et al., 2005:53; Guenster et al., 2010:4). Unfortunately, these studies tend to indicate short-term market reaction to discrete negative environmental events (Ambec and Lanoie, 2008:55; Guenster et al., 2010:4; Konar and Cohen, 2001:282; Wagner, 2001:17; Wagner et al., 2001:101 Yamashita et al., 1999:73), as opposed to all environmental events, both positive and negative (Wood and Jones, 1995:261; Wagner, 2001:17; Gilley et al., 2000:1209; Ambec and Lanoie, 2008:55), thus raising possible issues of inherent bias within reported results.

Portfolio studies, effectively predicated upon matched pair designs (Guenster et al., 2010:4; Wagner and Wehrmeyer, 2002:150), have also tended to provide mixed results (Filbeck and Gorman, 2004:140), save for generally confirming that use of an environmental screen in an investment fund scenario does not have a negative effect upon investment returns (Wagner et al., 2001:101-2). In addition, as most portfolio studies have tended to compare socially

responsible mutual fund returns with those of conventional mutual funds (Derwall et al., 2005:52; Kempf and Osthoff, 2007:908-9), they may be inherently biased due to non-quantifiable elements such as fund management skill (Derwall et al., 2005:52; Kempf and Osthoff, 2007:909) performance attribution issues between funds, screening methods and unknown portfolio holdings (Derwall et al., 2005:52).

The list of regression studies is too extensive to provide a detailed analysis of results save noting that the findings of regression studies have tended to be inconclusive (Guenster et al., 2010:4), with, dependent upon the study, support being provided for each of the differing theoretical perspectives noted previously in section 2.1.1.

Finally, a significant body of literature exists, much of it predicated upon case study methodologies, in support of a positive relationship between proactive environmental management approaches and either organisational competitive advantage or organisational financial performance.

Table 2.1.1

Nature of Association between Firm-level Environmental and Economic Performance identified within prior Empirical Research[2].

Positive Association (Revisionist Perspective)	Negative Association (Traditionalist Perspective)	Variable Association (Synthesis Approach)	No Significant Association/Inconclusive findings
Aragón-Correa et al. (2008)	Chen and Metcalf (1980)	Belkaoui (1976)	Mahapatra (1984)
Spicer (1978)	Smith and Sims (1985)	Karagozoglu and Lindell (2000)	Freedman and Jaggi (1982)
Cormier et al. (1993)	Jaggi and Freedman (1992)	Wagner and Schaltegger (2004)	Brännlund et al. (1995)
Hamilton (1995)	Cordeiro and Sarkis (1997)		Diltz (1995)
Little et al. (1995)	Gilley et al. (2000)		Morris (1997)
Hart and Ahuja (1996)	Becker and Henderson (2001)		Edwards (1998)
Curcio and Wolf (1996)	Sarkis and Cordeiro (2001)		Yamashita et al. (1998)
Klassen and McLaughlin (1996)	Alpay et al., (2002) †		Morgenstern et al. (2002)
Rao (1996)	Gray and Shadbegian (2003)		Zhu and Sarkis (2004)
White (1996a)	Filbeck and Gorman (2004)		Wagner and Schaltegger (2004)
White (1996b)	Wagner et al. (2002)		Elsayed and Paton (2005)
Cohen et al. (1997)	Thornton et al. (2003)		Kreander et al. (2005)
Russo and Fouts (1997)	Wagner (2005)		González-Benito and González-Benito (2005)
Judge and Douglas (1998)			Shadbegian and Gray (2005)
Sharma and Vredenburg (1998)			Aragón-Correa and Rubio-López (2007)
Khanna et al. (1998)			Telle (2006)
Klassen and Whybark (1999)			McDonogh (2009)
Dowell et al. (2000)			
Hughes (2000)			
Álvarez Gil et al. (2001)			
Berman and Bui (2001)			
King and Lenox (2001)			
Konar and Cohen (2001)			
King and Lenox (2002)			
Thomas (2001)			
Al-Tuwaijri et al. (2004)			
Claver et al. (2007)			
Clarkson et al. (2004)			
Li et al. (2004)			
Derwall et al. (2005)			
Kempf and Osthoff (2007)			
Nakao et al. (2007)			
Aragón-Correa (2008)			
Galdeano-Gómez (2008)			
Wahba, (2008)			
López-Gamero et al. (2009)			
Guenster et al. (2010)			

Note that productivity studies are not included in this table due to their level of analysis, these being aggregate national, industry and plant level. † Indicates firm-level productivity study.

[2] Excludes non-firm-level productivity studies due to their level of aggregation.

2.2.2 Methodological Issues Associated with Prior Empirical ONE Research

Numerous methodological issues have been noted with regard to prior ONE empirical research including a failure to prove causality, the contradictory nature of prior empirical findings, the anecdotal nature of certain seminal research papers, the cross-sectional nature of prior empirical research, issues related to the measurement of both firm-level environmental and economic performance, issues of small sample size, a lack of a definitive formal theoretical framework underpinning research, the use of inappropriate estimation methods, incorrect model specification, the predominant focus of research on large firms as well as manufacturing sectors, and finally, the predominantly U.S. focus for prior empirical research. I shall address each issue briefly.

2.2.2.1 Failure to prove Causality

Significant issues have been associated with prior empirical research within the organisations and the natural environment literature which raise concerns about the validity and generalisability of prior findings, and indeed provide opportunities for future research. For example, issues associated with prior ONE research includes a general failure to prove causality (Christmann, 2000:665; Wagner et al., 2001:106; Sharma, 2000:692; Telle, 2006:214), identify the direction of causality (Ambec and Lanoie, 2008:58; Klassen and McLaughlin, 1996:1200; Wagner et al., 2001:106), or address potential issues of reverse causality within the hypothesised relationship (Ambec and Lanoie, 2008:59; Cohen et al., 1997:4; Galdeano-Gómez, 2008:77,82-3; Gray, 1987:1003-4; Managi and Karemera, 2005:170; Telle, 2006:215; Wagner, 2002:140,143; White, 1996a:14). Indeed, the findings of Nakao et al. (2007) and Galdeano-Gómez, (2008) suggest the existence of bi-directional causality between firm environmental and economic performance.

2.2.2.2 Contradictory Nature of Prior Empirical Findings

The contradictory nature of prior empirical findings is problematic and can be only exacerbated by the use of differing methodologies, datasets, analysis periods, measurement criteria (Rodríguez and del Mar Armas Cruz, 2007:829; Smith and Sims, 1985:410; Ullmann, 1985:543,546; Wagner and Wehrmeyer; 2002:153,156), regulatory regimes, and cultural settings (Jaffe et al., 1995:135; Schaltegger and Synnestvedt, 2002:340), as well as the lack of a clear theoretical framework to guide research (Schaltegger and Synnestvedt, 2002:340; Wagner and Wehrmeyer, 2002:153-4).

2.2.2.3 Anecdotal Nature of certain Seminal Research Papers

Within the subject area, a significant number of influential research papers are predicated upon anecdotal case study evidence (Guimaraes and Liska, 1995:11; Hitchens, 1999, 103-4; Klassen and McLaughlin, 1996:1200, Lankoski, 2000:49), with some of the most significant research including that of Berry and Rondinelli (1998), Dechant and Altman (1994), Esty and Porter (1998), Hart (1997), Porter (1990, 1991), Porter and van der Linde (1995a, b), Reinhardt (1998, 1999), and Shrivastava (1995), being anecdotal in nature, having been derived from selective case study evidence which they subsequently suggest is generalisable. Much of this evidence remains anecdotal due to a distinct lack of rigour in the collection and analysis of these cases, epitomised by the fact that within these papers it is rare for cases to be presented where a negative association exists (Christmann, 2000:665; Lankoski, 2000:49).

2.2.2.4 Cross-sectional Nature of Prior Empirical Research

Much of the theoretical debate within the RBV centres upon the sustainability of competitive advantage, yet only longitudinal studies are capable of addressing this issue (Judge and Douglas, 1998:255). For example, cross sectional as opposed to longitudinal research designs mitigate against the identification of causal relationships (Christmann, 2000:676;

Dalton et al, 1980:60; Sharma, 2000:692), while cross-sectional designs also raise issues as to whether identified associations are stable over time and whether the period under analysis is representative (Al-Tuwaijri et al., 2004:468). Indeed, by its very definition, the investigation of sustained competitive advantage as suggested by the RBV necessitates the use of longitudinal research techniques (McWilliams and Smart, 1995:311,313). Despite this, the majority of prior empirical studies are cross-sectional in nature (Elsayed and Paton, 2005:398; Judge and Douglas, 1998:256; Sharma, 2000:692; White, 1996a:4).

2.2.2.5 Issues related to the Measurement of Environmental Performance

The lack of objective criteria for measuring environmental performance is another issue associated with prior ONE research (Cohen et al., 1997:1; Lankoski, 2000:57-8; Konar and Cohen, 2001:282; Wagner et al., 2001:96; Wagner and Wehrmeyer, 2002:153), with many studies utilising third party assessments and measures (Gilley et al, 2000:1201; Guenster et al., 2010:4), such as those provided by the Council of Economic Priorities (CEP), the U.S. Bureau of Economic Analysis (BEA) or the U.S. EPA (Toxics Release Inventory Datasets, TRI), these potentially providing conservative estimates which may underestimate firms true environmental impacts (Palmer et al., 1995:128 ; Lankoski, 2000:58). Importantly, reporting of TRI data has not always been consistent (Cohen et al., 1997:8), with the lack of any single "and undisputed" definition of environmental performance raising significant issues regarding comparability of findings across studies (Wagner and Wehrmeyer, 2002:153). This is compounded by the potential for firms in the U.S. to choose the methodology for emissions calculations under TRI regulations, between mass-balance calculations, engineering studies, and direct monitoring (Hamilton, 1995:100). Importantly, most measures of environmental performance fail to account for toxicity, volumes or concentration of emissions, rather accounting for emissions by weight (Morris, 1997:415; Lankoski, 2000:58; King and Lennox, 2002:291; Klassen and Whybark, 1999:605), with U.S. TRI data providing no information regarding non-toxic emissions (Ambec and Lanoie, 2008:59; Klassen and Whybark,

1999:605). Few studies have addressed this issue, the exceptions being Freedman and Jaggi (1982), Freedman and Jaggi (1986), Jaggi and Freedman (1992), King and Shaver (2001) and King and Lenox (2002).

2.2.2.6 Issues related to the Measurement of Firm-Level Economic Performance

Given that there would appear to be little consensus regarding the definition of the concept of business performance (Ford and Schellenberg, 1982:49-50; Venkatraman and Ramanujam, 1986:801), financial performance measures have been predominantly used within empirical strategy research as a means of operationalizing and measuring firm performance (Venkatraman and Ramanujam, 1986:803). Historical accounting measures provide a one-dimensional and narrow perspective (Cordeiro and Sarkis, 1997:107; Ford and Schellenberg, 1982:50,56; Venkatraman and Ramanujam, 1986:804,807) on firm-level performance, itself a multidimensional issue (Venkatraman and Ramanujam, 1986:807) and are thus by definition incapable of fully describing firm-level performance (Cordeiro and Sarkis, 1997:107; Ford and Schellenberg, 1982:54-6; Venkatraman and Ramanujam, 1986:807). Despite this, prior empirical studies within this subject area have generally utilised historical accounting or stock market measures to measure firm-level performance (Cordeiro and Sarkis, 1997:107; Telle, 2006:197). Other issues have been raised regarding both accounting based and stock market-based measures for measuring firm-level economic performance. For example, issues associated with accounting based measures of organisational performance include their one-dimensional nature (Cordeiro and Sarkis, 1997:107; Ford and Schellenberg, 1982:50,56; Venkatraman and Ramanujam, 1986:804), their failure to account for differing organisational risk profiles (Cordeiro and Sarkis, 1997:107) their retrospective nature (Cordeiro and Sarkis, 1997:107; Schaltegger and Figge, 2000:31-2), the issue of non-comparability across differing industry sectors possibly due to industry specific accounting practices (Cordeiro and Sarkis, 1997:107) and differing accounting standards (Schaltegger and Figge, 2000:31-2) and finally potential for management manipulation through variation of accounting policies (Cordeiro and

Sarkis, 1997:107). In addition, direct regulatory compliance costs as identified within accounting systems often significantly underestimate the true indirect costs (Joshi et al., 2001:195; Wagner et al., 2002:137) related to inefficient material and energy flows (Wagner et al., 2002:137). The implication is that findings may be influenced by the choice of operating performance measure (Guenster et al., 2010:5). Similarly, stock market based measures suffer from limitations of information asymmetry inherent in the semi-strong form efficiency generally associated with stock market operation, while also being affected by extraneous market or economy wide forces outside the organisations control (Cordeiro and Sarkis, 1997:107).

2.2.2.7 Small Sample Sizes

The issue of small sample sizes is also endemic within prior ONE research (Cohen et al., 1997:7; Elsayed and Paton, 2005:398; Klassen and Whybark, 1999:600; Konar and Cohen, 2001:282; Wagner et al., 2001:96), potentially impacting upon the reliability and generalisability of results (Christmann, 2000:665) as well as leading to "low-powered tests" (Al-Tuwaijri et al., 2004:452) and inconclusive results (Al-Tuwaijri et al., 2004:452; Wagner et al., 2001:96; Wagner and Wehrmeyer, 2002:156).

2.2.2.8 Large Firms Predominate

Much prior research has often been predicated upon samples drawn from stock market listed firms, these by their very nature being larger in scale (Telle, 2006:197). Indeed, little research into the hypothesised association between firm-level environmental and economic performance has been conducted within the SME sector (Aragón-Correa et al., 2008:88-90), despite the economic and subsequent environmental importance of the sector (Aragón-Correa et al., 2008:88-9). Telle (2006:197) notes the difficulty in using publicly quoted firms for analysis purposes as “such firms are normally big and diversely composed corporations,

making it difficult to disentangle or comprehend the impact of environmental performance of particular manufacturing units on total corporate profits". This point is important as the firm-level effects of environmental regulation on profitability have been found to be negatively associated with firm size (Brännlund et al., 1995:31).

2.2.2.9 Lack of a definitive formal theoretical framework underpinning research

A lack of any general integrative theoretical framework underpinning prior empirical studies (Lankoski, 2000:60; López-Gamero et al., 2009:3110; Schaltegger and Synnestvedt, 2002:340; Wagner and Schaltegger, 2003:7,12; Wagner and Wehrmeyer, 2002:157), is a frequently recurring theme within the literature (López-Gamero et al., 2009:3110; Schaltegger and Synnestvedt, 2002:340; Wagner and Wehrmeyer, 2002:157; Wagner and Schaltegger, 2003:7,12). In addition, prior empirical research into the RBV has failed to adequately identify and provide evidence of factors which underpin persistent intra-firm performance differences (Hoopes et al., 2003:897). Indeed, it has been argued that prior empirical testing of RBV concepts have proven inadequate (Arend, 2006:409,412,417), failing to adequately measure the benefits predicted by the theory, failing to account for the cost of focal resources, failing to adequately address issues of resource value, rarity, inimitability and non-substitutability and finally failing to control for the effects of resource level (Arend, 2006:410-12), with no one study attempting to test all of the theory's theoretical tenets simultaneously (Arend, 2006:418).

2.2.2.10 The use of Inappropriate Estimation Methods

It has also been suggested that ONE prior studies have utilised inappropriate estimation methods having failed to control for firm heterogeneity (Christmann, 2000:675; Berman and Bui, 2001:500; Elsayed and Paton, 2005:396; Telle,2006:199,211) or dynamic effects (Elsayed and Paton, 2005:396), thus introducing the possibility of heterogeneity bias into the analysis. It has also been argued that incorrect model specification has possibly led to the

inconclusive findings associated with prior research (Ullmann, 1985:551; Cohen at al., 1997:26; Elsayed and Paton, 2005:396,398). This is surprising as firm heterogeneity with regard to resources and capabilities constitutes the source of competitive advantage under the RBV (Conner, 1991:139; Christmann, 2000:675; Eisenhardt and Martin, 2000:1106; Morris, 1997:411), yet few studies have attempted to account for unobserved firm heterogeneity within their analysis (Telle, 2006:211).

2.2.2.11 Incorrect Model Specification

Numerous contributors suggest that conflicting findings may be due to incorrect model specification (Ullmann, 1985:551; Cohen at al., 1997:26; Elsayed and Paton, 2005:396,398; Salama, 2005:414; Telle, 2006:197), leading to the prevalence of omitted variable bias within prior findings (Ullmann, 1985:551-2; Gray, 1987:1003, 1005; Al-Tuwaijri et al., 2004:452; Elsayed and Paton, 2005:398; Telle, 2006:197). It has been argued that numerous prior studies examining the hypothesised associations between firm-level environmental strategy and financial performance have failed to take account of variables which have the potential to moderate the relationship between firm environmental performance and financial performance (Aragón-Correa and Sharma, 2003:71-2; Derwall et al., 2005:53). In addition, while more recent regression studies have addressed the issue of observed firm heterogeneity, commonly controlling for firm size, firm capital or industry (Telle, 2006:199), it has been argued that omitted variable bias due to the omission of unobserved variables such as management, processes or technology (Telle, 2006:201; Wagner et al., 2001:96) may significantly influence estimated results (Rennings et al., 2003:35; Telle, 2006:200).

2.2.2.12 Predominant focus of Prior Research upon Manufacturing Sectors

Importantly, prior ONE empirical research has primarily focused upon the manufacturing sector, to the exclusion of the service sector (Álvarez Gil et al., 2001:457). It is only with more

recent empirical research such as López-Gamero et al. (2009) and López-Gamero et al. (2011), predominantly focused upon the Spanish hotel sector, that this manufacturing sector focus has started to change.

2.2.2.13 Predominantly U.S. focus for Prior Empirical Research

Finally, the predominantly U.S. focus for much of the empirical ONE research (Hitchens, 1999:102; Lankoski, 2000:62; Wagner, 2001:46; Wagner et al., 2001:97; Wagner et al., 2002:136-7; Wahba, 2008:90,95) is possibly due to the existence of firm and plant level environmental performance data in the form of Toxics Release Inventory[3] datasets within the U.S. (Wagner, 2001:46; Wagner et al., 2001:97; Wagner and Wehrmeyer, 2002:156) for the last twenty four years, with the first TRI dataset dating from 1987 (Cohen et al., 1997:19). By comparison, limited environmental data availability in Europe (Wagner et al., 2001:106; Wagner and Wehrmeyer, 2002:156) prior to 2001, has constrained empirical research within a European context (Wagner and Wehrmeyer, 2002:158). Indeed, prior to the introduction of the triennial European Pollution Emission Register[4] (EPER) in 2001, few non-U.S. empirical studies had been conducted with the resultant risk of cultural bias. The triennial EPER was superseded by the annual European Pollution Release and Transfer Register (E-PRTR) in 2007. Thus, there remains a distinct need to internationalise research and incorporate different environmental regulatory contexts (Nehrt, 1998:86,94).

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[3] The requirements of section 313 of the U.S. Emergency Planning and Community Right-to-Know Act, 1986 (EPCRA) mandate that all facilities within the United States with more than ten full time equivalent employees within industry sectors identified by SIC codes 20-393 and which manufacture, process, sell or distribute more than 25,000 pounds or "otherwise" use more than 10,000 pounds of TRI chemicals and emit any of the 581 toxic chemicals covered by the legislation ("section 313" chemicals) must provide the total weight (pounds) of emitted chemicals, by chemical, for each facility covered by the legislation (U.S. EPA, 2009). The list of TRI chemicals can be found at http://www.epa.gov/tri/trichemicals/index.htm.

[4] The European Commission Decision of the 17th July 2000 led to the creation of the European Pollution Emission Register (EPER) in accordance with article 15 of the Council Directive 96/61/EC which related to integrated pollution prevention and control. Implementation of the EPER has led to emissions data relating to 50 pollutants (37 airborne pollutants and 26 waterborne pollutants) being collected under the auspices of the IPPC regulatory regime (Directive 96/61/EC) at a facility level across all EU member states. Data was collected triennially, with the first report released in 2003 pertained to 2001 emissions data with the second report released in 2006 pertaining to 2004 emissions data. Subsequently, EC Regulation No. 166/2006 of 18 January 2006 amended Council Directives 91/689/EEC and 96/61/EC leading to the creation of the European Pollutant Release and Transfer Register (E-PRTR). Under the E-PRTR, facility level emissions data is collected on an annual basis from in excess 28,000 industrial facilities covering 65 economic activities across the 27 EU member states. Subject to de-minimis thresholds, emissions to air, water, and land as well as off-site transfers to wastewater treatment and off-site transfers of waste for recovery and disposal for 91 E-PRTR pollutants are recorded.

2.2.3 Issues Associated with the different theoretical approaches underpinning Empirical ONE Research

2.2.3.1 Traditionalist Perspective

Productivity studies are notable for indicating a consistently negative association between environmental performance, as measured by environmental regulatory stringency and aggregate economic performance. A critical review of neoclassical microeconomic theory is beyond the scope of this paper, yet it is worth noting a number of significant weaknesses which have been associated with prior 'traditionalist' productivity-based research including issues associated with productivity measurement, the level of aggregation, the measurement of pollution abatement capital expenditure (PACE), the analysis period, and finally, the lack of a rigorous theoretical framework underpinning the 'traditionalist perspective. I shall briefly outline each in turn.

Firstly, it has been argued that the 'Traditionalist' productivity studies have failed to measure the societal and non-economic benefits accruing to pollution abatement measures as they focus on measured productivity rather than the effects on economic welfare (Christainsen and Haveman, 1981b:325; Boyd and McClelland, 1999:123; Gollop and Roberts, 1983:672; Hitchens, 1999:110; Smith and Sims, 1985:412,422; Conrad and Morrison, 1989:686; Jorgenson and Wilcoxen, 1990:314; Jaffe et al., 1995:153; Weber and Domazlicky, 2001:199; Gray and Shadbegian, 2003:387). This possibly accounts for the reported declines in productivity growth rates due to environmental regulatory measures (Weber and Domazlicky, 2001:196) and may significantly overestimate the negative productivity (Hitchens, 1999:110; Telle and Larsson, 2007:443; Weber and Domazlicky, 2001:196) and cost effects (Hazilla and Kopp, 1990:865) of environmental regulation, this introducing the possibility of bias due to non-measurement.

In addition, the majority of productivity studies examining the environment regulation - productivity growth relationship have been based upon aggregate national level data

(Morgenstern, 2002:415) rather than firm-level data (Smith and Sims, 1985:410-11). In addition, environmental regulatory stringency has differed between industries (Christainsen and Haveman, 1981a:388; Jorgenson and Wilcoxen, 1990:338) with the productivity impacts of regulation being found to be concentrated on specific industries (Christainsen and Haveman, 1981a:388; Myers and Nakamura, 1980:464). As the productivity effects have tended to be localised, this has not been reflected within the aggregate productivity studies (Barbera and McConnell, 1986:161; Christainsen and Haveman, 1981a:388), being insignificant within the context of the overall economy (Christainsen and Haveman, 1981a:388). Indeed, as environmental regulations have tended to be plant focused, this indicates a significant limitation associated with these studies (Telle and Larsson, 2007:439), where the level of aggregation can be viewed as a significant shortcoming (Nadiri, 1970:1144). Furthermore, pollution abatement control expenditure (PACE) survey data produced annually since 1973 by the U.S Bureau of Census (Gray, 1987:1000; Gray and Shadbegian, 2003:390) has been utilised by numerous prior studies as a proxy measure for the estimation of the economic impact of environmental regulation (Berman and Bui, 2001:498), yet importantly, Jaffe et al. (1995:140-142), Becker and Henderson (2001:177-8), Berman and Bui (2001:498), Gray and Shadbegian (2003:389) and Shadbegian and Gray (2005:199) have all queried whether PACE accurately reflects the real costs associated with environmental regulation, this having the potential to overstate the net costs of regulation (Berman and Bui, 2001:509), resulting in downward biases in estimated productivity growth rates, especially in low productivity growth years (Conrad and Morrison, 1989:693,696).

The analysis period covered by many productivity studies, the early 1970's, constitutes another potential weakness associated with the productivity studies. For example, issues which have the potential to complicate the identification of factors which affected productivity growth rates during the period include exceptional increases in fuel prices coupled with changes in market conditions (Gollop and Roberts, 1983:655; Gray, 1987:998), hours worked

and energy costs (Norsworthy et al., 1979:411-2; Denison, 1983:64,68; Gollop and Roberts,1983:655). In addition, the use of differing time periods, datasets and definitions within the various studies has led to inconclusive results (Conrad and Morrison, 1989:685; Smith and Sims, 1985:410,411), a lack of consensus as to the absolute level of decline in productivity growth rate attributable to environmental regulation and thus ultimately, environmental performance (Christainsen and Haveman, 1981a:382-7).

Finally, both Conrad and Morrison (1989:685) and Christainsen and Haveman (1981b:322) suggest that numerous prior productivity studies lack rigorous theoretical or estimation frameworks with Conrad and Morrison (1989:685) specifically noting that "other studies are not based on a theoretical model but instead assess as many costs of regulation as are quantifiable given available data".

2.2.3.2 Revisionist Perspective

Similarly, issues have been associated with the theoretical approaches of the 'Porter Hypothesis' and the Resource-Based View (RBV).

2.2.3.2.1 Porter Hypothesis (PH)

Issues associated with the Porter Hypothesis include a failure to account correctly for the full costs of increasingly stringent regulatory oversight, the assumption of firm non-rationality, the assumed requirement for regulatory oversight for firms to invest in innovative environmental technologies and finally, whether Porter and van der Linde's (1995) 'innovation offsets' are really of an order to negate the higher compliance costs associated with more stringent environmental regulatory oversight. I shall address each issue briefly.

It has been argued that Porter and van der Linde (1995 a, b) have themselves failed to correctly account for the full costs associated with increasingly stringent environmental

regulatory oversight (Palmer et al., 1995:119; Simpson and Bradford, 1996:298) as they exclude social benefits of environmental regulation (Porter and van der Linde, 1995a:98,106,108; Palmer et al., 1995:119) in their examination of private costs (Palmer et al., 1995:119).

A second area for significant disagreement with the PH relates to the assumption that individual firms are both unaware of and "systematically overlook" (Hitchens, 1999:103; Palmer et al., 1995:121), potential environmentally based cost saving opportunities available to them (Hitchens, 1999:103; Jaffe et al., 1995:156; Palmer et al., 1995:121; Xepapadeas and de Zeeuw, 1998:166), this constituting the assumption of firm non-rationality.

Similarly, Simpson and Bradford (1996:296) and Shadbegian and Gray (2005:198) question why firms require regulatory oversight in order to invest in innovative environmental technologies. Indeed, the question is raised as to how a regulator could be more knowledgeable than firm's own management with regard to the effects of cleaner technologies on a firm's production (Jaffe et al., 1995:156) and thus remedy this market failure (Palmer et al., 1995:121-2).

Finally, questions have been raised as to whether Porter and van der Linde's 'innovation offsets' are really of an order to negate the higher compliance costs associated with more stringent environmental regulatory oversight (Palmer et al., 1995:127) with Palmer et al. (1995: 128,131) arguing that the innovation offsets are insignificant relative to corporate environmental expenditures.

2.2.3.2.2 The Resource-Based View

Much of the argument for a positive association between firm-level environmental performance and economic performance has been predicated upon the theoretical underpinnings of the RBV, yet curiously, the RBV has not been subjected to "sustained critique" over the years (Williamson, 1999:1093). Despite this, the RBV approach has its detractors.

Four fundamental theoretical weaknesses have been associated with the RBV. These are the tautological nature of the approach (Eisenhardt and Martin, 2000:1106; Hoopes et al., 2003:889; Kraaijenbrink et al., 2010:356-9; Peteraf and Barney, 2003:320; Priem and Butler, 2001b:63-4; Williamson, 1999:1093); the external determination of resource value (Barney, 2001:42-3; Priem and Butler, 2001a:30-32,34,36; 2001b:62-4); the imprecise and all-inclusive nature of the resource definitions (Eisenhardt and Martin, 2000:1106; Foss and Knudsen, 2003:291,295,298,300; Hoopes et al., 2003:889; Kraaijenbrink et al., 2010:356-9; Priem and Butler, 2001a:22,34; Williamson, 1999:1093); and finally, the so called 'sufficiency critique', whereby it is argued that VRIN/O is neither necessary or sufficient in order to explain the source of a firms sustained competitive advantage (Foss and Knudsen, 2003:292,299-300;301,303; Hoopes et al., 2003:892; Kraaijenbrink et al. 2010:355-6). I shall address each issue briefly.

Firstly, the tautological argument is problematic for the approach as a tautology, cannot by definition, be falsified (Hoopes et al., 2003:891-2; Priem and Butler, 2001b:58,60). This negatively affects its empirical testability (Priem and Butler, 2001b:62). Secondly, the value definitions underpinning the RBV imply that resource value is determined by the firm's environment either through the exploitation of opportunities or the neutralising of threats within the competitive environment (Barney, 1991:106); yet this implies by definition that resource value is determined exogenously to the RBV (Barney, 2001:42; Priem and Butler, 2001a:30,

b:62). Ultimately, the RBV fails to address contextual issues within the general business environment in the determination of the value of resources and capabilities (Amit and Schoemaker, 1993:42; Aragón-Correa and Sharma, 2003:72,76; Foss and Knudsen, 2003:297; Hart, 1995:986-7,991,1007-8), this constituting a significant weakness. In addition, Priem and Butler (2001a:31-2) argue that the RBV lacks operational validity as the theory lacks effective prescription due to the value criteria remaining in "an exogenous black box" (McWilliams and Smart, 1995:311; Priem and Butler, 2001a:32,34). Importantly, the idea of the firm being a "Black Box", a concept carried over from the S-C-P view of IO economics (McWilliams and Smart, 1995:311) remains problematic, as while the RBV highlights the importance of internal firm operations in the generation of sustainable differential intra-firm advantage, as noted previously, management's role in this process would appear to be undervalued by the RBV for reasons such as causal ambiguity and social complexity (McWilliams and Smart, 1995:311-13,315). Thus, a key issue associated with the RBV approach remains its high level of abstraction, this potentially limiting its usefulness (Priem and Butler, 2001a:34).

Furthermore, the existence of "isolating mechanisms" (Amit and Schoemaker, 1993:40; Castanias and Helfat, 1991:162; Kraaijenbrink et al. 2010:351; Leiblein, 2011:917-8; Peteraf, 1993:182-3; Priem and Butler, 2001a:33; Teece et al., 1997:510; Williamson, 1999:1095), which confirm resource non-replicability and, thus, the sustainability of any competitive advantage accruing to the use of the resource, are intrinsic to the RBV approaches (Hoopes et al., 2003:891; Leiblein, 2011:917-9; Mahoney and Pandian, 1992:373,371-2; Teece et al., 1997:510). Unfortunately, the actual nature of these mechanisms are not adequately described within the RBV literature (Teece et al., 1997:510). In addition, the 'static' nature of the RBV (McWilliams and Smart, 1995:311-12,315; Priem and Butler, 2001a:33), with competition being an equilibrium condition (McWilliams and Smart, 1995:311,315), leads the theory to be descriptive rather than prescriptive (McWilliams and Smart, 1995:312-3; Priem

and Butler, 2001a:33-4), this constituting another significant limitation (Priem and Butler, 2001a:33-4).

In addition, the fact that strategically valuable resources and capabilities often cannot be identified with certainty ex-ante (Amit and Schoemaker, 1993:33-4,44), with it being argued that many valuable resources and competences can only be identified through ex-post rationalisation (Priem and Butler, 2001a:33, Williamson, 1999:1093), constitutes another potential weakness. Indeed, “strategic assets”, (Amit and Schoemaker, 1993:36,43), comprising both resources and capabilities (Amit and Schoemaker, 1993:36), can often only be identified ex-post (Priem and Butler, 2001a:33, Williamson, 1999:1093), due to managerial cognitive failures associated with uncertainty, complexity and intra-organizational conflict (Amit and Schoemaker, 1993:40-43). Thus, in summary, other factors not addressed specifically within the context of the RBV framework may influence the causal link between SCA and firm-level economic performance (Peteraf and Barney, 2003:320), with, for example, organisational issues such as uncertainty (Amit and Schoemaker, 1993:43; Foss and Knudsen, 2003:292,298-303), complexity and intra-organizational conflict not being addressed within the RBV approaches (Amit and Schoemaker, 1993:43).

Another significant weakness associated with the RBV approach has been its focus on internal processes in the generation of organisational resources and capabilities to the exclusion of exogenous factors within the business environment (Amit and Schoemaker, 1993:42; Aragón-Correa and Sharma, 2003:72,76; Foss and Knudsen, 2003:297; Hart, 1995:986-7,991,1007-8) and natural environment (Hart, 1995:986-7,991,1007-8). Indeed, writers such as Barney (2001:49,54), Priem and Butler (2001a:35-6), and Aragón-Correa and Sharma, 2003:74) have suggested the need for a contingent approach within the context of the RBV.

2.3 CSR/CER Motivation Research

As noted in section 1.2, it has been argued by some commentators that the research question upon which the ONE literature is predicated, that of investigating the nature of the hypothesised firm-level environmental performance - economic performance relationship, has been incorrectly framed. Given the fact that around the world, firms continue to engage in beyond compliance environmental initiatives despite the inconclusive nature of ONE research, it has been argued that the pertinent question is not whether CSR and Corporate Environmental Response (CER) pays, but rather what motivates organisations to engage in CSR/CER initiatives which extend beyond regulatory compliance.

Unlike the extensive Organisations and the Natural Environment (ONE) and CSR literatures which examine the hypothesised association between CER and CFP and CSR and CFP respectively, a more limited body of literature exists investigating the underlying factors which motivate CSR and/or CER activities.

Prior research suggests that organisational managers are motivated by a variety of considerations – both ethical and instrumental, internal and external – to engage in beyond compliance social initiative (Aguinis and Glavas, 2012:936,941,943,951; Brønn and Vidaver-Cohen, 2009:94; Chen and Chen, 2019:623-4; Jiang and Bansal, 2003:1053-7; Prajogo et al., 2012:119-20,123-4).

Importantly, prior findings suggest differing underlying corporate motivations can influence corporate choice of environmental management system (EMS) (e.g. Heras and Arana, 2010) as well the nature of corporate environmental management itself (e.g. Chen and Chen (2019:629-32; Prajogo et al. 2012:123-4; Ervin, et al., 2013:401-4; de Lange, 2013:107-112).

2.3.1 Prior Motivational Research into CER

Prior empirical research into motivations underpinning CCR/CER has examined the CER motivations within diverse areas. These include motivations advancing organisational participation in voluntary environmental certification schemes (e.g. Arora and Cason, 1996; Khanna and Damon, 1999; Leroux and Pupion, 2018; Rivera, 2002; Rivera, 2004), firm-level environmental proactivity (e.g. Lisi, 2015; Walker et al., 2014), CSR activities (e.g. Arend, 2014; Buehler and Shetty, 1974; Hsu and Cheng, 2012; Murillo and Lozano, 2006; Santos, 2011; Sheldon and Park, 2011), social initiatives (e.g. Brønn and Vidaver-Cohen, 2009), 'Green' activities (e.g. Arend, 2014), 'Green' marketing (e.g. El Dief and Font, 2010), environmental management (e.g. El Dief and Font, 2012), environmental responsiveness (e.g. Martínez-del-Río and Céspedes-Lorente, 2014), corporate sustainability management (e.g. Windolph et al., 2014), corporate environmental sustainability (e.g. Reyes-Rodríguez et al., 2016), corporate sustainability (e.g. Font et al., 2016a; Font et al., 2016b; Hahn and Scheermesser, 2006) and corporate environmental transformation (e.g. González-Benito and González-Benito, 2005b).

Other research has investigated motivations advancing the implementation of environmental management practices (e.g. Ervin, 2013; Singh et al., 2015), corporate environmental strategy (e.g. Fraj-Andrés et al., 2009; López-Rodríguez, 2009), responsible/'Green' tourism initiatives (e.g. Mbasera et al., 2016; Van der Merwe and Wöcke, 2007), environmental overcompliance (e.g. Wu and Wirkkala, 2009), and implementation of environmental management systems (EMS) (e.g. Aiyub, 2009; Bansal and Bogner, 2002; Bansal and Hunter, 2003; Biondi et al., 2000; Chan and Wong, 2006; Darnall et al., 2008; Fryxell and Szeto, 2002; Gavronski et al., 2008; González-Benito and González-Benito, 2005a; Heras and Arana, 2010; Hillary, 2004; Johnson and Labonne, 2009; Kehbila et al., 2009; Nakamura et al., 2001; Prajogo et al., 2012; Qi et al., 2012; Quazi et al., 2001; Summers Raines, 2002; Wagner, 2013; Wiengarten et al., 2013; Zeng et al., 2005).

2.3.2 Differing Motivational Patterns across Empirical Studies

Prior empirical research has identified several distinct categories of motivations as advancing CSR/CER engagement, these often revolving around concepts of competitiveness, legitimation, and altruism. Despite this, findings have been inconclusive (Grimstad et al., 2020:2; Johnstone, 2020:5), both in terms of the number of motivations, the nature of the identified motivators, and finally, their relative salience to CSR/CER implementation.

2.3.2.1 Number of salient CSR/CER motivations identified within prior research

A key point raised by prior research is the idea that organisational motives for corporate social engagement are often multiple rather than single (Chen and Chen, 2019:630-1; Buehler and Shetty, 1974:771; Bansal and Roth, 2000:731; Hemingway and Maclagan, 2004:37; Kong et al., 2020:449), with prior empirical studies having variously identified numerous differing motivational categories underpinning CSR/CER engagement (Kong et al., 2020:449). The majority of studies have generally tended to identify between two and three first-order motivational categories of as advancing CSR/CER motivational initiatives.

Studies such as Duglio et al. (2017), El Dief and Font (2012), Fryxell and Szeto (2002), López-Rodríguez (2009), González-Benito and González-Benito (2005a), Graafland et al. (2010), Lannelongue et al. (2014), Martínez-del-Rio and Céspedes-Lorente (2014), Mbasera et al. (2016), Nakamura et al. (2001), Paulraj et al. (2017), Rivera (2002), Williamson et al. (2006), Windolph et al. (2014), Wu and Wirkkala (2009) and Xue et al. (2019), have all identified two broad motivational categories as advancing CSR/CER engagement.

For example, the studies conducted by Lannelongue et al. (2014) and Martínez-del-Rio and Céspedes-Lorente (2014), focused on the first two of Bansal and Roth's (2000) motivational categories, Legitimacy and Competitiveness to the exclusion of the third, Individual Concern (altruism). Windolph et al. (2014), in their investigation of motivations for 'corporate sustainability management' in large German companies focused broadly on motivations of

competitiveness, framed in terms of “market success”, this being defined as success in product, service, labour and capital markets, and “internal improvement”, defined as process improvements, resources use, eco-efficiency, and socio-efficiency (Windolph et al. (2014:274-80). This study also focused upon the motivation of legitimation, framed in terms of government regulation, private and self-regulation, media, and society framed in terms, again, to the exclusion of that of altruism.

López-Rodríguez (2009:405-6) also identified two primary CER motivations, where they found that firms were motivated to engage in CER for both instrumental (market) and ecological motivations, while González-Benito and González-Benito (2005a:471-4) found that firms engaged in ‘environmental transformation’ activities for competitive and ethical reasons but not for relational (legitimation) reasons. Williamson et al. (2006:320-323) found that UK manufacturing SMEs were motivated to engage in beyond compliance environmental activities of resource monitoring activities for reasons of ‘business performance’ (competitiveness), this emphasising cost reduction and efficiency, as well as that of regulation (legitimation). Likewise, Fryxell and Szeto (2002:233) identified motivations of corporate reputation enhancement and cost reduction as being salient in firm implementation of ISO 14001, while Rivera (2002:349-350) found that Costa Rican hotels participated in a voluntary hotel environmental certification scheme for reasons of legitimation (relating to stakeholder pressure from government as well as trade associations), and competitiveness (product differentiation). El Dief and Font (2012:123,129-31) also identified two motivations as being salient to hotel CER implementation, these being competitiveness and altruism. Similarly, Mbasera et al. (2016:6-7) identified competitiveness (primarily defined in terms of cost savings, but also marketing), and altruism (framed in terms of concern for the environment), as motivational factors advancing hotel CER engagement in South Africa and Zimbabwe.

Other studies have identified three broad motivational factors as being salient to the adoption of CER/CSR initiatives. For example, studies such as Abaeian et al. (2014:428-30), Aiyub et al. (2009:10-11), Bansal and Roth (2000:717,723-9), Berger et al., (2007:138-49), Bohdanowicz (2005:193-4), Brønn and Vidaver-Cohen (2009:101-2), Drumwright (1994:6-12), Duglio et al. (2017:89), Ervin et al. (2013:401-4), Fraj-Andrés et al. (2009:509-10), Font, Garay and Jones (2016a:1443-6), Gavronski et al. (2008:87-92), González-Benito and González-Benito (2005c:142-6), Hahn and Scheermesser (2006:158), Heras and Arana (2010:731), Jiang and Bansal (2003:1053-7), Lisi (2015:38-40), Massoud et al. (2020:32-6), Murillo and Lozano (2006), Quazi et al., (2001: 533,535-537), Santos (2011:497,502), Sheldon and Park, 2011:401-2, Uecker-Mercado and Walker (2012:274-280), Van der Merwe and Wöcke (2007:6-10), Vanpoucke et al. (2016:733-9), and Vogel (2005:19-20) all suggest that firms engage in beyond compliance CSR/CER for reasons of competitiveness, legitimation and altruism.

For example, Brønn and Vidaver-Cohen (2009) found strong evidence for the existence of a tri-partite classification of corporate social initiative as suggested within the literature, where they referred to sustainability motives as being the moral or ethical perspective, legitimacy motives and profitability motives (Brønn and Vidaver-Cohen, 2009:101-2). Of the sixteen motives for corporate social initiative which they investigated, four ‘legitimacy’ type motives, one ‘sustainability’ type motive and one ‘profitability’ motive were ranked within the top six motives in terms of salience (Brønn and Vidaver-Cohen, 2009:104). Likewise, Heras and Arana (2010:731) identified coercive pressures such as legislative compliance, customer demands and “other external sources of motivation”, competitive motivations of enhanced external corporate image, and moral or ethical motivations of “improvement in the environmental situation of the company”, as being the primary motivating factors underpinning corporate environmental response, specifically the implementation of voluntary environmental management systems (EMS) in SMEs.

Correspondingly, Jiang and Bansal (2003:1053-7) found institutional pressure, market pressure and management control as being the primary motivating factors underpinning firm adoption of environmentally responsive strategies within the U.S. pulp and paper sector, while Drumwright (1994) identified a number of organisational contexts or motives as underpinning corporate socially responsible purchasing including symbolism, opportunism, and restraint (Drumwright, 1994:6-12). Hahn and Scheermesser (2006:158) also identified several motivators for corporate sustainability, these being: normative and ethical reasons, such as social and ecological responsibility; marketing related motives such as revenue growth and opportunities; external stakeholders, such as societal stakeholders and capital providers, and finally, firms which perceive cost savings and image 'considerations' as the most important motivators (Hahn and Scheermesser, 2006:158). Berger et al., (2007:137-47) also suggest three rationales for CSR engagement, these being the social-values-led model, the business-case model and the syncretic stewardship model, all broadly analogous to the tri-partite concepts of competitiveness, legitimation and altruism noted previously, while Uecker-Mercado and Walker (2012) found that Sports Arena CER initiatives in the U.S. were motivated by internal stakeholder pressure, organisational culture, financial cost-benefit, competitiveness and ethical motives (Uecker-Mercado and Walker, 2012:274-280). Similarly, the findings of Lisi (2015:38-40) provide strong support for a tripartite taxonomy of CER motivational factors with factors such as expected competitive advantage (Competitiveness), perceived stakeholders concern (Legitimation), and top managements environmental commitment (Altruism), having a strong statistically significant influence on the use of environmental performance measures for decision making and control.

González-Benito and González-Benito (2005c:142-6) distinguished between several types of corporate motivation underpinning CER, such as ethical, productive, commercial and relational motivations, these motivations broadly equating to the competitiveness, legitimation and altruism taxonomy noted previously. Likewise, Gavronski et al. (2008:87-92) suggested

that firms engage in CER for reasons of competitiveness, legitimation, stakeholder pressure and 'internal influences'. Within a hospitality context, Van der Merwe and Wöcke (2007:6-10) found that South African hotels engaged in CER initiatives in order to improve relationships with the local community (Legitimation), to protect the environment (Altruism), for ethical reasons (Altruism), due to personal beliefs (Altruism), cost savings (Competitiveness), because CER is strategically important for the business (Competitiveness), due to stakeholder pressure from guests, tour operators and legislation (Legitimation) and finally because the hotel could 'charge a premium' (Competitiveness).

Likewise, Bohdanowicz (2005:193-4) in her survey of 610 European hotels, found that hotels were 'incentivised' to introduce more 'environmentally-friendly' initiatives for reasons of cost reduction (competitiveness), customer demand (legitimation), improving hotel image (legitimation), reducing environmental impacts (altruism), management recommendations (altruism) and marketing (competitiveness). In addition, Fraj-Andrés et al. (2009:509-10), in their study of how legislative, social, competitive and ethical pressures influenced the environmental behaviour of Spanish industrial firms, found that all thee motivations, competitiveness, legitimation and altruism had a strong positive influence upon firm environmental behaviour. Finally, within a hospitality setting, Abaeian et al. (2014:428-30), in their investigation of motivations and perceived benefits of engaging in CSR initiatives found that local hotel chains in Malaysia engaged in CSR initiatives for reasons of competitiveness, legitimation and altruism. Reasons included increasing staff awareness of social issues (altruism), enhancing employee satisfaction, morale, commitment, and retention (competitiveness), improving company image as well as provide legitimacy for the organisation (legitimation), enhancing long-term profitability (competitiveness), improving quality of life in the broader community (altruism), enhancing customer relationships and engagement (Legitimation), and finally due to managers personal values and beliefs (altruism) (Abaeian et al., 2014:428-30).

2.3.2.2 Differing Nature of CSR/CER Motivations across Prior Research

Commentators such as Bansal and Hunter, (2003:291-3,295-297), El Dief and Font (2012:118-9,123,125,128), Heras and Arana (2010:731), Lannelongue et al. (2014:135), Lisi (2015:27-9), and Prajogo et al. (2012:119-20) contend that there appears to be a general consensus within the literature that CER initiatives are motivated by issues of competitiveness, legitimation and altruism, with this generally accepted taxonomy evolving little over the years (Lannelongue et al., 2014:135). Despite this, significant differences in findings are evident between studies (Lisi, 2015:28-9), both in terms of the nature of the CER motivations identified, their number, and their relative salience as potential CER motivators.

For example, numerous prior studies have identified 'competitiveness' as a salient CER/CSR motivator. Despite this, prior studies differ considerably in their findings, having identified different facets of the concept of competitiveness as salient CSR/CER motivators. To illustrate this point, competitiveness, framed in terms of cost reduction has been identified as a salient CSR/CER motivation by numerous studies (e.g. Bohdanowicz, 2005:193-4; Brouwer and van Koppen, 2008:454; Chan and Wong, 2006:488-9; Depken and Zeman, 2017:5; de Groot et al., 2001:727-8,737; Duglio et al., 2017:89; Font et al., 2016a:1442-4; 2016b:71; Fryxell and Szeto, 2002:233; González-Benito and González-Benito, 2005a:143-5; González-Benito and González-Benito, 2005b:469-72; Hahn and Scheermesser, 2006:157-8; Quazi et al., 2001; Kehbila et al., 2009:315; Rohdin and Thollander, 2006:1840; Santos, 2011:497; Summers Raines, 2002:423; Thollander and Ottosson, 2008:21,30; Tzschentke et al., 2008:129; Williamson et al., 2006:320-4; Van der Merwe and Wöcke, 2007:9-10; Windolph et al., 2014:278-80).

Several other competitiveness related concepts have been found by numerous other studies to constitute salient CSR/CER motivations, including those of 'business performance', comprised of cost reduction and efficiency (e.g. Williamson et al., 2006:320-324), profitability

(e.g. Buehler and Shetty, 1974:769, Chan and Wong, 2006:488-9; Coppa and Sriramesh, 2013:35), 'economic benefits' (Fontana, 2017:313), 'financial benefits' (Besser, 2012:137; Lynes and Andrachuk, 2008:383-4; Uecker-Mercado and Walker, 2012:269,275-81), 'financial opportunity' (e.g. Babiak and Trendafilova, 2011:19; Brønn and Vidaver-Cohen, 2009:99), 'financial motives' (Graafland et al., 2010:9-10), 'economic value' (e.g. Lee et al., 2016:94-5,97), 'strategic intent' (e.g. Reyes-Rodríguez et al., 2016:199-204), 'creating revenue growth' (e.g. Hahn and Scheermesser, 2006:157-8), 'higher sales' (e.g. Santos, 2011:497), 'market success' (e.g. Font et al., 2016b:71; Windolph et al., 2014:280), 'marketing asset' (e.g. Bohdanowicz, 2005:193-4), 'trade intensity' (e.g. Muller and Kolk, 2010:17), 'firm market orientation' (e.g. Nybakk and Panwar, 2015:26-9), direct fiscal subsidies (e.g. de Groot et al., 2001:727-9), enlightened self-interest (e.g. Besser, 2012:137), and productivity improvement (e.g. González-Benito and González-Benito, 2005a:143-5).

Other salient competitiveness related CSR/CER motivations identified within prior empirical research include those of competitive advantage (e.g. Ervin, 2013:401; Fraj-Andres et al., 2009:509; Lisi, 2015:30; Lynes and Andrachuk, 2008:383-4; Martínez-del-Rio and Céspedes-Lorente, 2014:141; Paulraj et al., 2017:248-51; Quazi et al., 2001:532-6), 'remaining competitive' (e.g. Brønn and Vidaver-Cohen, 2009:99), market positioning and differentiation (e.g. Murillo and Lozano, 2006:233-4;237), competitive differentiation (e.g. Babiak and Trendafilova, 2011:19; Lannelongue et al., 2014:144; Paulraj et al., 2017:248-51; Rivera, 2002:349), product differentiation (Rivera, 2002:349-50), green marketing (e.g. Summers Raines, 2002:423), the promotion of transactions/partnerships (e.g. Coppa and Sriramesh, 2013), increasing exports (e.g. Summers Raines, 2002:423) and avoiding trade barriers (e.g. Chan and Wong, 2006:488-9; Quazi et al., 2001: 532-6).

Prior research has also identified legitimation as a salient CSR/CER motivator. Again, different studies have identified differing aspects of the legitimation concept as salient CSR/CER

motivations. For example, legitimation type CSR/CER motivators identified include those of improving stakeholder relationships (e.g. Brouwer and van Koppen, 2008:454; González-Benito and González-Benito, 2005a:142; Van der Merwe and Wöcke, 2007:9-10), responding to stakeholder pressure (e.g. Babiak and Trendafilova, 2011:18-9; Biondi et al., 2000:61-2; Bohdanowicz, 2005:193-4; Ervin, 2013: 401-2; Gavronski et al., 2008:92; Hahn and Scheermesser, 2006:158; Henriques and Sadorsky, 1996:389-92; Jiang and Bansal, 2003:1053-7; Lynes and Andrachuk, 2008:387; Nejati and Amran, 2009:263; Zutshi and Sohal, 2004:342), perceived stakeholder's concern (e.g. Lisi, 2015:30-1), perceived stakeholder expectations e.g. (Papagiannakis and Lioukas, 2012:48), and fulfilling stakeholder expectations (e.g. Brønn and Vidaver-Cohen, 2009:98; Rivera, 2002:349-50).

In addition, stakeholder pressure, in the form of compliance with institutional norms as articulated by specific stakeholders, has also been identified as a salient CER motivator within prior research. Examples of these stakeholders include local community (e.g. Henriques and Sadorsky, 1996:390-2; Bansal and Roth, 2000:725-7; Coppa and Sriramesh, 2013:35; Kehbila et al., 2009:315; Zutshi and Sohal, 2004:342), customers (e.g. Arora and Cason, 1996:414,419-25; Bansal and Roth, 2000:725-7; Bohdanowicz, 2005:193-4; Depken and Zeman, 2017:5; Font et al., 2016a:1442; Font et al., 2016b:71; Hahn and Scheermesser, 2006:158; Henriques and Sadorsky, 1996:390-2; Heras and Arana, 2010:731; Jiang and Bansal, 2003:1053-7; Johnstone and Labonne, 2009:726-9; Lee et al., 2017:643-4; Prajogo et al., 2012:12-4; Zutshi and Sohal, 2004:342), employees (e.g. Depken and Zeman, 2017:5; Zutshi and Sohal, 2004:342), suppliers (e.g. Zutshi and Sohal, 2004:342), shareholders (e.g. Henriques and Sadorsky, 1996:390-2), trade associations (e.g. Rivera, 2002:349-50; Rivera, 2004:789), capital providers (e.g. Hahn and Scheermesser, 2006:158; Zutshi and Sohal, 2004:342), government (e.g. Babiak and Trendafilova, 2011:18-20; Bansal and Roth, 2000:725-6; Biondi et al., 2000:61-2; Brouwer and van Koppen, 2008:454-5; Ervin, 2013: 401-2; Hahn and Scheermesser, 2006:158; Henriques and Sadorsky, 1996:390-2; Kehbila et al.,

2009:315; Lee et al., 2017:643-4; Rivera, 2002:349-50; Rivera, 2004:789) and finally, 'Head Office' (e.g. Quazi, 2001:533,535-7).

Other examples of stakeholder pressure identified as salient CSR/CER motivators within prior empirical research include coercive stakeholder pressure in the form of regulatory compliance (e.g. Bansal and Roth, 2000:727; Biondi et al., 2000:61-2; Buehler and Shetty, 1974:769; Chan and Wong, 2006:488; Ervin, 2013: 401-2; Font et al., 2016a:1442; Font et al., 2016b:71; Heras and Arana, 2010:731; Johnstone and Labonne, 2009:726-9; Kehbila et al., 2009:315; Lannelongue et al., 2014:140-4; Lee et al., 2017:643-4; Prajogo et al., 2012:12-4; Singh et al., 2015:5-6; Walker et al., 2014:35; Williamson et al., 2006:320-324, Windolph et al., 2014:276-9; Zutshi and Sohal, 2004:342), regulatory signalling (e.g. Johnstone and Labonne, 2009:726-9), regulatory focus (e.g. Muller and Kolk, 2010:17); avoiding regulatory action (e.g. Brønn and Vidaver-Cohen, 2009:99-100; Kehbila et al., 2009:315; Lynes and Andrachuk, 2008:384,387; Williamson et al., 2006:320), and the related concept of improving relationships with regulators (e.g. Jiang and Bansal, 2003:1053-7).

Finally, prior research has identified differing aspects of the theoretical concept of altruism as salient CSR/CER motivations. For example, prior research identified concepts of altruism and social responsibility as salient CSR/CER motivators, these being framed in terms of altruistic motivations (e.g. Graafland et al., 2010:9-10; Sheldon and Park, 2011:401-2), firms having moral obligations (e.g. Besser, 2012:134-5; Lee et al., 2016:94-5,97), organisational environmental values (e.g. El Dief and Font, 2010:163; 2012:119), organisational environmental concerns (e.g. Aiyub, 2009:10-11; Depken and Zeman, 2017:5), ecological responsibility (e.g. Bansal and Roth, 2000:728-9; Bohdanowicz, 2005:193-4; Brouwer and van Koppen, 2008:454; Dangelico and Pujari, 2010:480-1; Fryxell and Szeto, 2002:231; Heras and Arana, 2010:731; Walker et al., 2014:30; Van der Merwe and Wöcke, 2007:9-10), social responsibility (e.g. Bansal and Roth, 2000:725-7), social concern (e.g. Brønn and Vidaver-

Cohen, 2009:99; Fraj-Andres et al., 2009:503; Sheldon and Park, 2011:401-2), ecological and social responsibility (e.g. Chan and Hawkins, 2010:645; Font et al., 2016a:1442-4 , 2016b:71; Hahn and Scheermesser, 2006:153,157-8; Kehbila et al., 2009:315; Lynes and Andrachuk, 2008:383-4; Summers Raines, 2002:423; Tamajón and Aulet, 2013:43), long-term sustainability (e.g. Coppa and Sriramesh, 2013:35; Sheldon and Park, 2011:401-2), intrinsic motivations, where firms engage in CSR because "it is the right thing to do" (Grimstad et al., 2020:4), and finally, ethical motivations (e.g. González-Benito and González-Benito, 2005a:136-7,142—5, 2005b:466,471,474; Graafland and van der Ven, 2006:115-120; Graafland et al., 2010:9-10; Hahn and Scheermesser, 2006:153,157-8; Jenkins, 2006:249; Muller and Kolk, 2010:17; Sheldon and Park, 2011:401-2; Tzschentke et al., 2008:129-32; Uecker-Mercado and Walker, 2012:269,280; Van der Merwe and Wöcke, 2007:9-10; Wiengarten et al., 2013:20; Worthington et al., 2008:322-8).

Other important altruism related CSR/CER motivations identified include those of management attitudes towards environmental stewardship, including beliefs in moral responsibility to protect the environment (e.g. Ervin et al., 2013:396,401-2; Depken and Zeman, 2017:5), managers own awareness of sustainability (e.g. Duglio et al., 2017:89), managerial attitudes, views and values in terms of environmental awareness (e.g. Darnall et al., 2008:368), senior management values, ethics and support (e.g. Hsu and Cheng, 2012:293), top management environmental commitment (e.g. Lisi, 2015:31), managerial attitudes in terms of environmental and ethical awareness (e.g. Chan and Wong, 2006:486; Reyes-Rodríguez et al., 2016:196-7), management commitment to environmental causes (Fraj-Andrés et al., 2009:504,509-10), firms being 'true believers' where sustainability constitutes a core organisational value (e.g. Brockhaus et al. 2017:938,940-1), and finally senior managers/founders personal values and beliefs (e.g. Murillo and Lozano, 2006:233-4;237; Nakamura et al., 2001:34; Wu and Wirkkala, 2009:413-19).

2.3.2.3 Differing Motivator Salience across Empirical Studies

As well as identifying different facets of the broad concepts of competitiveness, legitimation, and altruism as salient CSR/CER motivations, there is also a general lack of consensus within prior research as to the relative salience of these differing motivations to CSR/CER implementation.

2.3.2.3.1 Competitiveness as the most salient CSR/CER motivation

As noted in sections 2.3.2.1 and 2.3.2.2 above, many prior empirical studies have identified 'competitiveness' as a salient CER/CSR motivator. Indeed, numerous competitiveness related constructs such as cost reduction, 'business performance', economic benefits, financial benefits, 'higher sales', image enhancement, direct fiscal subsidies, enlightened self-interest, productivity improvement, economic value, 'strategic intent', competitive advantage, and competitive differentiation were identified within studies as either the most salient CER/CSR motivators or at least as more salient motivators than that of legitimation (e.g. Babiak and Trendafilova, 2011:18-21; Boluk, 2013:61-2; de Groot et al., 2001:727; Lannelongue et al., 2014:143-4; Levy and Park, 2011:150; Revell et al., 2010:281; Williamson et al., 2006:320-4).

For example, Lannelongue et al. (2014) attempted to ascertain whether a firm's environmental motivations helped in predicting how complete or incomplete its level of environmental management initiatives would be (Lannelongue et al., 2014:135). They argued that complete environmental management included dimensions of environmental monitoring, environmental action, and environmental results (Lannelongue et al., 2014:136). Their findings are instructive as they found that coercive legitimation and to a lesser extent, mimetic legitimation, while constituting salient CER motivators, were only associated with two dimensions of environmental management, environmental monitoring and environmental action in the case of coercive legitimation, and environmental monitoring in the case of mimetic legitimation. Importantly, these legitimation motivations were not found to be associated with improvements in firm-level environmental performance, the third dimension of environmental management

as they defined it (Lannelongue et al., 2014:144). Thus, according to Lannelongue et al. (2014:144-5), motivations of legitimation would only lead to incomplete CER implementation. Conversely, competitive differentiation was found to be the sole driver of what they termed 'complete environmental management', this being defined as environmental monitoring, environmental action, and environmental results (Lannelongue et al., 2014:144). Similarly, Williamson et al. (2006), in their qualitative study of motivations advancing environmental behaviour in manufacturing SMEs, found that the identification of cost savings and responding to cost pressures constituted more salient CER motivations among SMEs than that of legitimation in the form of coercive regulatory pressure (Williamson et al., 2006:321-3). De Groot et al. (2001) in their investigation of the factors which determined firm investment behaviour in energy saving technologies, found that the motivation of cost savings resulting from lower energy use constituted a more salient CER motivator than the relational legitimation concept of creating a 'green image' of the firm (de Groot et al., 2001:727,737). Similarly, within an SME context, Revell et al. (2010:281) identified the competitiveness related motivations of 'cost savings from energy and other resource efficiency', 'attracting new customers', avoiding environmental taxes, good publicity and breaking into new markets, to be more important motivations for 'environmental reform' than those of legitimation in the form of coercive and mimetic stakeholder pressure from diverse stakeholder groups including customers, suppliers, public sector contracts, shareholders, trade bodies and industry associations (Revell et al., 2010:281). Levy and Park (2011:150), while not specifically investigating motivations advancing hotel CER in the U.S., noted that perceived 'benefits' accruing to hotel CER implementation were predominantly competitiveness related, these being framed in declining order of salience as being cost savings, reputation among guests, image among guests and competitive advantage in the marketplace. Legitimation benefits such as reducing public scrutiny as well as reducing threat of government regulations were cited as the least salient benefits associated with hotel CSR initiatives (Levy and Park, 2011:150).

Ultimately, few studies have examined motivations advancing CSR or CER initiatives within the Irish hotel industry. One study, conducted by Boluk (2013), is notable for having examined motivations underpinning the adoption of the 'Fair Hotels Ireland' scheme by some hotels in Ireland. This scheme, which could be classified as a CSR initiative, was devised by the Irish trade union, SIPTU (Services, Industrial, Professional and Technical Union) as a means of focusing on the well-being of front-line staff, as well as providing marketing opportunities for hotels to be recognised as 'fair' employers (Boluk, 2013:50). The findings of Boluk (2013) are interesting in that she found that hotel managers tended to obtain the accreditation with a view to obtaining differential competitive benefits vis-à-vis union conferences, this being especially the case for hotels with conference and leisure facilities (Boluk, 2013:57-8). Conversely, she found that while the Fair Hotels scheme had been devised as a way to empower employees and ensure their fair treatment, she found employee involvement with, and awareness of, the scheme to be limited, reinforcing her perception that the hotels only joined the scheme for reasons of competitive differentiation (Boluk, 2013:61-2).

Other studies have found motivations of competitiveness to constitute a more salient CSR/CER motivator than that of altruism/social responsibility (e.g. Besser, 2012:137; Font et al., 2016b:71; Fontana, 2017:311-4; Lee et al., 2016:94-5,97; González-Benito and González-Benito, 2005a:142--5; González-Benito and González-Benito, 2005b:469-72; Lisi, 2015:38-41; Reyes-Rodríguez et al., 2016:200-7; Thollander and Ottosson, 2008:21,30).

For example, Besser (2012) in his qualitative study into both the motivations for, and consequences of, implementing CSR initiatives - what he referred to as 'Business Social Performance' (BSP) - by SMEs, found that SMEs in one Midwestern US state were primarily motivated to engage in CER initiatives for 'expected business benefits' and reasons of enlightened self-interest. He found that CSR initiatives were motivated to a lesser extent by the altruistic concept of having a moral obligation (Besser, 2012:134-5). Similarly, in their case

study of two Swedish SMEs, Lee et al. (2016) found that SMEs only pursued CSR initiatives "when they include a business benefit and value for the company", this reflecting the primacy of economic motivations in advancing CER (Lee et al., 2016:94). Conversely, Lee et al. (2016:95-6) found that SMEs "justify their CSR involvement by profit-sacrificing ethical and moral arguments". Likewise, in their investigation of motivations advancing corporate environmental sustainability among Danish SMEs, Reyes-Rodríguez et al., (2016:199-204,207) found that Danish SMEs deployed environmental initiatives, primarily for reasons of strategic intent (Reyes-Rodríguez et al., 2016:200-207), this being defined as being comprised of both long-term financial benefits in the form of cost savings and differentiation/positioning advantages (Reyes-Rodríguez et al., 2016:196-7). Managerial attitudes (altruism) were found to constitute a weaker second-order CER motivation among Danish SMEs (Reyes-Rodríguez et al., 2016:197,199-204,207).

Furthermore, prior research has also identified competitiveness related motivations as constituting more salient CSR/CER motivations than those of both legitimation and altruism (e.g. Abaeian et al., 2019:2475-81; Bohdanowicz, 2005:193-4; Depken and Zeman, 2017:5; Ervin, 2013:401; Fraj-Andres et al., 2009:509-11; González-Benito and González-Benito, 2005a:142--5; Lisi, 2015:38-41; Santos, 2011:497). For example, Depken and Zeman (2017:5) found that in declining order of importance, SMEs in the U.S. Midwest state of Iowa engaged in sustainable practices to save money (competitiveness), out of a moral obligation to the global community and to future generations (altruism) and out of concern for environmental impacts (altruism). Legitimation, framed in terms of customer and employee pressure was found to be a weak third-order CER motivation (Depken and Zeman, 2017:5). Similarly, in their examination of CSR motivations among Portuguese SMEs, Santos (2011:497) identified, in declining order of salience, motivations for fostering social responsibility practices (CSR) such as increased 'business performance' – defined as cost reduction and/or higher sales – (competitiveness), increased levels of 'employee satisfaction

(legitimation), consumer and client loyalty (competitiveness) and 'ethical and civic principles' (altruism). Likewise, while Fraj-Andrés et al. (2009) found that Spanish industrial firms were motivated to engage in environmental initiatives by all three motivations, competitiveness, legitimation and altruism, nevertheless they found that competitiveness in the form of competitive advantage, and to a lesser extent altruism framed in terms of both social concern and management commitment, constituted the two most salient CER motivations. Legitimation, framed in terms of environmental regulation was identified as a less salient second-order CER motivator (Fraj-Andrés et al., 2009:503-4,509-11). Interestingly, and as will be noted later in section 2.3.3.4, unusually for a hospitality setting, the findings of Abaeian et al. (2019:2475-81) suggest that enhancing operational efficiency, framed in terms of achieving cost savings, profitability, and return on investment, constitutes the primary motivation advancing CSR/CER initiatives in independent hotels in Malaysia. In addition, they found altruism, framed in terms of having a moral obligation, to constitute a second-order CSR/CER motivation, while legitimation was generally not deemed to be an important motivator due to a lack of coercive pressure from key stakeholder groups (Abaeian et al., 2019:2475-81).

Finally, Bohdanowicz (2005:193-4), found that in declining order of salience, European hotels were 'incentivised' to introduce more 'environmentally-friendly' initiatives for reasons of cost reduction (competitiveness), customer demand (legitimation), improving hotel image (legitimation), reducing environmental impacts (altruism), marketing (competitiveness), and management recommendations (altruism).

Other studies have identified competitiveness as an important CER/CSR motivator alongside motivations of legitimation (e.g. Bansal and Bogner, 2002; Gavronski et al., 2008:91-2), Altruism (e.g. Tzschentke et al., 2004:118-123), or both legitimation and altruism (e.g. Bansal and Roth, 2000:724-8; Bohdanowicz and Martinac, 2003:6; Brockhaus et al. 2017:937-942; Cantele et al., 2020:6-9; Dangelico and Pujari, 2010:480-1; Lynes and Andrachuk, 2008:383-

4; Vanpoucke et al., 2016:733-9; Worthington et al., 2008:322-8), without ascribing any degree of salience to competitiveness as a CER/CSR motivator relative to the other identified motivations.

For example, in their investigation of the motives for 'going green' in Scottish serviced accommodation establishments, the findings of Tzschentke et al. (2004:118-123) suggest that motivations of competitiveness and altruism were "equally important drivers of environmental commitment" among small serviced accommodation establishments in Scotland (Tzschentke et al.,. 2004:122). In their seminal paper examining the motivations and contextual factors which encourage CER initiatives, using a qualitative methodology, Bansal and Roth (2000:724-9) identified three 'basic' motivations for 'ecological responsiveness', these being competitiveness, legitimation, and ecological responsibility, without ascribing any level of salience to the various motivations vis-à-vis CER engagement. Similarly, in their case study analysis of green product innovation within twelve manufacturing SMEs based in Italy and Canada, Dangelico and Pujari (2010) identified motivations of regulatory compliance (legitimation), improving competitiveness through reputational enhancement (competitiveness) and ecological responsibility (altruism), this being derived "from the concerns that companies have for social obligations and values" (Dangelico and Pujari, 2010:474-6,480-4). Worthington et al. (2008) in their case study analysis of the motivations advancing organisations socially responsible purchasing initiatives in the UK and US, identified four influences or motivational factors, these being legislation/public policy, economic opportunities, stakeholder expectations and ethical influences (Worthington et al., 2008:322-8). In addition, the qualitative study conducted by Brockhaus et al. (2017) also sought to identify and delineate motivations advancing corporate sustainability initiatives. Again, they developed a typology of four motivations advancing CER, these being what they termed 'the image enhancer', 'the efficiency maximiser', 'the resources acquirer' and the 'true believer' (Brockhaus et al., 2017:937-42), this taxonomy broadly equating to the tripartite

classification noted previously. Similarly, Cantele et al. (2020:6-9) found that organisations engaged in sustainability practices for reasons of mimetic isomorphism (legitimation), stakeholder pressure from communities, the market, and consumers (legitimation), financial performance, differential competitive advantage (competitiveness) and finally, altruistic motivations relating to managerial values and beliefs (Cantele et al., 2020:6-9). Within a service sector context, in their qualitative investigation of the motivations advancing corporate social and environmental responsibility (CSER) at Scandinavian Airlines (SAS), Lynes and Andrachuk (2008:383-4,387) identified five main motivations for environmental commitment at SAS, these being in no specific order of salience, financial benefits (competitiveness), regulatory environment (legitimation), being a good corporate citizen (altruism), image/branding (legitimation/competitiveness) and stakeholder pressure, especially that of corporate customers (legitimation). Finally, in their examination of environmental attitudes among chain hoteliers across four hotel chains in Europe, Bohdanowicz and Martinac (2003:6) found that hoteliers in two chains were primarily 'incentivised' to engage in CER initiatives for reasons of cost savings while in the other two chain examined, hoteliers perceived altruism, framed in terms of having a responsibility to reduce environmental impacts, as the primary reasons for engaging in CER. It is notable that the findings of Bansal and Roth (2000), Bohdanowicz and Martinac (2003), Cantele et al. (2020), Dangelico and Pujari (2010), Worthington et al. (2008) and Brockhaus et al. (2017), do not ascribe any ordinal degree of salience to the different motivational factors.

Other studies either did not identify competitive motivations as being salient to CER implementation (e.g. Arend, 2014:549-51; Heras and Arana, 2010:731; Ruihua and Bansal, 2003:1053-65; Singh, 2015:5-7; Walker et al., 2014:37,41; Zeng et al., 2005; Zutshi and Sohal, 2004:342), did not assess competitive motivations separately from other motivations (e.g. Qi et al., 2012:134-6), did not investigate competitive motivations (e.g. Arora and Cason, 1996:419-25; Bansal and Hunter, 2003; Heikkurinen, 2010; Johnstone and Labonne, 2009; Li

et al., 2019:725,729,733; Rivera, 2004:785-790) or simply found motivations of legitimation (e.g. Bansal and Hunter, 2003; Heikkurinen, 2010; Singh, 2015:5-7), altruism (e.g. Wiengarten et al., 2013:18,24-5) or both legitimation and altruism (e.g. Walker et al., 2014:37,41) to be salient CSR/CER motivators to the *exclusion* of competitiveness.

2.3.2.3.2 Legitimation as the most salient CSR/CER motivation

As noted in sections 2.3.2.1 and 2.3.2.2, prior research has also identified legitimation as a salient CER/CSR motivator within organisations. Indeed, studies have identified concepts of legitimation as CSR/CER motivators, these being framed in terms of regulatory compliance, mimetic isomorphism, avoiding regulatory action, 'political' motivations and fulfilling stakeholder expectations, as more salient CER/CSR motivators than that of Competitiveness (e.g. Céspedes-Lorente et al., 2003:342-9; Martínez-del-Rio and Céspedes-Lorente, 2014:141; Rivera, 2002:349-50; Williamson et al., 2006:320-6; Windolph et al., 2014:278-80; Yu and Liang, 2020:8-11; Xue et al., 2019:6,9). For example, in their study of the logic behind firm development of CER initiatives in companies located within geographical clusters, Martínez-del-Rio and Céspedes-Lorente (2014) focused specifically upon the motivations of competitiveness and legitimation to the exclusion of altruism, finding that the mimetic isomorphic influences of industry associations (legitimation) on firm CER implementation constituted a stronger motivation for CER engagement than that of competitive rivalry between firms (competitiveness) and network embeddedness (legitimation) (Martínez-del-Rio and Céspedes-Lorente, 2014:139-43). Within a hospitality context, Rivera (2002) conducted a quantitative study to investigate motivations for membership of a Costa Rican voluntary environmental program (VEP), the Costa Rican Certification for Sustainable Tourism programme (CST). Importantly, they found that Costa Rican hotels decision to participate in the CST VEP were primarily driven in declining order of salience, by legitimation motivations of government monitoring to promote VEP membership, as well as mimetic isomorphic pressures of trade association membership, ahead of the competitive motivations of higher sales, margins and differential competitive benefits (Rivera, 2002:349-50).

Similarly, in their qualitative investigation of motivations for resource monitoring behaviour in thirty one manufacturing SMEs, Williamson et al. (2006) found that while SMEs are motivated to engage in CER initiatives for reasons of 'business performance' (competitiveness), and 'regulation' (legitimation), 'regulation' produces "higher levels of environmental activity (Williamson et al., 2006:321-4). Likewise, in their quantitative study of motivations for corporate sustainability management within large German companies, through the examination of functional areas or departments which engaged with sustainability issues, Windolph et al., (2014:278-80) found legitimation defined in terms of government regulation, private and self-regulation, media, and society, to constitute the primary motivations advancing CER initiatives. Conversely, 'market success' defined in terms of markets for products and services, the labour market and capital market, was found to constitute a "moderately important motivation", while 'internal improvement', defined in terms of as process improvements, resources use, eco-efficiency, and socio-efficiency, was identified as a "less important motivation" (Windolph et al., 2014:274-80). Similarly, Yu and Liang (2020), in their examination of motivations advancing strategic CSR within Taiwanese publicly-listed firms, found that the legitimation motivation of corporate reputation – this being claimed to increase pressure on a firm to fulfil stakeholder expectations – had a strong and positive association with firm-level strategic CSR implementation. Conversely, the competitively related motivation of product market competition was not found to have any significant association with the level of strategic CSR (Yu and Liang, 2020:8-11). Correspondingly, in their examination of CSR cognition and practices in Chinese family owned SMEs, Xue et al. (2019:6,9) found 'CSR political motivations', this broadly reflective of coercive regulatory legitimation, to have a strong positive association with CSR practices. Conversely, they found strategic motivations, broadly reflective of the motivations of competitiveness noted previously, not to have an association with CSR practices at acceptable levels of significance. Finally, within a Spanish hotel industry context, despite the fact that the influence of social legitimacy on hotel CER engagement was identified as being indirect through that of economic legitimacy, Céspedes-Lorente et al.

(2003), found that the motivation of legitimation, defined in terms of both social legitimacy, this being “the degree to which the various practices and activities developed by firms benefit from social prestige and acceptance”, and stakeholder power, as well as the use of this power, collectively had a greater influence upon hotel CER implementation than the motivation of competitiveness framed in terms of ‘economic legitimacy’, this latter construct being defined in terms of enhanced economic performance (Céspedes-Lorente et al., 2003:342-9).

Studies have also found the motivations of legitimation framed in terms of internal coercive stakeholder pressure, regulatory compliance, and improving relationships with the local community, to constitute more salient CSR/CER motivations than those of both competitiveness and altruism (e.g. Brønn and Vidaver-Cohen, 2009:99; Brouwer and van Koppen, 2008:454; Chan and Wong, 2006:488-9; Fryxell and Szeto, 2002:233; Kehbila et al., 2009:315; van der Merwe and Wöcke, 2007: 6-10).

For example, Chan and Wong (2006), in their investigation of motivations for the adoption of the ISO 14001 in Chinese hotels, identified eight motivations in declining order of salience, as being ‘corporate governance’ in the form stakeholder pressure from head office (legitimation), ISO benefits defined in terms of ‘contribution to the bottom line’ and cost savings (competitiveness), ‘top management’ defined in terms of top management support, top management concern and actions for the environment as well as improving health and safety (altruism), ‘market trends’, defined as attracting potential employees, increasing support from employees, ensuring employee welfare in the area of environmental health, industry adoption and achieving a minimum standard of EMS adoption ‘to do business’ (legitimation). The three least salient motivations for hotel adoption of ISO 14002 were identified as trade barriers (legitimation), customer demand and satisfaction (competitiveness), and what they termed ‘competitors’, this including benchmarking against competitors with regard to ISO 14001, as

well as competitors intention to apply for, and adopt the standard. (legitimation) (Chan and Wong, 2006:486-9).

Similarly, Fryxell and Szeto (2002), in their investigation of the motivations for seeking ISO14001 certification among ISO14001 certified facilities in Hong Kong, found that the strongest motivations for seeking ISO certification was regulatory compliance (legitimation), followed in declining order of salience by improving environmental performance (altruism), enhanced reputation (legitimation), cost reduction (competitiveness), meeting customer expectations (legitimation) and external group pressure (legitimation) (Fryxell and Szeto, 2002:323-5). Correspondingly, van der Merwe and Wöcke (2007:6-10) found in declining order of salience, that South African hotels engaged in CER initiatives to improve relationships with the local community (Legitimation), to protect the environment (Altruism), for ethical reasons (Altruism), due to personal beliefs (Altruism), cost savings (Competitiveness), because its strategically important for the business (Competitiveness), because of influence from guests, tour operators and legislation (Legitimation) and finally because the hotel could 'charge a premium' (Competitiveness). Similarly, of the sixteen motives for corporate social initiative which Brønn and Vidaver-Cohen (2009) investigated, They identified four 'legitimacy' type motives, one 'sustainability' type motive and one 'profitability' motive as being ranked within the top six motives identified (Brønn and Vidaver-Cohen, 2009:104). For example, they found that improving corporate image (legitimation) and being recognised for moral leadership (legitimation) constituted the most salient motives for social initiative within Norwegian firms with over fifty employees across a range of industries, these being followed in declining order of salience by motives of 'serving long-term company interests' (competitiveness), personal satisfaction (altruism), 'fulfilling stakeholder expectations (legitimation) and remaining competitive (competitiveness) (Brønn and Vidaver-Cohen, 2009:99,102-6).

In their investigation of the internal and external factors which influenced company certification to ISO14001 within nineteen Dutch ISO14001 certified companies, Brouwer and van Koppen (2008:454) identified the motivation of legitimation as constituting the most salient motivation for EMS implementation followed by the motivations of altruism and competitiveness. For example, they found the motivation of improving relationships with stakeholders (legitimation) to be the most salient motivation for EMS implementation, followed in declining order of salience by those of 'having a firmer grip on environmental policy' (altruism), improving company image (legitimation), reduction in environmental impacts (altruism), reduction in environmental risks (competitiveness), and reduction in environmental costs (competitiveness) (Brouwer and van Koppen, 2008:454). Finally, in their investigation of the motivations for firm adoption of voluntary environmental initiatives within the South African automotive sector, Kehbila et al., (2009) identified legislative compliance (legitimation) as being the most salient CER motivator among both SMEs and larger firms, this being followed in declining order of salience by the altruistic motivations of lowering environmental impacts of firms operations, improving working and living conditions of employees, enhancing image and reputation (competitiveness), avoiding fines due to regulatory non-compliance (competitiveness), and reducing environmental management and operating costs (competitiveness) (Kehbila et al., 2009:315).

Other studies have found legitimation framed in terms of internal chain coercive stakeholder pressure, as well as stakeholder pressure from government, as constituting more salient CSR/CER motivators than that of competitiveness, without identifying altruism as a salient motivation. For example, within a hospitality context, in their qualitative investigation of 'drivers' and barriers to hotel 'corporate environmentalism' (CE) in Penang, Malaysia, Kasim (2007a:682-9) identified two 'drivers' of hotel CE, one endogenous and the other exogenous. They found internal chain coercive stakeholder pressure to constitute an important motivation advancing hotel CER initiatives, specifically within the Shangri La hotel group on the Island,

while the other identified motivation was that of government moves to include environmental management criteria within the hotel rating system (Kasim, 2007a:682-3). A notable feature of the findings was that CER motivations appeared to differ in the case of the Shangri La hotels, between organisational levels. For instance, they found that while the group imposed 'top-down' instructions on the group hotels to implement ISO 14001 standards for reasons of "good image and visibility" (Kasim, 2007a::685), hotel managements' "commitment and support" for ISO 14001 implementation was driven by legitimation in the form of image and reputational benefits as well as competitiveness in the form of cost savings motives (Kasim (2007a:682,685). In addition, Kasim (2007a:683) also found government stakeholder pressure, in the form of the government's intention to include environmental management initiatives within the scope of the hotel category rating system to constitute a salient hotel CER motivator. Interestingly, their study found other legitimation type motivations such as regulatory pressure, community pressure, sectoral pressure as well as stakeholder pressure from travel agents did not constitute salient hotel CER motivators (Kasim, 2007a:683-9).

Other studies only investigated legitimation as a CSR/CER motivator to the exclusion of other motivations (e.g. Baden et al., 2009; Farmaki, 2019; Henriques and Sadorsky, 1996; Lee et al., 2017; Rivera, 2004). For example Lee et al. (2017) focused entirely upon the legitimation concepts of stakeholder and institutional pressures as potential CSR motivators within SMEs without addressing issues of competitiveness or altruism, finding that stakeholder pressure from customers and government as well as regulatory pressure constituted the greatest drivers of CSR within South Korean manufacturing SMEs (Lee et al., 2017:643). Similarly, the study conducted by Henriques and Sadorsky (1996:383-4,387-92) examined how a firms formulation of an environmental plan was influenced solely by issues of legitimation in the form of stakeholder pressure such as that from customers, suppliers, shareholders, government, community, employees, and lobby groups. Again, this study examined the issue of CER motivations to the exclusion of issues related to competitiveness and altruism. Similarly,

Rivera (2004) focused upon the investigation of institutional pressures for hotel adoption of a voluntary environmental programme, that of Certification to Sustainable Tourism (CST) within a Costa Rican hospitality industry context, identifying two motivations associated with legitimation – government monitoring, and trade association membership - as motivators for hotel participation in a voluntary environmental certification scheme (Rivera, 2004:789-91). Baden et al. (2009) examined whether, within a supply chain context, stakeholder pressure in the form of CSR criteria, either as a precondition of supply, or as a consideration in the purchasing decision, influenced SME motivations to engage in CSR activities, with their findings suggesting that legitimation in the form of inclusion of environmental and social criteria into government and large organisations procurement policies constitutes a significant motivator for SME CSR engagement (Baden et al., 2009:436,439). Finally, within a Cypriot hospitality context, using a qualitative methodology, Farmaki (2019) examined the relative salience of different stakeholder groups to hotel CSR engagement. Stakeholder groups identified as being most salient to hotel CER engagement, possessing attributes of power, legitimacy, and urgency, included tour operators, the national tourism authority and the government, hotel associations, and hotel owners. Customers, regional tourism bodies and local authorities were identified as significant stakeholders possessing power and legitimacy, but whose claims were not deemed urgent. Less salient stakeholder groups included employees and trade unions, possessing traits of legitimacy and urgency, but not power, while the stakeholder groups of local community, suppliers and competitors were deemed least salient in encouraging hotel CER engagement (Farmaki, 2019:2305-9,2313). Ultimately, tour operators were identified as “playing an instrumental role in CSR by providing the incentives and/or pressuring hotels to adopt CSR initiatives, while the role of customers in promoting hotel CSR was also acknowledged, although adoption of CSR was moderated by the type of tourist as some types of tourist are indifferent to CSR initiatives (Farmaki, 2019:2305-9,2313).

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2.3.2.3.3 Altruism as the most salient CSR/CER motivation

Finally, as noted in sections 2.3.2.1 and 2.3.2.2, prior research has also identified altruism/social responsibility as a salient CER/CSR motivator within organisations. Indeed, the motivation of altruism, framed variously in terms of moral motives, having a responsibility for the environment, environmental concern, and "it being the right thing to do", has been identified in numerous studies as constituting a more salient CSR/CER motivator than that of competitiveness (e.g. Chen and Chen, 2019:69-32; El Dief and Font, 2010:166-9; Font et al., 2012:129-30; Fjørtoft et al., 2020:9; Graafland et al., 2010:9-10; Graafland and van der Ven, 2006:115-120; Grimstad et al., 2020:9; Huimin and Ryan, 2011:875,884; Paulraj et al., 2017:248-51; Summers Raines, 2002:423).

For example, within a hospitality context, El Dief and Font (2010) in their investigation of the determinants of hotels' marketing managers green marketing behaviour in the Egyptian Red Sea region, found that while hotel manager's personal environmental values (PEVs) were not found to influence hotel green marketing strategies, hotel organisational environmental values (OEVs), specifically that of the altruistic 'business voluntary based-values were found to have a strong positive association at the 1% level of significance with hotel green marketing strategies. Conversely, hotel OEVs reflective of a 'profitability orientation' was found not to have any association with hotel green marketing strategies (El Dief and Font, 2010:166-9). Similarly, in their investigation into ethics and CSR within a Chinese hotel industry context, Huimin and Ryan (2011) sought to understand the nature and extent of Chinese hotel managers ethical attitudes which underlie the adoption of CSR polices in Chinese hotels, as well as identifying which ethical values Chinese hotel managers prioritised (Huimin and Ryan, 2011:875,884). Ultimately, propositions for which Chinese hotel managers expressed significant agreement included concepts such as business having a social responsibility beyond making a profit, corporations having a social responsibility beyond the interests of shareholders, and finally, the idea of social responsibility and profitability being compatible

(Huimin and Ryan, 2011:879-80), all concepts of a broadly altruistic nature. Conversely, propositions where strong disagreement was noted included concepts of a competitive nature, such as profit being the most important concern of the organisation, that ethics and social responsibility are not essential to corporate success, and that the primary concern of management is to keep shareholders 'happy' (Huimin and Ryan, 2011:879-80). Graafland and van der Ven (2006) also investigated the nature of the relationship between managements perceptions of CSR and actual CSR effort in 111 Dutch firms, their findings suggesting that altruistic motivations may be more salient CSR motivators than that of competitiveness. For example, they found that firms where management held an intrinsic 'moral view' of CSR - where CSR was viewed as a moral duty to society - were more likely to engage in CSR activities than firms where management held an extrinsic 'strategic' view of CSR initiatives (competitiveness), this being defined as where CSR efforts were perceived as contributing to the longer-term financial performance of the firm (Graafland and van der Ven, 2006:114-120).

Likewise, the study conducted by Graafland et al. (2010) focused on extrinsic financial and intrinsic moral/altruistic motivations of "socially responsible business conduct", but not that of legitimation, although it is notable that they disaggregated intrinsic altruistic motivations into both ethical/moral and altruistic motivations. Here again, findings suggest that organisations are motivated by both competitiveness in the form of financial motivations as well both ethical and altruistic motivations to engage in beyond compliance social initiatives (Graafland et al. ,2010:9-10), with the combination of the latter two motivations, ethics and altruism, and the altruistic motive in particular, being identified as being a more important determinant of organisation "socially responsible business conduct" (Graafland et al. (2010:9-10). Ultimately, their findings suggest that socially responsible business conduct is more intrinsically motivated (altruism and ethics) than extrinsically (financial) motivated (Graafland et al. (2010:9-10,16).

Similarly, in their examination of CSR motivations within a Norwegian maritime SME context Grimstad et al. (2020) found intrinsic motivations defined in terms of firms engaging in CSR 'because it is the right thing to do', to have a strong positive association with firm CSR activity. Conversely, they found extrinsic motivations, defined in terms of CSR having a 'separate positive outcome for the firm', to have a non-significant negative association with CSR engagement, although the interaction between extrinsic and intrinsic motivations was found to have a moderating effect on CSR engagement (Grimstad et al., 2020:9,11). Likewise, within a Norwegian maritime organisational context, Fjørtoft et al. (2020) found that while CSR motivations among SMEs varied depending upon the stakeholder segment targeted with the CSR activities, ultimately, intrinsic motivations such as 'doing the right thing', 'doing business ethically', 'being good corporate citizens' and having a 'moral duty', constituted more salient CSR motivations among SMEs than competitively related motivations such as 'market opportunities' and 'profit motives' (Fjørtoft et al., 2020:6-9). Within a Chinese manufacturing context, Chen and Chen (2019:629-32) found that while both instrumental and moral motivations had similar effects upon firm compliance strategies, moral motivations exerted a greater positive influence upon commitment strategies to sustainability, this in turn having a greater positive influence upon firm-level social and environmental performance (Chen and Chen (2019:629-32). Finally, Paulraj et al. (2017:248-51), in their investigation of motivations advancing sustainable supply-chain management (SSCM) practices among German firms across numerous industries, found what they termed as 'moral' motivations, comprised of environmental concern, a responsibility for the environment, and top management belief that 'it' is the right thing to do, constituted more salient motivations advancing SSCM practices than that of competitiveness framed in terms of increasing the customer base, competitive differentiation, and sustainable competitive advantage (even though they defined these as 'relational' motivations). Notably, what Paulraj et al. (2017:247-51) defined as 'instrumental' motivations, this being framed in terms of shareholder demand for sustainability improvements, avoiding poor publicity, appeasing shareholders, as well as achieving both

short and long-term profitability, were not found to have any statistically significant association with firm SSCM engagement.

Other studies found the motivation of altruism to constitute a more salient CSR/CER motivator than that of legitimation (e.g. Duglio et al., 2017:88; Heras and Arana, 2010:731; Nakamura et al., 2001:34; Wiengarten et al., 2013:18,24-5; Wu and Wirkkala, 2009:413-19).

For example, Duglio et al., (2017:88), in their quantitative investigation of Italian hospitality managers' perceptions of motivations for the implementation of the European Ecolabel environmental certification standard, found that the primary motivation for hotel engagement in the European Ecolabel program was altruistic, this being managerial personal awareness of sustainability issues, followed by that of legitimation, framed in terms enhancing corporate image among guests (Duglio et al., 2017:88,92). Likewise, Nakamura et al. (2001) also identified in declining order of salience, altruism (framed in terms of 'earth-spaceship' and 'harmonious coexistence'), reflective of managerial environmental values, and legitimation (framed in terms of 'pressure from civil society and from government'), as motivators for Japanese manufacturers to obtain ISO 14001 certification. Finally, Wu and Wirkkala (2009:413-19) found that in declining order of salience, firms were motivated to engage in environmental 'overcompliance' for reasons senior management environmental values and beliefs (altruism), and regulatory pressure (legitimation).

Studies have also found altruism variously defined in terms of environmental concern, managerial values and beliefs, and believing that it is the right thing to do, to constitute a more salient CSR/CER motivator than both the motivations of legitimation and competitiveness (e.g. Ayuso, 2006:212-8; Aiyub et al., 2009:10-11; Chan and Hawkins, 2010:645; Coppa and Sriramesh, 2013:35; Duglio et al., 2017:89; El Dief and Font, 2012:129; Ervin et al., 2013:401-2; Famiola and Wulansari, 2019:20-5; Font et al., 2016a:1442-4, 2016b:71; Garay and Font,

2012:334; Graafland and Gerlagh, 2019:1112-6; Hahn and Scheermesser, 2006:153,157-8; Hsu and Cheng, 2012:301; Kitsis and Chen, 2019:328,333-4; Lisi, 2015:3; Massoud et al., 2020:32-6; Muller and Kolk, 2010:17-9; Murillo and Lozano, 2006:233-4;237; Njite et al., 2011:189-92,194-8; Quazi et al., 2001:533,535-537; Sheldon and Park, 2011:401-2; Summers Raines, 2002:423; Tamajón and Aulet, 2013:43; Tzschentke et al., 2008:129-32; Uecker-Mercado and Walker, 2012:269,275-81; Walker et al., 2014:37,41).

For example, in their study of the electronic and chemical industry in Singapore, Quazi et al., (2001) identified several motivational factors which influenced the intention of companies to implement the ISO 14001 standard, these being in declining order of importance, top management concern (altruism), head office environmental practices (Legitimation), environmental regulations (legitimation) and cost savings (competitiveness) (Quazi et al., 2001:533,535-537). Likewise, in the case of SMEs, Aiyub et al. (2009:10-11) found that, in declining order of salience, SMEs implemented ISO 14001 for reasons of environmental concern (altruism), legislative pressure (legitimation), customer pressure (legitimation), market pressure (competitiveness), reducing utilities consumption (competitiveness), and local community pressure (legitimation). Kitsis and Chen (2019) also found that moral motivations defined in terms of environmental concern, managerial values and beliefs, and the belief that "it is the right thing to do", had a stronger positive influence upon firm implementation of sustainable supply chain management practices than both instrumental and relational motivations (Kitsis and Chen, 2019:332-4). Correspondingly, Murillo and Lozano (2006:233-4,237) found that, in declining order of salience, Spanish manufacturing SMEs engaged in CSR initiatives for reasons of: altruism, defined in terms of founder's values, beliefs, and social vision; competitiveness, defined in terms of competitive impact, positioning and differentiation; and lastly for reasons of coercive legitimation in the form of legal regulation. In the case of Italian hotels and 'other accommodation establishments', Duglio et al. (2017:89) found, again in declining order of salience, that these organisations engaged in CER initiatives for reasons

of altruism, this being defined in terms of managers awareness of sustainability, legitimation, defined as improving corporate image, and lastly for reasons of competitiveness, defined in terms of cost reduction, increasing profitability and government subsidies.

Similarly, Font et al. (2016a) in their examination of sustainability motivations and practices in small tourism enterprises (SMTEs) within European protected areas, asked respondents to indicate their top three reasons for acting sustainably (Font et al., 2016a:1442,1444). Their findings suggest that altruistic motivations constitute the most salient CER motivations among SMTEs, significantly ahead of those of competitiveness and legitimation. For example, altruistic reasons for SMTE environmental engagement which were identified included, protecting the environment (87% of respondents), personal lifestyle choice (49.2%), and improving society (46.9%). Competitiveness related motivations were found to be less important than those of an altruistic nature, with cost savings being noted by 29.1% of respondents, marketing and image benefits (18.9%), customer demand (9.6%), and finally legitimation framed in terms of meeting legal requirements, 8.1% of respondents. (Font et al., 2016a:1442,1444). Other legitimation type motivations such as meeting group or chain requirements (3.0%), and meeting tour operator requirements (0.6%), were deemed less salient (Font et al., 2016a:1442,1444).

Likewise, in another study which reflected the content and structure of the aforementioned European study conducted by Font et al. (2016a), Font et al. (2016b:70-1) investigated motivations for acting sustainably among Chilean, Brazilian and Argentinian SMTEs. Again, they identified altruistic motivations of protecting the environment and improving society to constitute the most salient sustainability motivators among SMTEs. Less salient sustainability motivations were noted as being those of cost savings (competitiveness), reduced business risks due to environmental degradation (competitiveness), personal lifestyle choice (altruism), enhanced competitiveness (competitiveness), marketing and image benefits

(competitiveness), meeting legal requirements (legitimation), and responding to customer demands (legitimation) (Font et al., 2016b:70-1). Correspondingly, in their examination of CSR motivations among SMTEs in Spain, Chile and European protected areas, Tamajón and Aulet (2013:43) also found that altruism, framed in terms of protecting the environment, improving society, and personal lifestyle choice, constituted the most salient CSR motivations among SMTEs. Less salient competitive motivators identified included cost savings, marketing and image benefits (Tamajón and Aulet, 2013:43). Similarly, within a Scottish SMTE context, the findings of Tzschentke et al. (2008:129-32) in their investigation of decisional factors which influence the decision to 'go green' within small hospitality operations, suggest that "personal ethics are a key determinant of business behaviour, especially with regards to ethical/environmental issues" (Tzschentke et al., 2008:132). Factors which were found to influence, and indeed were deemed to be fundamental to the decision to adopt 'green practices' within Scottish SMTEs, included concepts such as having a concern for the environment, and the development of an environmental consciousness on the part of managers. Conversely, "legislative pressure was rarely acknowledged" (Tzschentke et al., 2008:129-32). Thus, 'going green' was identified as a values-driven process on the part of owner managers, often reflecting a personal lifestyle choice (Tzschentke et al., 2008:129-30), issues which can be broadly classified as altruistic in nature. Conversely, motivations of competitiveness, framed in terms of possible financial gain, as well as that of legitimation, framed in terms of mimetic isomorphism and coercive legislative pressure, while being noted by participants, were nonetheless perceived to be of lesser importance to the SMTE 'greening' decision than altruistic motivations (Tzschentke et al., 2008:130-32). Similarly, in their qualitative study within a U.S. hotel industry context, Njite et al. (2011:189-92,194-8) found that altruism, framed in terms of intrinsic motivations such as managers personal values and moral obligations (Njite et al. (2011:190-1,195), constituted the most important motivation advancing CSR initiatives within U.S. small and independent hotels. Other motivations identified and deemed less salient motivators of hotel CSR initiatives to that of altruism

included legitimation, framed in terms of customer pressure, mimetic isomorphism, community engagement and networking, as well as employee wellness, retention, and satisfaction (Njite et al. (2011:189-92). While competitiveness and profitability were not found to constitute a first-level CSR motivator in small independent hotels, they were none the less noted as second-order motivations.

Within a hotel industry context, Ayuso (2006:212-5) identified public and/or official recognition of environmental commitment, cost savings, pressure from customer and stakeholder groups, personal awareness of hotel managers and improvement of internal management systems as motivations for hotel adoption of beyond compliance initiatives (Ayuso, 2006:212). Importantly, Ayuso (2006:212-8) found that hotel managers in Spain implemented beyond compliance environmental initiatives, primarily in response to managers own environmental concerns (altruism) and to a lesser degree, the perceived demands of two categories of stakeholder, customers, and tour operators (Ayuso, 2006:212-8). Another important finding of this study was the importance attaching to stakeholder pressure from customers and tour operators, but notably not from other stakeholder groups such as hotel associations, chains, employees, travel agencies, tour operators, government and NGOs (Ayuso, 2006:214-5). Garay and Font (2012) also identified altruism framed in terms of environmental protection, 'lifestyle' and social commitment as constituting the most salient motivations advancing CSR initiatives within Catalonian SMTEs. Conversely, motivations of competitiveness such as cost reduction and competitive differentiation, were deemed of secondary importance, while legislative compliance was perceived as the only legitimation motivation to be deemed material in driving SMTE CSR initiatives in Catalonia – albeit secondary to the motivations of altruism and competitiveness (Garay and Font, 2012:334). Finally, as noted previously, within a chain hotel context, in their examination of hoteliers environmental attitudes across four hotel chains in Europe, Bohdanowicz and Martinac (2003:7) identified differing CER motivations between chains. For example, they found that hoteliers in two chains perceived altruism, framed in

terms of having a responsibility to reduce environmental impacts, as constituting the primary reason for engaging in CER, while hoteliers in the other two chains were primarily 'incentivised' to engage in CER initiatives for reasons of cost savings.

Sheldon and Park (2011), in their investigation of CSR patterns and motivations within the U.S. Travel Industry, an industry which includes hospitality, also found that U.S. travel firms were primarily motivated to implement CSR initiatives for broadly altruistic reasons of responsibility. Legitimation type relational motivations were found to be less salient CSR motivators than altruism, but still more important that competitiveness in motivating CSR engagement within the U.S. Travel Industry (Sheldon and Park, 2011:401-2).

Similarly, within another service industry context, specifically that of the US sport and public assembly facility sector, the qualitative study conducted by Uecker-Mercado and Walker (2012) again identified ethical motives as constituting a more salient CER motivator than those of legitimation, framed in terms of stakeholder pressure, and competitiveness, framed in terms of competitive advantage and financial cost-benefit (Uecker-Mercado and Walker, 2012:269,275-81). Likewise, although he did not investigate extrinsic motivations per se, Graafland (2020), in his examination as to whether technological competition between SMEs influenced intrinsic 'moral motivations' to implement ISO14001, identified a strong positive association between 'moral motivations towards CSR', and the implementation of ISO14001 within SMEs across twelve European countries (Graafland, 2020:142). Finally, Muller and Kolk, 2010), in their investigation of interaction effects between CSR/CER motivations, found that management commitment to ethics (altruism) constituted the dominant motivation advancing corporate social performance among Mexican auto part firms, ahead of those of legitimation, framed in terms of regulatory focus, and competitiveness, framed in terms of 'trade intensity' (Muller and Kolk, 2010:17-9). Indeed, in their qualitative study of motivations advancing CSR initiatives in Argentinian SMEs, Massoud et al. (2020) found that altruism,

framed in terms of the owners personal morals and values, constituted the primary motivator for SME CSR engagement. Another altruistic motivation, that of contributing to the greater good, a concept linked to the owner's personal values and religiosity, was also noted as an important CSR motivation. Motivations of legitimation framed in terms of stakeholder pressure from local communities, normative isomorphism due to the influence of trade and industry associations in encouraging homogeneity in CSR practices, mimetic isomorphism, where firms adopt the practices of other firms, were all found to constitute less salient motivators than that of altruism. Ultimately, competitiveness related motivations of differential competitive advantage, as well as that of enhanced organisational performance and profitability, while mentioned, were found to be of little consequence as motivations advancing CSR within Argentinian SMEs (Massoud et al., 2020:32-6). Finally, in their investigation of SME social and environmental initiatives in Indonesia, Famiola and Wulansari (2019:20-5) found that normative considerations such as SME owners beliefs, values, and religiosity, constituted the primary motivations for SME engagement in social and environmental initiatives, with motivations of legitimation in the form of government regulations having little influence. Similarly, they found that the majority of SMEs did not conduct social and environmental initiatives for competitive reasons, such as obtaining competitive advantage or that of competitive differentiation (Famiola and Wulansari, 2019:23-5).

Finally, other studies have suggested that altruism and social responsibility defined variously in terms of the ethical influences, ecological responsibility, social responsibility, managerial attitudes, views and values in terms of environmental awareness (and firms being 'true believers' where sustainability constitutes a core organisational value), may represent one among many salient CER/CSR motivators. In these studies altruism/social responsibility is identified as a CER/CSR motivator in conjunction with legitimation (e.g. Brockhaus et al. 2017:937-942; Dangelico and Pujari, 2010:480-1; Darnall et al., 2008:373; Heikkurinen, 2010:146-51; Nejati and Amran, 2009:263; Worthington et al., 2008:322-8) competitiveness

(e.g. Tzschentke et al., 2004:118-123), or both competitiveness and legitimation (e.g. Abaeian et al., 2014:428-30; Bansal and Roth, 2000:724-8; Murillo and Lozano, 2006:233-4;237), without ascribing any degree of salience to altruism and social responsibility as a CER/CSR motivator relative to the other identified motivations.

Again, as with the motivators of competitiveness and legitimation, some studies which examined CER/CSR motivations either did not identify altruism (e.g. Arora and Cason, 1996:425; Bansal and Hunter, 2003:295-8; Ruihua and Bansal, 2003:1053-7; Williamson et al., 2006:326; Zeng et al., 2005:649), or did not investigate altruism as a potential CER/CSR motivator within the context of organisational CER/CSR motivations. (e.g. Arend, 2014:547-8; Gavronski et al., 2008:91-93; Johnstone and Labonne, 2009:725-8; Khanna and Damon, 1999; Lannelongue et al., 2014:144; Martínez-del-Rio and Céspedes-Lorente, 2014:133-41; Singh et al., 2015:5-6; Windolph et al., 2014:274-7).

2.3.2.4 Lack of Research into Interaction effects between different Motivations

Finally, while limited research has been conducted into motivations advancing CSR/CER initiatives, there exists a paucity of research into interaction effects between different types of motivation, both intrinsic and extrinsic (Graafland and Gerlagh, 2019:1102; Muller and Kolk, 2010:1-2). Indeed, of the studies reviewed, only the more recent studies conducted by Céspedes-Lorente et al. (2003), Chen and Chen (2019), Graafland and Gerlagh (2019), Grimstad et al. (2020), Li et al. (2019), and Muller and Kolk (2010) have examined interaction effects between different CSR/CER motivations on firm CSR/CER engagement.

For example, while Muller and Kolk (2010:17), in their examination of the interaction effects between intrinsic motivations of managerial commitment to ethics and the competitiveness motivation of trade intensity, found that management commitment to ethics (altruism) constituted the dominant motivation advancing corporate social performance among Mexican auto parts firms, they also found that management commitment to ethics interacted positively with the competitiveness motivation of 'trade intensity' in increasing corporate social performance. Similarly, Graafland and Gerlagh (2019) found that in SMEs across twelve European countries, the effects of extrinsic motivations for corporate environmental performance (CEP), specifically that of the institutional concept of "economic freedom"[5], this being defined as the degree of "personal liberty to voluntarily exchange and compete in the market while enjoying security and property protection" (Graafland and Gerlagh, 2019:1104; Gwartney and Lawson, 2003:405-7), was moderated by, and conditional upon, intrinsic motivations, the effect being that intrinsic motivations increase the influence of extrinsic stimuli upon firm-level CER (Graafland and Gerlagh (2019:1114-5). Ultimately, they argue that in a free market economy, "companies without intrinsic motivations are unlikely to participate in

[5] "Economic Freedom", has been defined as the degree of "personal liberty to voluntarily exchange and compete in the market while enjoying security and property protection" (Graafland and Gerlagh,2019:1104; Gwartney and Lawson, 2003:405-7), this reflecting national level institutional concepts such as a low government share of GDP, low taxes, strong property rights and low regulatory constraints within credit, labour and product markets (Graafland and Gerlagh, 2019:1104; Gwartney and Lawson, 2003:406-16).

environmental networks that improve environmental outcomes" (Graafland and Gerlagh, 2019:1106). Similarly, Grimstad et al. (2020) found the interaction between extrinsic and intrinsic motivations to have a moderating effect on CSR engagement within a Norwegian maritime SME context (Grimstad et al. (2020:9,11). Correspondingly, Li et al. (2019:726-35) examined interaction effects between the motivation of legitimation, framed in terms of regulatory, normative, and cognitive institutional pressure, and managerial moral motivations upon the concepts of ethical leadership and CSR strategies in Chinese construction firms. They found strong positive associations between regulatory, normative, and cognitive motivations and all aspects of CSR strategy examined, including environmental protection, fair competition, community participation, and employee protections. Similarly, they found a strong positive association between the interaction terms of managerial moral motivations and that of the aforementioned institutional pressures on ethical leadership and CSR strategy within firms (Li et al., 2019:730-35). Chen and Chen (2019) investigated the effects of both instrumental motives and moral motives on firm-level social and environmental compliance strategies as well as commitment strategies, finding that moral motives had a greater effect than instrumental motives upon all three dimensions of firm-level social performance as well as environmental performance (Chen and Chen, 2019:630). Importantly, they found that instrumental and moral motives were not necessarily mutually exclusive, with both types of motivation being complimentary, "in that both are robust in driving firms to engage in sustainable practices…" (Chen and Chen, 2019:630-2). While Chen and Chen (2019) found different motivations to be complimentary in advancing corporate social and environmental initiatives, by their own admission, they did not investigate substitution effects between instrumental and moral motivations (Chen and Chen, 2019:630-2). Finally, within a Spanish hotel industry context, Céspedes-Lorente et al. (2003:342-50) found that motivation of social legitimacy interacted with that of competitiveness, framed in terms of enhanced economic performance, to indirectly influence the level of hotel CER implementation (Céspedes-Lorente et al., 2003:349). For example, they found that social legitimacy - defined as "the degree to

which the various practices and activities developed by firms, benefit from social prestige and acceptance (legitimation) - had a statistically significant association at the 1% level of significance, with economic legitimacy - defined as “the extent to which implementation of a firm’s environmental protection activities enhanced its economic performance” - this in turn having a strong association with hotel implementation of environmental management initiatives (Céspedes-Lorente et al., 2003:342-9).

In summary, prior empirical research has, with a few notable exceptions, generally failed to consider interaction effects between different types of CSR/CER motivations, both extrinsic and intrinsic, this representing a significant gap within the literature (Graafland and Gerlagh, 2019:1102; Muller and Kolk, 2010:1-2).

2.3.3 Variation in Motivational Patterns relating to Industry Sector, Organisation Size

As noted in section 2.3.2.1, while a key point raised by prior research is the idea that organisational motives for corporate social engagement are often multiple rather than single (Chen and Chen, 2019:630-1; Buehler and Shetty, 1974:771; Bansal and Roth, 2000:731; Hemingway and Maclagan, 2004:37), these patterns have also been shown to vary with organisation size (e.g. Buehler and Shetty, 1974:770; Arora and Cason, 1996:425; Fryxell and Szeto, 2002:232-3; González-Benito and González-Benito, 2005a:142-3; Hahn and Scheermesser, 2006:160-2; Darnall et al., 2008:373; Kehbila et al., 2009:315; Lannelongue et al., 2014:144; Singh et al., 2015:6-7; Reyes-Rodríguez et al., 2016:193,205-7), and industry sector (e.g. Buehler and Shetty, 1974:771; Henriques and Sardorsky, 1996:389-92; González-Benito and González-Benito, 2005b:470-2; Darnall et al., 2008:373; Brønn and Vidaver-Cohen, 2009:99,103; Heras and Arana, 2010:731; Ervin, 2013:401-2; Singh et al., 2015:6-7).

2.3.3.1 Organisation Size

CSR/CSER motivational patterns have been found to vary with organisation size. For example, Buehler and Shetty (1974:770) identified significantly different motivational patterns behind corporate social engagement for large firms relative to smaller organisations, while the findings of Hahn and Scheermesser (2006) also suggest that firms differ in both their approaches and their motivations for the implementation of sustainability practices, these approaches and motivations differing with organisation size (Hahn and Scheermesser, 2006:160-2). Likewise, other studies have also ascribed significant differences in motivational factors underpinning CSR/CER engagement to differences in firm size (e.g. Cantele et al., 2020:6-9; Fryxell and Szeto, 2002:231-4; Graafland and van de Ven, 2006:116-119; Kehbila et al., 2009:315) and plant size (Lannelongue et al., 2014:143-5). Indeed, while Kehbila et al. (2009:315), in their investigation of the key motivations for engaging in environmental change among both SMEs and larger firms within the South African automotive industry, found that rates of occurrence of most drivers or motivations to be broadly similar between SMEs and

larger organisations, they nevertheless identified differences between SMEs and larger organisations vis-à-vis CER motivations. For example, Kehbila et al. (2009) found that relative to SMEs, larger companies placed greater emphasis upon regulatory compliance, improving the day-to-day environmental impacts, and improving the working and living conditions of employees. Conversely, SMEs emphasised the maintenance of positive community relations to a greater extent than larger organisations (Kehbila et al., 2009:315). Similarly, Cantele et al. (2020:6-9) found that the relative salience of different sustainability motivations differed between larger organisations and SMEs. For example, they found that perceived pressure from the external environment such as the nature of the industry activity itself, and whether it is perceived as being polluting or not, community stakeholder pressure, mimetic isomorphism in the form of competitors' attitudes towards sustainability practices, and consumer pressure, were key drivers of sustainability strategy implementation in larger organisations (Cantele et al., 2020:6-9). Conversely, they found that external factors were not as salient to SME implementation of sustainability initiatives, with SMEs tending to emphasise the importance of internal drivers to the implementation of sustainability practices (Cantele et al., 2020:6-7).

Correspondingly, other studies, while not specifically ascribing differences in CSR/CER motivations to differences in firm size, have nonetheless identified differences in CSR/CER implementation and intensity levels as being positively associated with firm size, this being defined variously in terms of parent company ownership (e.g. Ervin et al., 2013:401), firm size (e.g. Ayuso, 2006:214; Haller and Murphy, 2012:277,287-8,291; Hartmann and Uhlenbruck, 2015:738; Muller and Kolk, 2010:17; Nybakk and Panwar, 2015:28; Reyes-Rodríguez et al., 2016:205-7; Singh et al., 2015:6-7; Wagner, 2013:451), facility size (e.g. Darnall et al., 2008:373), number of employees (e.g. Arora and Cason, 1996:425; Bracke et al., 2008:499,509; Papagiannakis and Lioukas, 2012:46-7; Peña-Miranda et al., 2019:12-13), and number of EPA regulated facilities – 'Superfund Sites' (e.g. Khanna and Damon, 1999:15-7). While these later studies did not specifically investigate whether organisation size influenced

CSR/CER motivations, with firm size included as a control variable to control for issues of scale and resource availability, these findings do not preclude that differences in CSR/CER implementation and intensity may partly reflect motivational differences associated with firm size. Conversely, the findings of Graafland et al., (2010:9-11) suggest that smaller organisations are more likely to engage in CSR initiatives than larger organisations, while other studies found no significant association between corporate environmental proactivity and firm size (e.g. Martínez-del-Rio and Céspedes-Lorente, 2014:141; Walker et al., 2014:37).

2.3.3.2 Industry Sector

Other studies suggest that CSR/CSER motivational patterns may to vary with industry sector. For example, Buehler and Shetty (1974:770) identified differing motivational patterns for corporate social engagement between manufacturing and non-manufacturing firms (Buehler and Shetty, 1974:770). Likewise, in their study of the motivations advancing hotel adoption of ISO 14001 in China, the motivational factors identified by Chan and Wong (2006) differed significantly to those identified by Quazi (2001) in a similar study of the Singapore Electronics and Chemical industries, this suggesting that motivational factors underpinning corporate environmental response may differ by industry.

Other studies have also found CER motivations to differ with industry sector and type. For example, Heras and Arana (2010) found significantly differing sectoral motivational patterns between manufacturing and non-manufacturing firms in the adoption of voluntary environmental management systems (Heras and Arana 2010:731), while Brønn and Vidaver-Cohen (2009:102,105) identified significant differences between industries with regard to the salience of ‘sustainability motives’ and ‘profitability motives’, this “suggesting that that these two motive factors were stronger for some industries than for others”. Finally, other studies have found the nature (e.g. Ervin et al., 2013:401-3), and intensity of firm CSR/CER activities to vary between industries (e.g. Graafland et al., 2010:9-11; Papagiannakis and Lioukas,

2012:47-8). This can happen for a number of reasons including the fact that expectations of key stakeholders may differ by industry sector (Papagiannakis and Lioukas, 2012:48), as well as where industry self-regulation may lead to firms within an organisational field using and sharing common technologies with respect to the environment (Papagiannakis and Lioukas, 2012:48).

2.3.3.3 SME Context

While some studies investigating CER motivations within an SME organisational context have identified competitiveness as the most salient motivation advancing CER initiatives (e.g. Besser, 2012:134-5; Depken and Zeman, 2017:5; Lee et al., 2016:94; Revell et al., 2010:281; Reyes-Rodríguez et al., 2016:199-204,207), these studies remain in the minority, with the majority of prior studies which investigated CSR/CER motivations within SMEs tending to identify either legitimation or altruism as more salient CSR/CER motivations than competitiveness within SMEs. This issue becomes decidedly more pronounced when one examines the hospitality sector CSR/CER motivational studies in the following section 2.3.3.4.

For example, a greater number of empirical studies which investigated SME CSR/CER motivations identified motivations of legitimation (e.g. Baden et al., 2009:436,439; Lee et al., 2017:643; Williamson et al, 2006:321-3; Xue et al., 2019:6,9), or altruism (e.g. Aiyub et al., 2009:10-11; Famiola and Wulansari, 2019:23-5; Fjørtoft et al., 2020:6-9; Graafland and Gerlagh, 2019:1112-6; Graafland, 2020:142; Grimstad et al., 2020:9,11; Massoud et al., 2020:32-6; Murillo and Lozano, 2006:233-4;237), as constituting the most salient CSR/CER motivations; often in the case of altruism, this being linked to the SME owners personal values and beliefs (e.g. Aiyub et al., 2009:10-11; Famiola and Wulansari, 2019:20-1,23-5; Graafland and Gerlagh, 2019:1112-6) and in some cases, religiosity (e.g. Famiola and Wulansari, 2019:20-1). In these studies, competitiveness, where identified, was identified as a second-order CSR/CER motivator at best (e.g. Aiyub et al., 2009:10-11, Fjørtoft et al., 2020:6-9; Massoud et al., 2020:32-6; Murillo and Lozano, 2006:233-4;237).

2.3.3.4 Hospitality Industry Context

Despite the increased popularity of hotel CER initiatives, as noted previously, little is known as to why hotels engage in beyond compliance initiatives, with most commentators assuming that hotels implement CER initiatives solely for instrumental reasons. Conversely, the few studies which have investigated hotel CER motivations generally tended to suggest that hotels implement these initiatives for primarily altruistic reasons, with competitiveness in the form of cost reduction constituting at best a second-order motivation.

The comparatively few studies which have specifically examined CSR/CER motivations within hospitality industry settings such as tourism enterprises (e.g. Font et al., 2016b:66), independent hotels (e.g. Abaeian et al., 2019:2475-81; Leroux and Pupion 2018:200), small independent hotels (Njite et al., 2011:180,189-192,194-7), local, non-international hotel chains (Abaeian et al., 2014:428-30), small and medium sized tourism enterprises (e.g. Font et al, 2016a:1439; Garay and Font, 2012:334; Tzschentke et al., 2008:126,129-32; Tamajón and Font i Aulet, 2013:41), the U.S. travel industry including hospitality (Sheldon and Park, 2011:401-2), or hotels (e.g. Ayuso, 2006:212-8; Bohdanowicz, 2005:193-4; Céspedes-Lorente et al., 2003:340-50; Chan and Wong, 2006:484; Chan and Hawkins, 2010:645; Duglio et al., 2017:89; El Dief and Font, 2010:166-9, 2012:121; Farmaki, 2019:2305-9,2313; Heikkurinen, 2010:143,145; Kasim, 2007a:682-9; Rivera, 2002:349-50, 2004:789-91; Tsai et al., 2012:1147-52; van der Merwe and Wöcke, 2007:6-10), are notable for generally not identifying competitiveness as being a salient CSR/CER motivation (e.g. Ayuso, 2006:212-8; Chan and Hawkins, 2010:645; El Dief and Font, 2010:166-9; Leroux and Pupion 2018:204-6), not investigating competitiveness as a CSR/CER motivation (Farmaki, 2019:2305-9,2313; Rivera, 2004:789-91), or where competitiveness was identified as a CSR/CER motivation, not identifying competitiveness as a first-order motivation in advancing CSR/CER initiatives (e.g. Abaeian et al., 2014:428-30; Font et al, 2016a:1442,1444, 2016b:71; Chan and Wong, 2006:486-9; Duglio et al., 2017:89; Font et al, 2016a:1439; Garay and Font, 2012:334; Njite

et al., 2011:187-196; Rivera, 2002:349-50; Sheldon and Park, 2011:401-2; Tamajón and Font i Aulet, 2013:42; Tsai et al., 2012:1147-52; Tzschentke et al., 2008:126,129-32; van der Merwe and Wöcke, 2007:6-10).

Ultimately, of the hospitality sector studies reviewed, only seven studies suggest competitiveness as a first-order hotel CSR/CER motivation, with four of these studies suggesting that competitiveness is of equal importance as a CSR/CER motivator to that of altruism. For example, the findings of Tzschentke et al. (2004:122) suggest that the motivation of competitiveness is an "equally important driver of environmental commitment" as that of altruism within SMTEs, while, Bohdanowicz and Martinac (2003:7) in their examination of hoteliers environmental attitudes across four hotel chains in Europe, identified differing CER motivations between chains, finding that hoteliers in two chains perceived altruism, framed in terms of having a responsibility to reduce environmental impacts, constituted the primary reason for engaging in CER, while hoteliers in the other two chains were primarily 'incentivised' to engage in CER initiatives for reasons of cost savings. Likewise, El Dief and Font (2012:129) found altruistic based values to have a significant association with Egyptian hotels environmental planning and organisation (EPO) activities at the 1% level of significance, while competitive and legitimacy based values based did not have any statistically significant association with hotel EPO initiatives. Conversely, they found that competitiveness-based values had a strong association with hotel environmental operations at the 1% level while neither altruistic values nor legitimacy based values had any association with hotel environmental operations at acceptable levels of significance (El Dief and Font, 2012:129). Finally, Mbasera et al. (2016:6-7) identified competitiveness - primarily cost savings but also marketing - and altruism (concern for the environment), as motivational factors advancing hotel CER engagement in South Africa and Zimbabwe.

Only the findings of Boluk (2013:57-8), Bohdanowicz (2005:193-4), and Abaeian et al. (2019:2475-81) suggest competitiveness as a primary first-order CSR/CER motivator ahead of those of either legitimation or altruism within a hotel industry context. For example, Abaeian et al. (2019:2475-81) suggest that enhancing operational efficiency, framed in terms of achieving cost savings, profitability, and return on investment, constituted the primary motivation advancing CSR/CER initiatives in independent hotels in Malaysia, while Bohdanowicz (2005:193-4) found operational costs savings to constitute the greatest 'incentive' for hotel CER engagement. Finally, Boluk (2013:57-8), found that Irish hotel managers tended to implement CSR initiatives, specifically that of obtaining the Fair Hotels scheme accreditation with a view to obtaining differential competitive benefits vis-à-vis union conferences, this being especially the case for hotels with conference and leisure facilities (Boluk, 2013:57-8).

Rather, the hospitality sector CSR/CER motivation studies have generally tended to identify motivations of altruism and/or legitimation as the primacy CSR/CER motivations within a hospitality context. For example, prior research has identified intrinsic altruistic motivations such as being a good corporate citizen (e.g. Chan and Hawkins, 2010:645), protecting the environment and improving society (e.g. Font et al., 2016b:71; Font et al, 2016a:1442; Tamajón and Font i Aulet, 2013:42-3; Tsai et al., 2012:1147-52), CSR being part of the corporate mission and is the right thing to do (Sheldon and Park, 2011:401-2), managerial values and beliefs (Abaeian et al., 2014:428-30), managers personal values and moral obligations (Njite et al., 2011:180,189-192,194-7), as well as altruism in the form of managers awareness of sustainability (Duglio et al., 2017:89), as being the primary motivation advancing CSR/CER initiatives in these service sector hospitality organisations.

Equally, studies investigating CSR/CER motivations within a hospitality industry context have identified the motivation of legitimation in the form of corporate governance and legislation

(e.g. Chan and Wong, 2006:487-90), government monitoring to promote VEP membership (e.g. Rivera, 2002:349-50), mimetic isomorphic pressures of trade association membership, (e.g. Rivera, 2002:349-50), stakeholder pressure from head-office (e.g. Chan and Wong, 2006:484; Kasim, 2007a::682-9), stakeholder power, use of that power, and social legitimacy (e.g. Céspedes-Lorente et al., 2003:340-50), government moves to include hotel environmental standards within the hotel rating system (e.g. Kasim, 2007a:682-9), improving relationships with the local community (e.g. Abaeian et al., 2014:428-30; Njite et al., 2011:190; van der Merwe and Wöcke, 2007:6-10), mimetic isomorphism (e.g. Njite et al., 2011:189-92), stakeholder pressure from diverse stakeholders, including tour operators, the national tourism authority, government, customers, and local authorities (e.g. Farmaki, 2019:2305-9,2313) and/or motivations of altruism and legitimation as evidenced by key stakeholder values (e.g. Heikkurinen, 2010:146-8) as constituting first-order CSR/CER motivations. Importantly, in numerous studies, motivational concepts of cost reduction and profitability where identified, were found to constitute a second-order CSR/CER motivator behind those of altruism and/or legitimation (e.g. Abaeian et al., 2014:428-30; Font et al., 2016:71; Céspedes-Lorente et al., 2003:340-50; Duglio et al., 2017:89; Kasim, 2007a::682,688-9; Njite et al., 2011:180,189-192,194-7; Tamajón and Font i Aulet, 2013:42-3).

In summary, of the limited number of studies which have investigated CSR/CER motivations within a hospitality industry, few have identified competitiveness as a first-order CSR/CER motivation within hotels. Rather, prior research into CSR/CER motivations within a hospitality industry context is notable for generally not identifying competitiveness as being a salient CSR/CER motivation, not investigating competitiveness as a CSR/CER motivation, or where competitiveness was identified as a CSR/CER motivation, not identifying competitiveness as a first-order motivation in advancing CSR/CER initiatives. Importantly, where the motivational concepts of cost reduction and profitability have been identified within these studies,

motivations of competitiveness have been noted as a second-order CSR/CER motivator behind those of altruism and/or legitimation.

2.3.3.5 Failure to distinguish between chain and non-chain affiliated hoteliers as well to incorporate accounts of non-hoteliers within the analysis.

Aside from its Irish hospitality industry context, a number of important features distinguish this research from that conducted previously. For example, despite the fact that some studies have collected categorical information vis-à-vis hotel chain affiliation (e.g. Céspedes-Lorente et al., 2003:345,348; El Dief and Font, 2010:166; 2012:122; Rivera, 2004:784-90), prior quantitative research investigating CSR/CER motivations within a hotel and hospitality context is characterised by having failed to differentiate between chain and non-chain affiliated hotels within the analysis. For example, prior quantitative CSR/CER motivation studies within a hospitality context have focused on independent hotels to the exclusion of group/chain hotels (e.g. Abaeian et al., 2014:426-7, 2019:2472-5; Leroux and Pupion 2018:200; Njite et al., 2011:177,186), independently owned serviced accommodation establishments excluding chain operations (Tzschentke et al.,. 2004:118, 2008:128), group/chain hotels only (e.g. Bohdanowicz and Martinac, 2003:3; Chan and Hawkins, 2010:643), SMTEs (e.g. Font et al., 2016b:1443-6), 'accommodation establishments' (Garay and Font, 2012:332; Park et al., 2012:99-101; Tamajón and Font i Aulet, 2013:41), and hotels (e.g. Ayuso, 2006:210; Boluk, 2013:55-6; Céspedes-Lorente et al., 2003:340-1; Chan and Wong, 2006:484; Duglio et al., 2017:87; El Dief and Font, 2010:166,2012:121-2; Huimin and Ryan, 2011:878; Kasim (2007a:682; Mbasera et al., 2016:4; Peña-Miranda et al., 2019:7-8; Park et al., 2012:101; Rivera, 2002:342, 2004:784-90; Tsai et al., 2012:1146-7; van der Merwe and Wöcke, 2007:4). It is notable that none of the aforementioned studies differentiated between chain and non-chain hotels in their analysis of hotel CSR/CER motivations. Indeed, while the studies conducted by Céspedes-Lorente et al. (2003:349-51) and Peña-Miranda et al. (2019:8-13) did include a dichotomous control variable for chain affiliation, these studies indicating a strong positive association between chain affiliation and both explicit hotel environmental

management (Céspedes-Lorente et al., 2003:349-51), and CSR (Peña-Miranda et al., 2019:8-13), these studies failed to indicate if, and how, hotel CSR/CER motivations were influenced by chain affiliation. Ultimately, to my knowledge, only the study conducted by Bohdanowicz (2005) has specifically analysed differences between chain and non-chain hoteliers motivations vis-à-vis hotel CSR/CER implementation, yet even in this instance, given the quantitative nature of the research, little information regarding differences between chain and non-chain hoteliers CSR/CER motivations is gleaned from the research findings, as little analysis of the differences between chain and non-chain hotel CSR/CER motivations is provided.

In addition, prior hospitality sector CER motivations research has generally focused upon the perceptions of hotel management to the exclusion of other knowledgeable stakeholder groups. For example, prior research has included samples of hotel or accommodation managers holding managerial or owner-operator positions (e.g. Abaeian et al., 2014:426-7, 2019:2472-5; Ayuso, 2006:210; Boluk, 2013:55-6; Chan and Wong, 2006:484; Duglio et al., 2017:87; Garay and Font, 2012:332; Huimin and Ryan, 2011:878; Mbasera et al., 2016:4; Njite et al., 2011:186; Park et al., 2012:101; Peña-Miranda et al., 2019:7; Tzschentke et al.,. 2004:118, 2008:128; van der Merwe and Wöcke, 2007:4), owners and managers of tourism firms (Tamajón and Font i Aulet, 2013:40-1), SME owner/managers (Font et al., 2016b:1443-6), chief executive officers (Sheldon and Park, 2011:396), hotel marketing managers (e.g. El Dief and Font, 2010:166), 'hotel representatives' (Bohdanowicz and Martinac, 2003:3), hotel chief engineers (El Dief and Font, 2012:121-2), hotel general managers, EMS managers, chief engineers (Chan and Wong, 2006:484), and hotel employees not limited by level of seniority (Chan and Hawkins, 2010:643-4; Tsai et al., 2012:1146). Other studies fail to provide any profile data as to the nature of the participants, simply recording that questionnaires were sent to 'hotels' (e.g. Bohdanowicz, 2005:191; Céspedes-Lorente et al., 2003:340-1).

Importantly, few studies have included other knowledgeable stakeholder groups such as industry practitioners (e.g. Céspedes-Lorente et al., 2003:341; Park et al., 2012:102), academics (e.g. El Dief and Font, 2012:121-2; Park et al., 2012:102), with, for example, only the studies conducted by El Dief and Font (2012:121) having included interviews with academics in the areas of hospitality and CSR in their pilot studies (e.g. El Dief and Font, 2012:121-2; Garay and Font, 2012:332; Huimin and Ryan, 2011:878; Peña-Miranda et al., 2019:7), or as a means of content validating questionnaires prior to finalisation (e.g. Garay and Font, 2012:332; Park et al., 2012:102). In addition, Kasim (2007a:681-88) included accounts of key stakeholder groups such as government agencies, NGOs and industry trade associations, in addition to those of hotel managers, in his investigation of motivations and barriers to corporate environmentalism in Penang, Malaysia.

Ultimately, it is notable that studies such as Abaeian et al. (2014:426-7, 2019:2472-5), Ayuso (2006:210), Boluk (2013:55-6), Bohdanowicz (2005:191), Bohdanowicz and Martinac (2003:3), Chan and Hawkins (2010:643-4), Chan and Wong (2006:484), Duglio et al. (2017:87), El Dief and Font, 2010:161-5), Font et al. (2016b:1442-6), Leroux and Pupion (2018:200), Huimin and Ryan (2011:878-9), Mbasera et al. (2016:4), Njite et al. (2011:186), Peña-Miranda et al. (2019:7), Rivera (2004:784-5), Tamajón and Font i Aulet (2013:40-1), Tsai et al. (2012:1146), Tzschentke et al. (2004:118, 2008:128), and van der Merwe and Wöcke (2007:4), sampled hotel managers, or in the case of Tamajón and Font i Aulet (2013:40-1), tourism business owner/managers, to the exclusion of other stakeholder groups. Indeed, these studies even failed to conduct survey instrument pre-validation with other knowledgeable stakeholder groups. It was only the qualitative CSR/CER motivation studies such as Farmaki (2019) which specifically investigated stakeholder influences upon hotel CSR/CER initiatives that have incorporated accounts from other stakeholders within the analysis. For example, in addition to including accounts from hoteliers, Farmaki (2019:2305-6) included accounts from representatives from the Cyprus Hotel Managers Association, the

Hotel Employees Trade Union, travel agencies, tour operators, the regional tourist board, coach operators, local authorities and Cyprus Sustainable Tourism. In short, the inclusion of other diverse stakeholders accounts by Farmaki (2019:2305) within the analysis of hotel CSR/CER motivations constitutes the exception rather than the rule. Similarly, Kasim (2007a:681-88), in his qualitative investigation of corporate environmentalism also interviewed both hotel managers and representatives from key stakeholder groups such as government agencies such as the Malaysian Ministry of Culture, Arts and Tourism (MOCAT), NGOs, and trade associations such as the Malaysian Association of Hotel Owners (MAHO).

In summary, unlike the extensive ONE and general CSR literatures, a significantly more restrictive body of research exists investigating the underlying factors which motivate CSR and CER initiatives. It has been argued that based on the limited research conducted into organisational CSR/CSER motivations that there is now a broad consensus within the literature regarding the nature of CER motivations, these revolving around the concepts of competitiveness, legitimation and altruism/social responsibility. Despite this assertion, material differences are evident across and within the literature, as to the nature, extent, and relative salience, of corporate motivations underpinning CSR and CER. For example, while much of the research agrees that corporate motivations underpinning CSR/CER are multiple, the composition and nature of these motivations remains a point of significant disagreement. As well as disagreeing on the nature and extent of the differing motivations underpinning CSR/CER, prior research has failed to reach any consensus as to the relative salience to CSR/CER implementation of the identified motivations. While at a most basic level, it could be, and has been argued that, the motivations identified could fit into the basic tri-partite taxonomy of corporate social initiative suggested by the literature, a detailed review of findings suggests that this taxonomy is both a material and a gross oversimplification of the issues, with different studies identifying different facets of the concepts of competitiveness, legitimation and altruism as potential CSR/CER motivators.

Ultimately, prior research, being predominately quantitative in nature, provides little insight into motivations advancing CER initiatives, save for providing ordinal listings of 'motivations', where the measurement instrument as well as the motivations themselves, represent little more than manifestations of theoretical constructs derived from the extant literature. Indeed, Chen and Chen (2019:623), comment that, "the little empirical research on motives that exists has primarily focused on surveying the relative importance of different motives".

In conclusion, while prior empirical research has identified many competitively related constructs as salient CER motivators, taken in its totality, prior research ultimately suggests that both legitimation and altruism may constitute more salient organisational CSR/CER motivations than that of competitiveness, this being especially the case within a hospitality industry context.

2.3.3.6 Deductive as opposed to Inductive nature of prior research

Prior research into CSR and motivations underpinning corporate environmental social response (CSER), has with a few notable exceptions, tended to be deductive as opposed to inductive in nature, with the vast majority of CSR studies being quantitative in nature (Aguinis and Glavas, 2012:959; Lockett et al (2006:117,125-7,132; Tilley, 1999:240). For example, in their review of the literature, Aguinis and Glavas (2012:959) noted that only 11% of papers reviewed within their meta-analysis of CSR research were qualitative in nature, while Lockett et al (2006:117,125-7,132) found that over 80% of the CSR studies which they reviewed, published between 1992 and 2002, were predicated upon a quantitative methodology. Ultimately, qualitative research is required in order to understand the underlying mechanisms behind CSR (Tilley, 1999:240), the 'how and 'why' questions, and specifically the motivations underpinning CSR engagement. Despite this, the CSR literature is replete with quantitative studies yet surprisingly few qualitative studies (Aguinis and Glavas, 2012:954; Lockett et al (2006:117,125-7,132; Tilley, 1999:240).

Research examining motivations advancing CSR/CER is no different, this research being predicted for the most part on the use of quantitative methods, qualitative methods having been used in a small minority of studies (e.g. Abaeian et al., 2019; Bansal and Roth, 2000; Besser, 2012; Bohdanowicz and Zientara, 2008; Brockhaus et al., 2017; Brouwer and van Koppen, 2008; Chan and Hawkins, 2010; Chan and Wong, 2006; Coppa and Sriramesh, 2013; Dangelico and Pujari, 2010; Heikkurinen, 2010; Jiang and Bansal, 2003; Lee el al., 2016; Lynes and Andrachuk, 2008; Mbasera et al., 2016; Murillo and Lozano, 2006; Nejati and Amran, 2009; Rohdin and Thollander, 2006; Tzschentke et al., 2004; Tzschentke et al., 2008:128; Uecker-Mercado and Walker, 2012; Williamson et al., 2006; Worthington et al., 2008).

Finally, and specifically within a CSR hospitality research context, positivistic research methods have generally been used (Abaeian et al., 2019:2473; Lynch, 2005:527; Tzschentke et al., 2008:128), this “contributing little to an understanding of small firms’ environmental attitudes and behaviour” (Tzschentke et al., 2008:128). Ultimately, contributors such as Lockett et al (2006:115,132), Serra-Cantallops et al (2017:32), and Abaeian et al. (2019:2473), have highlighted the need for further qualitative research into CSR motivations, as quantitative methods fail to provide an insight into motivations advancing CSR engagement (Abaeian et al., 2019:2473).

2.4 Facilitators and Inhibitors of Organisational CSR/CSER initiatives

The following sections describe facilitators and inhibitors of organisational CSR/CER initiatives. Research is described which suggests managerial decision making, especially as regards sustainability issues, ultimately depends upon the perception of decision makers. Section 2.4.1 outlines how prior research suggests that individual concern for the environment is a function of an individual's personal beliefs, values, and level of discretion. In addition, research is noted which suggests that advocacy and championing behaviour on the part of individuals may also constitute a significant facilitator of CSR/CER initiatives within SMEs. Section 2.4.2 provides a description of motivation crowding theory as well as a brief outline of prior empirical findings which suggest that instrumental motives may 'crowd out' intrinsic motives where a previously non-monetary relationship is changed into a monetary one. This suggests that focusing upon financial benefits in the promotion of CER initiatives may not be an effective way of encouraging this behaviour as instrumental motives may 'crowd out' normative motives.

2.4.1 Managerial Beliefs as facilitators of CSR/CER engagement

According to Ajzen's (1991) theory of planned behaviour, attitudes towards a behaviour, subjective norms with respect to the behaviour, and perceived behavioural control over the behaviour (Ajzen, 1991:179,182,188,206), are predicated upon an individual's salient belief system, this comprising behavioural beliefs, normative beliefs, and control beliefs (Ajzen, 1991:189,191-2,195-8). These are instrumental in determining individual behavioural intention (Ajzen, 1991:179,182-5,188-9; Cordano and Frieze, 2000:628). It has been argued that behavioural intention influences individual behaviour in turn (Ajzen, 1991:179,182,185-6). Ajzen (1991:188) argues that, as a general rule, the more favourable an individual's attitudes and subjective norms are towards the behaviour, and the greater the level of perceived behavioural control, the greater the persons intention to undertake the behaviour in question.

In short, individual managers organisational decisions are driven by personal values and beliefs as well as corporate objectives, this being positively associated with the individual's role in the organisation and level of autonomy associate with that position (Hemingway and Maclagan, 2004:36).

CSR is usually explained in terms of organisational objectives, yet often, CSR activities are not driven solely by corporate objectives (Hemingway and Maclagan, 2004:38,41). While organisational settings can limit and constrain the influence of individual belief and values on attitudes and behaviour, as employees 'bring their values into the work setting', an individual's values still have a significant bearing on how people address ethical issues in the workplace (Robertson, 1991:120). For example, Bansal and Roth (2000:728) found that in firms motivated to engage ecologically by the concept of ecological responsibility, individual managers tended to champion the organisational ecological response with the decision based upon an individual manager's values and belief systems rather than either general organisational beliefs and values or decision criteria. Similarly, Lynes and Andrachuk (2008:383-4,387), found that at Scandinavian Airlines, internal leadership was essential to CSER implementation, where "environmental champions pushed the airline to consider environmental issues in ways that went beyond SAS's corporate environmental policy". Similarly, Baden et al. (2009:438), found that within English SMEs, owners/managers constituted the primary drivers of CSR activities within their organisations.

Managerial decision making in general, and specifically in relation to sustainability issues, ultimately depends upon the perceptions of decision makers (Ayuso, 2006:216-8; Hahn and Scheermesser, 2006:152; Horobin and Long, 1996:15; O'Dwyer, 2002:426-7; Rosner, 1995:109,114; Santos, 2011:492; Uecker-Mercado and Walker, 2012:269,281; Welcomer et al., 2003:47,62). Similarly, drawing on institutional theory, Delmas and Toffel (2004:212,215-

6,219) highlight the importance of managerial perception in determining organisation ecological response.

Thus, the idea that values ‘as a principle or norm’ (Hemingway and Maclagan, 2004:36) can guide behaviour has been advanced by contributors such as Agle and Caldwell (1999:327) and Hemingway and Maclagan (2004:36) who argue that championing behaviour by a few managers, based upon their personal beliefs, values and interests, can constitute a motivating influence/facilitator in the implementation of organisational CSR initiatives (Hemingway and Maclagan, 2004:36,38; Wood, 1991:695,698-702; Drumwright, 1994:4-8,12-14; Swanson, 1995:56-60; Menon and Menon, 1997:61). For example, Kim et al. (2017:1348-50) found that managerial values and beliefs, defined in terms of leader conscientiousness and moral reflectiveness, had a strong positive association with levels of work group green advocacy within South Korean firms.

Managerial personal beliefs and values are exhibited through the exercise of manager’s personal discretion (Hemingway and Maclagan, 2004:39), this being classified as being either being formal, where managers have authority to use their judgement within broadly defined guidelines, unintended, where decision are taken in light of ambiguities in guidelines, and finally entrepreneurial, where an individual exercises discretion regardless of organisational constraints (Hemingway and Maclagan, 2004:39). Hemingway and Maclagan (2004:41) conclude that “individual discretion is the route through which personal values impact on CSR policies, permitting individuals to use their judgement”.

Thus, reflective of the ideas espoused by Ajzen (1991), it has been argued that individual concern for the natural environment is a function both of an organizational member’s personal ecological values (Bansal and Roth, 2000:731; Drumwright, 1994:4-5,12) and their level of discretion (Bansal and Roth, 2000:728,731). Prior empirical research supports this assertion.

For example, Fryxell and Lo (2003:56-7) found that both managerial environmental knowledge and environmental values influence environmentally focused managerial behaviour within a Chinese organisational setting. They identified significant positive associations between managerial environmental values as measured by the New Environmental Paradigm (NEP)[6] scale and three measured forms of environmentally focused managerial behaviours including environmental advocacy, initiating programs and taking actions, and finally, information acquisition and maintenance-orientated behaviours (Fryxell and Lo, 2003:56-7). Similarly, Papagiannakis and Lioukas (2012:41,47-8) found that senior managers personal values influenced CER indirectly through their environmental attitudes. For example, they found that within a Greek organisational context, more positive managerial environmental attitudes were associated with higher the levels of corporate environmental responsiveness. Reflecting the link between individual manager's personal values, environmental attitudes and corporate environmental response, they also found that managers whose values were more self-transcendent – that is emphasising collective welfare, concern for the individual and acceptance of others as equals – led to higher levels of CER (Papagiannakis and Lioukas (2012:47). Conversely, where managers exhibited greater values of self-enhancement – dominance over others and individual success – their findings suggested lower levels of CER. Reflective of the findings of Ajzen (1991), the findings of Papagiannakis and Lioukas (2012:41,47-8) also confirm the contention that perceived behavioural control, in this case, self-efficacy in handling environmental issues, leads to higher levels of firm-level environmental responsiveness. Importantly, they also found that the level of importance that managers place in the use of monetary cost-benefit assessments for environmental decision

[6] Over the years numerous instruments have been developed with a view to measuring individual's attitudes towards the natural environment such as the NEP (New Environmental Paradigm) scale (Dunlap and van Liere, 2000:22), the Connectedness to Nature Scale (CNS) (Mayer and Frantz, 2004), and the Ecocentric and Anthropocentric Scales (Gagnon, Thompson and Barton, 1994). Elements of the New Ecological Paradigm (NEP) were subsequently used by El Dief and Font (2010:162), "to measure how strongly the respondents endorse eco-centric values in their belief systems" (El Dief and Font, 2012:119). As El Dief and Font (2012) note, "The NEP is regarded as the benchmark for measuring peoples' environmental attitudes, beliefs and values and thus has been widely tested in different cultures" (El Dief and Font, 2012:119). Validity of the NEP instrument has been demonstrated with the NEP scale having been shown to have predictive, construct and content validity (Dunlap and van Liere, 2008:26).

making did not influence the levels of corporate environmental responsiveness (Papagiannakis and Lioukas (2012:47-8).

Within the hotel sector, and reflective of the contributions of Ajzen (1991) and Bansal and Roth (2000), the theoretical framework advanced by El Dief and Font (2010, 2012) also suggests that individual values may influence how and why an organisation engages in ecologically responsive or CER initiatives. Indeed, predicated upon the idea that hotel managers "bring their personal commitments and values to work, which may go beyond economic interests or self-fulfilment", it has been argued that in the initial stages of a hotel engaging with proactive environmental practices, hotel executives with 'ecocentric' values (El Dief and Font, 2010:160) who are strongly committed to the concept of business environmental responsibility are more likely to advocate the adoption of proactive environmental practices within their organisations, with the implication that "managerial beliefs, values, attitudes and norms" are likely to significantly influence a hotels engaging with proactive environmental practices and strategies (El Dief and Font, 2010:160). Likewise, El Dief and Font (2012:129-30) identified a strong positive association between hotel managers' personal environmental variables as measured by the New Ecological Paradigm (NEP) and hotel Environmental Operations (EO) such as water and energy conservation management. Conversely, they found no significant association between the eco-centricity of hotel managers personal belief systems and hotels engaging in Environmental Planning and Organisation activities (EPO) such as implementing environmental management systems (El Dief and Font, 2012:129-30). Correspondingly, and again within the hotel industry, in this case, the U.S. hotel industry, Park et al. (2012) found that senior managers environmental attitudes had an indirect positive influence on hotel environmental management (EM) involvement. They found that senior managers' environmental attitudes were positively associated with perceived advantages of environmental management (EM), with advantages of EM as perceived by senior hotel managers in turn being positively associated with hotel EM involvement. Ultimately, they found

that the advantages of EM, as perceived by hotel senior managers mediated the positive association between hotel managers' environmental attitudes and hotel CER implementation (Park et al., 2012:106-8). Similarly, the findings of Cantele and Zardini (2020:132-3) also suggest an indirect association between managerial attitudes and perceptions and implementation of sustainability practices in SMEs. They found that in SMEs, the effect of managers' perceptions of internal and external pressures on the implementation of sustainability practices was positively mediated by their perceived benefits. Conversely, managers perceptions of internal and external barriers to the implementation of sustainability practices negatively mediated the association between perceived pressures and implementation of sustainability initiatives (Cantele and Zardini, 2020:132-3). Similarly, Leroux and Pupion (2018:205-7) found that within a French hotel industry context, both positive managerial attitudes towards eco-labels, and perceived behavioural control on the part of senior managers, had a positive influence upon hotel adoption of eco-labels. Finally, Ayuso (2006:216-8), found that within a Spanish hotel context, managerial beliefs and values constituted the most salient hotel CER motivation, ahead of that of legitimation.

Ultimately, regardless of whether the mechanism for managerial values and attitudes influencing CSR/CER decision making is direct (e.g. Ayuso, 2006:216-8; El Dief and Font, 2010, 2012; Leroux and Pupion, 2018:205-7), or indirect (e.g. Park et al., 2012:106-7), the key point is that prior studies within the hotel sector have identified managerial belief systems as being an important facilitator for hotel CER engagement. Ultimately, decisions regarding hotel CER would also appear to be influenced by the level of senior managerial discretion (Park et al., 2012:109), or perceived behavioural control (Leroux and Pupion, 2018:205-7).

Crucially, prior empirical studies into CSR "have largely ignored the place of the corporate leader in implementing CSR initiatives" (Lindgreen and Swaen, 2010:5), with little emphasis upon how leaders' value and belief systems influence CSR implementation (Lindgreen and

Swaen, 2010:5), the effect being that this area remains relatively under-researched (Lindgreen and Swain, 2010:5; Njite et al., 2011:181). Indeed, the predominant focus of prior research on the 'business case for CSR' (Carroll and Shabana, 2010:88; Lee, 2008:65) has meant that less focus has been placed upon institutional and personal factors which influence managerial decisions to engage in CSR (Lee, 2008:65).

2.4.1.1 Managerial Belief Systems, CSR engagement and SMEs

The SME owner, as the sole decision maker is often in a position to influence corporate culture, as well as imbue corporate values, other than profit maximisation, across the organisation (Klein and Kellermanns, 2008:121-2; Nicholson, 2008:105; Fassin et al., 2011:429), with owners of SMEs, unlike managers in larger organisations, not necessarily being constrained by short-term financial results (Fassin et al., 2011:429,444). Indeed, prior research suggests that within SMEs, CSR is heavily influenced by the owners' personal value and belief systems (Lee et al., 2016:97; Njite et al., 2011:181), with the owner being the primary advocate for CSR activities. Indeed, Font et al. (2016:1440) argue for the need to address owners' values and habits' when examining motivations underpinning CSR within SMEs.

Given their size, SMEs are characterised by a lack of separation between ownership and management (Jenkins, 2006:242; Quinn, 1997:121; Coppa and Sriramesh, 2013:32-3; Besser, 2012:130; Murillo and Lozano, 2006:227-8), the effect being that the owner-mangers' personal values heavily influence the SMEs CSR practices (Quinn, 1997:121; Coppa and Sriramesh, 2013:32; Murillo and Lozano, 2006:228; Njite et al., 2011:181; Santos, 2011:492). In addition, within SMEs, given the limited hierarchical levels inherent in these organisations, decision making is often centralised (D'Amboise and Muldowney, 1988:227; Lepoutre and Heene, 2006:261-2; Fassin et al., 2011:429) in the hands of the owner-manager (Jenkins, 2006:242), with the effect that managerial cognition is likely to have a greater influence on firm activities than would be the case in larger organisations (D'Amboise and Muldowney, 1988:227; Fassin et al., 2011:429).

Indeed, as most SMEs are run by their owners at some stage in their development (Font et al., 2016:1439; Lee et al., 2016:91; Murillo and Lozano, 2006:228,233-6; Spence and Rutherfoord, 2003:1), the owner who often runs the enterprise constitutes an important driver of corporate social engagement within SMEs (Fassin et al., 2011:425,429; Lee et al., 2016:91; Revell et al., 2010:281; Santos, 2011:492; Spence and Rutherfoord, 2003:1-2), with the consequent implication that CSR, and by extension CER, is heavily influenced by the owners' personal values and belief systems (Fassin et al., 2011:425,429; Font et al., 2016:1440-1; Lee et al., 2016:91-2; Massoud et al., 2020:32-6; Murillo and Lozano, 2006:228,233-4,237; Revell et al., 2010:281; Reyes-Rodríguez et al., 2016:196,204,207-8,212; Santos, 2011:492). For example, Massoud et al. (2020:32-6), found managerial values and beliefs to constitute the most important motivator advancing CSR initiatives within Argentinian SMEs.

Ultimately, for CSR initiatives to be successfully implemented within organisations of any size, senior management support and commitment, as well as the existence of an internal champion, is required (Jenkins, 2006:250). As noted previously, managers personal values are often expressed through the exercise of managerial discretion (Jenkins, 2006:250-1; Hemingway and MacLagan, 2004:33). Indeed, the overriding importance of individuals to CSR decision-making in organisations is noted by Hemingway and MacLagan (2004:33) where they state:

> "…the commercial imperative is not the sole driver of CSR decision-making in private sector companies, but that the formal adoption and implementation of CSR by corporations could be associated with the changing personal values of individual managers. These values may find expression through the opportunity to exercise discretion…our emphasis on personal initiative is intended to counter the tendency to view the corporation as the agent, and may serve to remind us that individuals can, indeed, make a difference".

Finally, specifically in relation to SMEs, Lee (2008:68) notes that, “for SMEs, the ethics of owners and managers may play a much greater role in engaging CSR than in large enterprises”, yet, despite this, this issue remains broadly unaddressed within contemporary CSR research (Lee, 2008:68).

Researchers “have found that personal moral values and the desire to make a positive contribution to society’s future continue to be powerful drivers of the corporate social agenda” (Brønn and Vidaver-Cohen, 2009:95). The findings of many empirical studies suggest that managerial personal values, beliefs, attitudes and opinions constitute an important determinant of corporate ecological response, with studies such as those of Bansal and Roth (2000), Flannery and May (2000), Rivera and de Leon (2005), Jenkins (2006), Sangle (2010), El Dief and Font (2010), El Dief and Font (2012), Qi et al. (2012), Besser (2012), Fraj-Andrés et al. (2012), Sampaio et al. (2012), Williams and Schaefer (2013), Font et al., (2016), Reyes-Rodríguez et al. (2016) all suggesting managerial value systems may also be important determinants or motivators of CER.

Other studies have emphasised the importance of management commitment and championing activity (e.g. Lynes and Andrachuk, 2008:386; Fraj-Andrés et al., 2009:509-13; Dangelico and Pujari, 2010:476; Francoeur et al., 2017), individual concern for the environment (e.g. Bansal and Roth, 2000:731) and a perceived moral obligation on the part of the business owner/manager (e.g. Besser, 2012:134-5,137) to the implementation of organisational CSR/CER initiatives. Finally, contributors such as Dieleman and de Hoo (1993), Drumwright (1994), Andersson and Bateman (2000), Cordano and Frieze (2000), Fryxell and Lo (2003), Delmas and Toffel (2004), Murillo and Lozano (2006), Ervin et al. (2013) have highlighted the role of individuals in influencing organizational ecological and/or social response.

In summary, it has been argued that is individuals within organisations engaging in championing or advocacy type activity who are ultimately responsible for formulating and promoting corporate environmental innovation and ecological response (Andersson and Bateman, 2000:549; Bansal and Roth, 2000:731; Drumwright, 1994:4,6,9,11), and CSR activities (Hemingway and Maclagan, 2004:33), within their organisations. Indeed, Andersson and Bateman (2000:549) cogently state, “without dedicated champions, organizational innovations usually do not proceed beyond the initial stage”.

2.4.2 Motivation 'Crowding out' as an inhibitor of Organisational CSR/CSER Initiatives

Prior research also suggests that extrinsic motivations may crowd out intrinsic motivations (e.g. Bowles, 1998:90-1; Brekke et al., 2003:1982; Deci et al., 1999:653,658-9; Frey, 1994:334,337,349; Frey, 2012:81-83; Frey and Goette, 1999:1,3; Frey and Jegen, 2001:589,596-607; Gneezy and Rustichini, 2000:803,807; Graafland and van der Ven, 2006:121; Reeson, 2008:1; Seabright, 2002:1,6-7,17; Tsai et al., 2012:1145). The implication is important: focusing upon financial benefits associated with beyond compliance corporate social initiative may not be an effective way of encouraging CSR involvement (Graafland and van der Ven, 2006:121; Graafland et al., 2010:1).

Intrinsic motivations have been variously defined as "activities one simply undertakes because one likes to do them or because the individual derives some satisfaction from doing his or her duty" (Frey and Oberholzer-Gee, 1997:746); "personal values and social concerns", where "satisfaction comes from the act itself rather than external rewards" (Reeson, 2008:1); "doing something which is inherently interesting or enjoyable" and "doing an activity for its inherent satisfactions" (Ryan and Deci, 2000:55-6,60). Others have defined intrinsic motivations as "activities one undertakes for one's own sake" as well as "civic virtue" (Seabright, 2002:1), and activities people undertake "with a full sense of willingness and volition" (Deci et al., 2001:658). These are all examples of broadly altruistic motivations as outlined in section 2.1.3. Reflective of this, Graafland and Gerlagh (2019:1102) note that "intrinsic motives perceive CEP as an end in itself, independent from other benefits", which may be derived "from personal satisfaction of engaging in CEP when executives enjoy helping others or from a sense of responsibility to contribute to society and the welfare of future generations".

Conversely, extrinsic motivations are based upon "incentives coming from outside the person in question" (Frey and Jegen, 2001:591), being "extrinsic factors such as rewards and sanctions" (Reeson, 2008:1) or involving "doing something because it leads to a separable

outcome" (Ryan and Deci, 2000:55-6,60). Reflecting the foregoing, Graafland and Gerlagh (2019:1102) note that extrinsic motivations encourage CEP, "if it is instrumental for other goals, such as financial performance or the company's reputation".

Under specific institutional conditions (Frey, 1994:349; Seabright, 2002:4; Frey, 2012:77), it has been shown that external interventions can negatively influence intrinsic motivations, this constituting a case of "preference change induced by a change in constraints" (Frey, 1994:349).

Modern microeconomic theory predicts that humans will react rationally and consistently to external constraints (Frey, 2012:75). For example, the "price effect" suggests a negatively sloped demand curve and when applied to supply situations, a positively sloped supply curve with the implication that as prices rise, supply will also rise in a monotonic manner (Gneezy and Rustichini, 2000:791; Frey, 2012:75). This orthodox model of human behaviour tends to overstate the effectiveness of payment based measures (Frey and Jegen, 2001:595). This model also fails to address non-market situations, issues where prices are not explicit, and where pricing is often defined in terms of opportunity costs as in the case of public goods – the environment being a good example of a public good (Frey and Jegen, 2001:595; Reeson, 2008:2). Ultimately, in the case of public good provision, non-market motivations are also important (Frey, 2012:76).

Over the years, numerous empirical studies in the area of social psychology have identified situations where people, in response to an external intervention such as a reward, act in a manner which does not correspond to what the "homo economicus" (Frey, 2012:76) economic model would predict, by reducing individuals intrinsic incentives, thus reducing their willingness to supply – or 'crowding out', a previously supplied public good.

On this basis, Motivation Crowding Theory (Frey and Jegen, 2001:591) suggests that "when a previously non-monetary relationship is transformed into an explicitly monetary one" (Frey and Jegen, 2001:590), extrinsic motivations may 'crowd out' intrinsic motivations (Bowles, 1998:90-1; Frey, 1994:334,337,349; Deci et al., 1999:653,658-9; Frey and Goette, 1999:1,3; Frey and Jegen, 2001:589,596-607; Gneezy and Rustichini, 2000:803,807; Seabright, 2002:1,6-7,17; Brekke et al., 2003:1982; Graafland and van der Ven, 2006:121; Reeson, 2008:1; Frey, 2012:81-83), this leading to a reduction in the performance of an activity or the provision of a public good.

Studies conducted by Frey et al. (1996), Frey and Oberholzer-Gee (1997), Frey and Goette (1999), and Gneezy and Rustichini (2000) all found that individuals willingness to contribute to public goods could be negatively affected by explicit financial payments, with for example, intrinsic motivations being crowded out or "partially destroyed" (Frey and Oberholzer-Gee, 1997:746), by the introduction of price incentives with a corresponding reduction in the efficacy of the pricing mechanism as a means of influencing individual behaviour (Frey, 1994:349; Frey and Oberholzer-Gee, 1997:746).

Importantly, as noted in the preceding section, section 2.4.1, relative to larger organisations, the behaviour of SMEs tends to be disproportionately influenced by the values, beliefs and values of owner-managers (Graafland, 2020:138; Revell et al., 2010:281), the implication being that crowding effects are more likely to occur in smaller, as opposed to, larger organisations (Graafland, 2020:138).

From an organisational perspective, the study conducted by Graafland and van de Ven (2006) examining the relationship between management's view of CSR and firm's actual CSR effort (Graafland and van de Ven, 2006:111-2) found that moral (intrinsic) motives induced a stronger involvement in CSR than did the strategic (extrinsic) motive (Graafland and van de

Ven, 2006:111). Ultimately, Graafland and van de Ven (2006) suggest that firms motivated by the moral view are more likely to engage in CSR activities, commenting “that a moral commitment to CSR provides a stronger motive to contribute to CSR in practice than a positive strategic view on CSR” (Graafland and van de Ven, 2006:118). Correspondingly, they found a weak correlation between the strategic view and actual CSR efforts (Graafland and van de Ven, 2006:120). Similarly, the findings of Graafland et al. (2010) also suggest that the intrinsic motivations of ethics and altruism combined, but particularly altruism, have a greater influence upon organisational implementation of CSR initiatives than that of extrinsic financial motivations (Graafland et al., 2010:9-11). They concluded that ‘socially responsible business conduct’ (SRBC), “seems more intrinsically driven then extrinsically driven” (Graafland et al., 2010:9). Correspondingly, within an SME context, Grimstad et al. (2020) also identified intrinsic motivations as having a strong positive association with CSR activities within SMEs, whereas extrinsic motivations did not (Grimstad et al. (2020:9,11). Importantly, Graafland and van de Ven (2006) noted that, “the result that CSR implementation is more related to moral commitments than profit maximisation implies that one should be careful when emphasising the financial advantages of CSR”, and that “stressing financial returns from CSR may therefore drive out these moral motivations…”. They concluded that, “if CSR is intrinsically driven, policy-makers and businesses should focus on the moral commitment to CSR” (Graafland and van de Ven, 2006:121).

Ultimately, Graafland and van de Ven (2006) found, “that a positive strategic view on CSR is not a sufficient condition for a firm to actually undertake measures to enhance CSR” (Graafland and van der Ven, 2006:121). This would appear to highlight both the importance of moral motivations in determining CSR and by extension corporate environmental engagement, as well as the importance of managerial belief systems in influencing corporate social and environmental engagement.

2.5 Chapter Summary

Much of the research into CER conducted over the last forty years has focused on an examination of hypothesised positive associations between firm level environmental and economic performance. This research has been predicated upon the assumption that firms are motivated to engage in CER initiatives for reasons of economic rationality and profit maximisation, the 'business-case' for CER. Findings of prior organisations and the natural environment (ONE) research have proven inconclusive due to the methodological and theoretical weaknesses associated with this research noted in sections 2.2.2 and 2.2.3.

Importantly, as noted in section 2.2.1, prior ONE research has investigated the nature of the firm-level environmental performance - economic performance relationship, if any, and whether this hypothesised relationship is uniformly negative as suggested by the 'traditionalist' theoretical perspective, uniformly positive as suggested by the 'revisionist' perspective, or variable as suggested by the 'synthesis' theoretical perspective. As noted in section 2.2.1, prior empirical has provided inconclusive findings on this point.

Numerous methodological issues associated with the ONE research noted in section 2.2.2 are ultimately related to the predominantly quantitative nature of prior ONE empirical research. In addition, ONE research has tended to focus on larger manufacturing organisations to the near exclusion of smaller service sector organisations. Regarding the theoretical approaches upon which the ONE literature is founded, fundamental theoretical weaknesses inherent in both the traditionalist and revisionist theoretical perspectives, but especially the RBV approaches, have been noted in section 2.2.3.

Ultimately, based upon the foregoing, and given that the nature of the hypothesised associations between firm-level environmental and economic performance are inherently complex, often predicated upon causally ambiguous and socially complex phenomena, this

creates measurement issues for empirical research (Robins and Wiersema, 1995:292). Consequently, “measurement unobservability” (Hoskisson, 1999:436,442) or “state unobservability” (Godfrey and Hill, 1995:519-20,523) becomes an issue, this only serving to increase the level of methodological sophistication (Hoskisson, 1999:436-7,446). Indeed, as Hoskisson (1999:420) cogently states, “the study of the RBV requires a multiplicity of methods to identify, measure and understand firm resources, purported to reside within the boundary of the firm”, with the attendant implication that sole use of quantitative methods may prove inadequate (Hoskisson, 1999:420,447).

With a few exemptions, prior research has generally failed to examine the underlying mechanisms which may moderate the corporate environmental performance (CEP) - corporate financial performance (CFP) relationship. This has led some commentators to argue that the question has been incorrectly framed and is not whether CSER pays, but rather what motivates firms to engage in beyond compliance environmental initiatives.

Similarly, research into CER motivations has also proven deficient in that significant cross study variation exists regarding the exact nature of CER motivations, their extent, and their relative salience. Unfortunately, most research into CER motivations remains deductive rather than inductive and has failed to provide any real or substantive insight into the nature of organisational CER motivations. This has led to calls for a new descriptive research agenda in order to address the shortcomings associated with prior research. Finally, prior research has focused on large organisations and manufacturing sectors to the exclusion of smaller SME and service type organisations. These issues provide a significant research opportunity.

Given the large ONE literature and the fact that significant research, albeit inconclusive, has been conducted into the investigation of the hypothesised CEP-CFP relations, the primary objective of this study entails an examination of the motivations advancing CER initiatives

specifically within the under researched area of a smaller service industry context. As shall be outlined in chapter three, the Irish hotel industry was chosen as a suitable research context. Ultimately, qualitative research is required in order to understand the underlying mechanisms behind CSR (Tilley, 1999:240), the 'how and 'why' questions, and specifically the motivations underpinning CSR engagement. Thus, unlike much prior research into organisational CER motivations, the current research uses an inductive research methodology based upon the use of interview techniques with a view to obtaining a better understanding of the motivations underpinning CER initiatives in the Irish hotel accommodation sector.

As noted above, while the primary focus of this research addresses the issue of what motivates firms, specifically, smaller service sector organisations, to engage in beyond compliance environmental initiatives.

In addition, and following on from the above discussion, a secondary empirical question relates to the nature of the firm-level environmental performance - economic performance relationship within an SME and service industry context, and whether there is a negative, positive, or variable association between the variables. Furthermore, the foregoing suggests a further theoretical question, this being whether the nature of the association between CEP and CFP within an SME and service industry, if any, is predicated upon the various theoretical frameworks outlined in section, 2.1.1.1. A final theoretical question revolves around the issue of whether, within an SME and service industry context, beyond compliance firm-level corporate environmental response (CER), is perceived by managers as firstly, providing service sector SMEs with a potential source a competitive advantage and, secondly, whether these advantages, if any, are ultimately predicated upon causally ambiguous and socially complex processes as suggested by adherents of the RBV approaches.

3.0 Description of Data Collected and Methods Used

3.1 Introduction

This chapter outlines the methods used to investigate motivations underpinning CER initiatives. Section 3.2 provides a justification and logic for selecting a qualitative research design while section 3.3 describes the research population, sampling strategy and sampling frame. Section 3.4 provides a description of the data collection methods while methods of analysis are outlined in section 3.5. Ethical considerations are addressed in section 3.6.

3.2 Justification and logic for the choice of Research Design

Qualitative data emphasises "people's 'lived experiences'" or 'life-worlds' and thus "are fundamentally well suited for locating the meanings people place on events, processes, and structures of their lives…and for connecting these meanings to the social world around them" (Miles and Huberman, 1994:10; Miles et al., 2014:11). 'Life-worlds' include "emotions, motivations, symbols and their meanings, empathy, and other subjective aspects associated with naturally evolving lives of individuals and groups" (Berg, 2009:16). Thus, qualitative research facilities researchers understanding of the social and cultural contexts within which people live their lives and within which decisions and actions occur (Bazeley, 2013:4; Myers, 2013:5,8). Myers (2013:5) comments that, "qualitative research methods are designed to help researchers understand people and what they say and do".

In effect, qualitative methods address "the meanings people or groups ascribe to social or human problems", the data being collected in their natural settings (Creswell 2009:4; Creswell and Poth, 2018:8), the effect being that qualitative methods often provides a 'greater depth of understanding' about a phenomenon relative to that achievable through the use of quantitative methods (Berg, 2009:2). Thus, qualitative research methods are particularly useful for the investigation of social and cultural phenomena where prior empirical research is either lacking

or about which little empirical research has been conducted previously (Miles et al., 2014:11; Myers, 2013:9).

Conversely, quantitative methods, emphasising the concept of the value-neutral or value-free researcher (Cook, 1985:25-6; Denzin and Lincoln, 2005:10; Guba and Lincoln, 1982:235,237-8;242; Johnson and Onwuegbuzie, 2004:14; Philips, 1988:4; Sale et al., 2006:134,141; Silverman, 2006:35; Smith, 1983:7-11; Smith and Heshusius, 1986:5-6,11), focus upon the identification of causal relationships between variables (Denzin and Lincoln, 2005:10; Guba and Lincoln, 1982:238; Philips, 1988:5; Sale et al., 2006:134; Smith, 1983:7,11). In short, quantitative methods address “counts and measures of things” whereas qualitative methods “refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things” (Berg, 2009:3).

Fundamental differences of opinion exist between researchers and contributors as to the appropriateness of various research methods, be they quantitative or qualitative in nature (Reichardt and Cook, 1979:7; Borman et al., 1986:42). For example, due to their differing paradigmatic assumptions (Guba and Lincoln, 1982:235-9,249; Johnson and Onwuegbuzie, 2004:14-16; Morgan, 1998:362; Morgan, 2007:52 Philips, 1988:4; Sale et al., 2006:134-7; Smith, 1983:12; Smith and Heshusius, 1986:5-6,9-10) and epistemological positions (Johnson and Onwuegbuzie, 2004:16; Smith, 1983:9; Smith and Heshusius, 1986:5-6), and reflective of the differences between the philosophical perspectives of objectivism and relativism (Smith, 1983:11; Smith and Heshusius, 1986:5-6), quantitative and qualitative methods do not investigate the same phenomena (Philips, 1988:4-5; Sale et al., 2006:134;140).

Value-bound (Denzin and Lincoln, 2005:10; Guba and Lincoln, 1982:237-8;242-3; Johnson and Onwuegbuzie, 2004:14) qualitative research tends to focus upon process and meanings (Denzin and Lincoln, 2005:10; Leonard-Barton, 1990:263; Sale et al., 2006:134), or

interpretative understanding (Denzin and Lincoln, 2005:3; Smith, 1983:12; Smith and Heshusius, 1986:5-6,9), in effect addressing “what and “why” questions (Smith, 1983:12). This provides contextual relevance and a richness of data (Guba and Lincoln, 1982:235,244; Miles and Huberman (1984:21), where the object of investigation is not independent of the investigative process itself (Guba and Lincoln, 1982:237; Johnson and Onwuegbuzie, 2004:14; Smith, 1983:7,9,11).

Denzin and Lincoln (2005:3) define qualitative research as involving “an interpretative, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them”. A key attribute of qualitative methods is their the provision of “well grounded, rich descriptions and explanations of processes in identifiable local contexts”, this having explanatory power, as well as facilitating the identification of causality between variables (Miles and Huberman, 1994:1). Features of qualitative research include its ‘local groundedness”, being based upon a specific phenomenon embedded in and bounded by its context (Miles and Huberman, 1994:10; Miles et al., 2014:11). Another important attribute of qualitative data includes its “richness and holism”, this providing the opportunity for providing “thick descriptions” which reveal complexity in natural settings (Miles and Huberman, 1994:10; Miles et al., 2014:11).

Ultimately, it is the nature of the phenomena under investigated which determines the data to be collected and the methods used for analysis (Borman et al., 1986:56; Silverman, 2006:34).

Given the foregoing and the nature of the research question, one which attempts to understand managerial perceptions of motivations which encourage corporate environmental response initiatives, this implies the use of a naturalistic or idealist (Guba and Lincoln, 1982:234) qualitative methodology where reality is in effect a construct of the mind or mind-

dependent, and facts are inseparable from values (Smith, 1983:8-11; Smith and Heshusius, 1986:6,9-11).

Thus, a qualitative approach was used within the context of this study in order to achieve the research aims of gaining a deeper understanding of the underlying motivations which encourage corporate adoption of beyond compliance environmental practices within a service industry context. This was achieved using semi-structured interviews (Yin, 1981; Eisenhardt, 1989; Patton, 1990) followed by subsequent thematic analysis (Braun and Clarke, 2006:78; Corbin and Strauss, 2008:52; Guest et al., 2012:65-71; Morse, 2012:197-8).

3.3 Sampling

This section commences with a description of the research population before addressing issues such as sampling strategy, sample size, and sampling frame. Subsequently, methods of data collection and analysis are described, with the chapter concluding with a discussion of ethical issues and how they were addressed in the research.

3.3.1 Research Population

Identification of, and delimitation of, the research population was facilitated by the fact that in Ireland[7], hotels are legally defined and highly prescribed. For example, under the Tourist Traffic Acts 1939-2003, any tourism business operating in the Ireland wishing to be identified as a 'hotel' is legally required to be registered with Fáilte Ireland [s.33: 24/1939], the Irish tourism development agency, and comply with the requirements and all regulatory frameworks of the state as laid out in section 13 of the Hotel Registration and Renewal of Registration Regulations, 2016. In addition, under these legislative provisions, all hotels in Ireland are subject to mandatory inclusion in the hotel classification scheme.

[7] Article 4 of the Constitution of Ireland of 1937 provides that "the name of the State is *Éire*, or, in the English language, *Ireland*". All references to Ireland in this thesis refer to the 26 counties of Ireland and exclude the six counties of Northern Ireland, which is part of the United Kingdom.

Thus, the research population used in the current study, the Irish hotel industry, was fully identifiable, consisting of 856 hotels with 57,859 rooms in 2013 (Table 3.3.1) declining to 823 hotels with 60,152 rooms in 2019 (Table 3.3.2), these being spread across five rating categories.

Importantly, while the research was conducted over two time periods, these being between July and October 2013, and between November 2014 and May 2015, the structure of the industry has not changed materially in the period between the fieldwork was conducted and preparation of the final report.

Table 3.3.1

Total Irish Hotel Accommodation Capacity, 2012

Hotel Category	Total Hotels	Total Rooms	Total Beds	Average Hotel Size (rooms)
5*	35	3,876	8,646	111
4*	271	25,275	58,363	93
3*	376	25,353	60,558	67
2*	141	2,886	6,442	20
1*	30	427	918	14
Other	3	42	84	14
National	856	57,859	135,011	68

Source: Table compiled from Accommodation Capacity by County Report produced by Fáilte Ireland (Irish Tourist Board), *http://www.failteireland.ie/Research-Insights/Survey-Report-Listing.aspx#page=2&*, Accessed, 29/01/2013.

Table 3.3.2

Total Irish Hotel Accommodation Capacity, 2019

Hotel Category	Total Hotels	Total Rooms	Total Beds	Average Hotel Size (rooms)
5*	37	4,360	9,192	118
4*	331	33,689	82,059	102
3*	325	19,413	49,635	60
2*	90	1,899	4,350	21
Approved	40	791	1,932	20
National	823	60,152	147,883	73

Source: Table compiled from Accommodation Capacity 2019 report produced by Fáilte Ireland (Irish Tourist Board), *http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/3_Research_Insights/3_General_SurveysReports/Accommodation-Capacity-2019.pdf?ext=.pdf* Accessed, 19/08/2019.

3.3.2 Sampling Strategy

3.3.2.1 Approach to Sampling

Sampling strategies which underpin quantitative approaches derive their 'logic and power' from statistical probability theory; while purposeful sampling strategies, as used within qualitative approaches, derive their 'logic and power' from the selection of "information-rich cases for in-depth study" (Patton, 2002:230).

Alvesson and Ashcraft (2012:246-7) suggest two guiding principles to aid participant selection, these being "representativeness" in a broad sense, and "quality in interview responses":

1. Regarding *representativeness*, they suggest that "it is generally deemed important to have some breath and variation among interviewees such that they allow coverage of the social category one seeks to explore" (Alvesson and Ashcraft, 2012:247).

2. Regarding *quality of response*, they suggest participant selection based upon participant ability to provide "rich (e.g. intricate, perceptive, insightful) accounts" of the phenomena under investigation, these being "qualified people with the 'right' experiences and the ability and willingness to communicate these" (Alvesson and Ashcraft, 2012:247).

Numerous purposeful sampling strategies are available to qualitative researchers, each having inherent advantages and disadvantages. The suitability of each is dependent upon the nature of the study being conducted. For example, purposive sampling strategies include extreme or deviant case sampling, where information rich cases are selected on the basis of their being unusual in some way (Patton, 2002:230). Alternatively, where required, sample

heterogeneity can be ensured using a maximum variation sampling strategy. Where the aim is to study and describe a specific group in detail, a homogenous sampling strategy may be more suitable. Other purposeful sampling strategies include typical case sampling providing a "qualitative profile" of typical cases, critical case sampling which may illustrate a point, snow-ball or chain sampling which may facilitate identification of particularly knowledgeable informants, criterion sampling which bases participant selection upon some predetermined criterion, theoretical sampling which identifies participants based upon their potential to represent or manifest some predetermined theoretical construct (Patton, 2002:230-42).

Other purposive sampling strategies include confirmatory or disconfirmatory case sampling, stratified purposeful sampling, opportunistic or emergent sampling, purposeful random sampling, important case sampling, and finally, convenience sampling (Patton, 2002:230-42).

Reflective of the first principle of participant selection, as advanced by Alvesson and Ashcraft (2012), that of representativeness in a broadest sense, a mixed sampling strategy incorporating intensity sampling, maximum variation and snowball sampling approaches was used.

Thus, a purposive sampling strategy (Blumberg et al., 2005:222-4; Creswell and Poth (2018:157-60,165; Curtis et al., 2000:1002; Eisenhardt, 1989:537; Guest et al., 2006:61; Kidder and Judd, 1986:154; King and Horrocks, 2010:29; Morse, 2007:231,234-5,237; Patton, 2002:230; Stake, 2006:24) based upon a combination or mixed sampling strategy (Patton, 2002:242, 244) was followed, with a view to identifying information rich cases for further in-depth study (Patton, 2002:230,242; Sandelowski, 1995:180). Importantly, under a purposeful sampling strategy, "the inquirer selects individuals and sites for study because they can purposefully inform an understanding of the research problem and central phenomenon in the study" (Creswell and Poth, 2018:158). This facilitated the gathering of thick, rich description

(Curtis et al., 2000:1003; Onwuegbuzie and Collins, 2007:305), enhancing descriptive and interpretative validity (Onwuegbuzie and Collins, 2007:305; Maxwell, 1992:285-291).

The mixed sampling strategy included intensity sampling, maximum variation and snowball sampling approaches (King and Horrocks, 2010:29-; Onwuegbuzie and Collins, 2007:286; Patton, 2002:230-235,242). A combination of maximum variation sampling (Patton, 2002:234-5; Sandelowski, 1995:181) and intensity sampling (Patton, 2002:230-234) techniques were used to define the initial sample, with snowball sampling techniques being used subsequently (Bryman and Bell, 2007:200; Hair et al., 2016:184-5; King and Horrocks, 2010:34), where referrals were used to identify subsequent participants for interview (Bryman and Bell, 2007:200; Hair et al., 2016:184).

Importantly, heterogenous purposive sampling approaches such as intensity sampling and maximum variation sampling are particularly useful in capturing 'core experiences' (Patton, 2002:235) and central themes associated with a phenomena which transcends significant variation (Patton, 2002:234-5; Saunders, 2012:42). Correspondingly, snowball or chain sampling approaches are particularly suited to identifying 'information-rich key informants" (Patton, 2002:237). To this end, at the conclusion of each interview, each participant was asked to identify, as well as provide contact details for, further potential interview candidates. This sampling strategy had the advantage of achieving person related homogeneity while maintaining variation in the target phenomenon (Sandelowski, 1995:181).

These sampling strategies ensured that the interviews incorporated a range of variables which have been found to influence hotel environmental proactivity, including hotel category rating (e.g. Calveras, 2015:399,403-5; Erdogan and Baris, 2007:606-8; González and Leon, 2001:187; Ivanov et al., 2014:175; Mensah, 2006:427; Molina-Azorín et al., 2009:521; Park et al., 2012:106-7,109), hotel size (e.g. Álvarez-Gil et al., 2001:466; Calveras, 2015:399,403-5;

Carmona-Moreno et al., 2004:121,123; Céspedes-Lorente et al., 2003:349; del-Val Segarra-Oña, et al., 2012:252; Ivanov et al., 2014:175; González and Leon, 2001:187; Molina-Azorín et al., 2009:521; Park et al., 2012:106-7,109), and hotel chain affiliation (e.g. Álvarez-Gil et al., 2001:466; Carmona-Moreno et al., 2004:121,123; Céspedes-Lorente et al., 2003:349; González and Leon, 2001:187; Park et al., 2012:106-7; Rodríguez-Antón et al., 2012:79,81-2), this being expected to provide examples of diversity relating to the research topic, as well as provide insights into "meaningful differences in experience" (King and Horrocks, 2010:29). Interestingly, with regard to chain affiliation, all of the aforementioned studies identified a strong positive association between chain affiliation and hotel environmental engagement, except for that of Park et al. (2012:107,109-10) which identified a strong negative association between chain affiliation and hotel involvement in environmental management initiatives. Similarly, regarding CSR strategy in Spanish hotels, while Calveras (2015) found no significant association between chain affiliation and hotel CSR engagement, they did find a strong positive association between hotel ownership where managers owned the hotel, and hotel CSR engagement (Calveras, 2015:399,403-5). Ultimately, regardless of the nature of the identified association, prior research indicates that hotel ownership type influences hotel CER engagement.

In addition, while a snowball sampling strategy, a form of convenience sampling, invariably introduces bias into the sample, it has been argued that there are circumstances when this can be an appropriate sampling strategy, this being the case where "the population to be sampled is especially hard to access and quite tightly defined" (King and Horrocks, 2010:34) or when the "target population is narrow" (Hair et al., 2016:185). I would contend that this is the case within the Irish hospitality sector.

A snowball sampling approach can result in an homogenous sample as participants often volunteer further participants who share similar characteristics to themselves, thus exhibiting

homogenous attributes (Lee, 1993:67-8; Saunders, 2012:43). This was not deemed an issue, as control was exercised over the referral chain (Lee, 1993:68). For example, care was taken to ensure that participants were identified across a range of diverse characteristics including level of hotel environmental certification, hotel category rating, hotel size, chain affiliation and whether the prospective participant was a hotelier or not (table 3.3.3).

Reflective of the second principle of *quality in interview response* as advanced by Alvesson and Ashcraft (2012), participant selection was also based upon key informants' position or role within their organisation (Cassel, 2009:504). For example, interviewees holding the job titles of Hotel General Manager, Managing Director, Chain Deputy Chief Executive, Chain Regional Director, Hotel Engineering Manager, Chain Environmental Coordinator, Chain Health and Safety and Environment Manager, and Executive Housekeeper (i.e. Accommodation Manager) were selected for interview. Importantly, these categories of people are normally closely involved in planning and implementing of hotel environmental initiatives (Chan and Wong, 2006:484), and as a consequence have extensive knowledge of their organisations environmental initiatives (Aragón-Correa, 1998:558; Aragón-Correa et al., 2008:93). In addition, these groups also play a significant role in the development of firm environmental strategies (Aragón-Correa et al., 2008:93).

3.3.2.2 Determination of Sample Size

While determining the adequacy of probabilistic samples is well documented and 'straight-forward' (Guest et al., 2006:61), the issue of non-probability sample sizes is ambiguous (Beitin, 2012:243-4; Guest et al., 2006:61; Patton, 2002:242; Onwuegbuzie and Collins, 2007:287-9; Saunders, 2012:44). For example, Patton (2002:244) commented that "there are no rules for sample size within qualitative enquiry", while Guest et al. (2006:59) stated unequivocally that "guidelines for determining nonprobabilistic sample sizes are virtually non-existent". Analogous to this, Sandelowski (1995:181) argues that different purposive sampling approaches require differing minimum sample sizes to ensure data adequacy which

coincidently, she defines in terms of informational redundancy and theoretical saturation (Sandelowski, 1995:179,181-2). Indeed, while theoretical saturation is often advanced as the preferred means of determining sample sizes (e.g. Charmaz, 2005: 510; Morse, 2007:237-41; Sandelowski, 1995:179-80) in "purposively sampled interviews", the concept of 'theoretical saturation' ultimately remains ill-defined from an operational perspective within the literature (Guest et al., 2006:60).

Some commentators suggest that sample size in qualitative research should be identified inductively with data collection ceasing when theoretical saturation occurs, this being where no new information or themes can be observed within the dataset (Charmaz, 2006:114; Guest et al., 2006:59,61; Saunders, 2012:44). Others argue that sample size within qualitative studies ultimately depends upon the purpose, rationale and informational requirements of the study (Kvale and Brinkmann, 2009:113; Onwuegbuzie and Collins, 2007:288; Patton, 2002:244-5; Sandelowski, 1995:182-3; Saunders, 2012:44-5), while Patton (2002:246) suggests that the minimum sample size should be defined on the basis of expected reasonable coverage of the phenomenon in question.

Helpfully, Saunders (2012:40) notes that "for many non-probability samples the number of participants will be less than the often quoted minimum number for statistical analysis of 30", while Stake (2006:22) suggests a multi-case sample size of between four and fifteen cases, arguing that a sample of less than four cases will not provide enough interactivity between the phenomenon under investigation and their context, while samples of more than fifteen cases will "provide more uniqueness of interactivity than the research team and readers an come to understand". Similarly, Kvale and Brinkmann (2009:113) suggests that that "in common interview studies, the number of interviews tends to be around 15 +/- 10", while in a grounded theory approach, Creswell and Poth (2018:159) recommend including between twenty and thirty individuals "in order to develop a well-saturated theory".

Ultimately, most commentators discuss qualitative data sufficiency in terms of the ill-defined concept of data or theoretical saturation (Beitin, 2012:243-4; Guest et al., 2006:59-60).

The study conducted by Guest et al. (2006) is unusual in that they attempted to identify how many interviews were required to achieve data saturation. Using a semi-structured interview approach, they conducted sixty interviews and found that data saturation was substantially achieved after twelve interviews, with code development, definitions, and frequencies all being relatively stable after twelve interviews (Guest et al., 2006:74). Thus, they argue, on the basis of their research, that for purposive samples which have high degree of participant homogeneity, narrow objectives, a high degree of structure in the interview context, and where the phenomenon under investigation is widely distributed throughout the sample, a purposive sample of twelve interviews should be adequate to achieve data saturation (Guest et al., 2006:74-9).

Based on the foregoing, a purposeful sample composed of seventeen hoteliers and eleven non-hoteliers was chosen for analysis.

3.3.3 Sampling Frame

Twenty-eight participants were selected for interview, all of whom agreed to participate in the research (Table 3.3.3). This group was comprised of seventeen hoteliers and eleven non-hoteliers, all having a significant professional interest in, and knowledge of, the Irish hotel accommodation sector. Seventeen of the selected participants were hoteliers, five were academics specialising in the area of hotel and catering management, and four were industry consultants having specific knowledge of hotel environmental engagement in Ireland. Finally, two participants were managers working in government agencies and having specific responsibilities, either past or present, for encouraging and promoting hotel environmental engagement in Ireland.

Seventeen of the selected participants were Irish hotel industry practitioners operating within Irish 3 to 5-star hotel category rated properties. Seven of these participants held the title of managing director, and five that of hotel general manager. One participant also held the position of chain regional director for a large international chain which operated eight hotels in Ireland. Another hotelier also held the position of president of the Irish Hotels Federation at the time of interview. Subsequent to selection for participation in this research project, three other participants, all hoteliers, were also elected to the position of president of the Irish Hotels Federation in due course. Of the remaining industry practitioners, other participants held positions such as Deputy Chief Executive of a large Irish three and four star hotel Chain, another the title of Health, Safety, and Environmental manager at a large three star hotel chain operating in both Ireland and the UK. Others included the Engineering Manager supporting an international chains' operations in Ireland, and finally, another held the title of Executive Housekeeper (Accommodation Manager) of a large five-star international chain affiliated property. Of the industry practitioners, five worked in chain affiliated properties, while twelve participants worked in independently owned and operated properties. Regarding category rating, three participants worked in three-star properties, ten in four-star properties, and two in five-star properties (Table 3.3.3).

Of the seventeen Irish hoteliers selected for interview, five participants worked in small hotels, these being defined as having less than sixty rooms; seven participants worked in medium sized properties, these having between sixty and one hundred rooms; and three participants worked in large hotels, these having more than one hundred rooms. Finally, two hoteliers included in the sample worked in the head office function of their respective chains, one as the Deputy Chief Executive of the chain, the other as the Environment, Health and Safety Manager of his chain.

Excluding the two participants who held head office functions, seven of the hoteliers interviewed operated city centre properties with the remaining eight operating country, rural, or non-urban type properties.

Of the hoteliers selected, most worked in properties which were either current or past members of the Green Hospitality Awards (GHA) hospitality sector environmental certification scheme. For example, one property held the GHA Eco label – the lowest audited category within the GHA, one the GHA silver award, five properties the GHA gold award, and four properties had achieved the highest GHA certification for hospitality sector environmental engagement, that of the GHA platinum award. On the other hand, four of the hotels in which participants worked were not members of the Green Hospitality Awards environmental certification scheme with one of these having been a past member of the scheme (Table 3.3.3).

In addition to the industry practitioners, five academics were selected whose area of expertise was that of hotel management, four of these participants having the title of head of department in an Irish Institute of Technology[8]. The Irish Institutes of Technology are degree awarding institutions[9] comparable to the UK polytechnics, as opposed to what might be termed the traditional university sector.

In addition, one academic participant selected for interview, while based at a large UK university had significant knowledge of the Irish Hotel industry through working as a consultant with Fáilte Ireland (the Irish tourism development authority) and the Green Hospitality Awards (GHA) scheme in Ireland. At the time of interview, he held the position of Director of Studies

[8] In Ireland, given the applied and often vocational nature of the training, third-level management training within the hotel and tourism sector has tended to take place within the Institutes of Technology rather than the traditional university sector.

[9] As happened in the case of the UK Polytechnics, many of these institutions are actively lobbying the Irish government to change their status to that of Universities.

of the International Centre for Sustainable Tourism, as well as also holding the position of director of PhD studies at the university.

Two participants from government agencies were interviewed, one being the head of the Green Business scheme at the Irish Environmental Protection Agency (EPA), while the other was the head of destination management at Fáilte Ireland. This latter individual had previously held the position as head of the Fáilte Ireland Environmental Unit until responsibility for the promotion of hospitality sector environmental engagement was transferred from Fáilte Ireland to the Irish EPA under the auspices of the EPA Green Business Scheme.

Four consultants with extensive knowledge of the Irish hotel industry were also selected for interview. Two of the consultants specialised in environmental certification within the hospitality sector, while another was the project manager responsible for overseeing the construction of all new hotels in a large Irish based three-star chain operating in the UK and Ireland. The final participant was an independent energy consultant to the Irish hospitality sector.

Finally, all participants were male, save for three who were female.

Table 3.3.3

Sample Matrix

Participant	Hotel Category			Hotel Size (Rooms)			Chain Affiliation		GHA Award Cat.
	5 Star	4 Star	3 Star	> 100	60 <> 100	< 60	Chain	Non-Chain	
P1		Yes		Yes			Yes		Gold Award
P2	Yes			Yes			Yes		Platinum Award
P3	Group HS & E Manager/ 3 Star Group			N/A			Yes		N/A
P4	Deputy Chief Executive /3 & 4 Star Group			N/A			Yes		N/A
P5		Yes		Yes			Yes		Gold award
P6			Yes			Yes		Yes	Platinum Award
P7		Yes		Yes				Yes	Gold Award
P8		Yes			Yes			Yes	Platinum Award
P9		Yes		Yes				Yes	Gold Award
P10		Yes				Yes		Yes	Gold Award
P11		Yes		Yes				Yes	Non-Member
P12			Yes			Yes		Yes	Non-Member
P13		Yes			Yes			Yes	Eco-Label
P14		Yes		Yes				Yes	Past Member
P15	Yes				Yes			Yes	Platinum Award
P16			Yes			Yes		Yes	Non-Member
P17		Yes				Yes		Yes	Silver Award
P18	EPA Representative								
P19	Failte Ireland Representative								
P20	Hospitality Sector Consultant (GHA)								
P21	Hospitality Sector Consultant (GHA)								
P22	Consultant (Other)								
P23	Consultant (Other)								
P24	Academic								
P25	Academic								
P26	Academic								
P27	Academic								
P28	Academic								

3.4 Data Collection

In-depth semi-structured focused interviews were conducted (Bryman and Bell, 2007:474; Cassell, 2009:503; Charmaz, 2006:25-6,28; Hair et al., 2016:205; Kidder and Judd, 1986:274-6; Merton et al. 1990:3-5; Yin, 2009:106-109). The objective of the interviews was to gather information on the motivations underpinning corporate environmental response within a service industry setting, specifically that of the hotel accommodation sector in Ireland.

Semi-structured interviews provide “the opportunity for the researcher to hear the participant talk about a particular aspect of their life or experience” (Willig, 2008:24). It has been noted that “interviews are particularly well suited for studying people’s understanding of the meanings of their lived worlds, describing their experiences and self-understanding, and clearly clarifying and elaborating their own perspective on their lived world”, with interviews often being “applied in case studies, which focus on a specific person, situation, or institution” (Kvale and Brinkmann, 2009:116-7). In addition, semi-structured interviews are appropriate where there is a need “to understand the constructs that the interviewee uses as a basis for their opinions and beliefs about a particular matter or situation” (Easterby-Smith et al., 2002:87), this being particularly relevant in the current research context. Finally, it has been noted interviews are particularly suited to the study of complex issues and phenomena (Hair et al., 2016:200).

An advantage of this approach is that it encourages spontaneity of report (Alvesson and Ashcraft, 2012:242; Merton et al., 1990:13), enabling the interviewer to exercise initiative in questioning as well as the probing of participant responses (Hair et al., 2016:201; Kidder and Judd, 1986:274; King and Horrocks, 2010:53; Morse, 2012:197), as well as providing the flexibility to incorporate unstructured questioning (Bryman and Bell, 2007:474-5,482; Hair et al., 2016:201). This in turn facilitates the interviewer in posing related, but possibly unanticipated questions (Hair et al., 2016:201; Kidder and Judd, 1986:274), as well as

uncovering a diversity of responses, some of which may not have been anticipated by the interviewer in advance (Alvesson and Ashcraft, 2012:248; Merton et al., 1990:12-4), this adding depth to interview data (King and Horrocks, 2010:53).

Ultimately, this approach offers the potential to provide greater insights into the phenomena under investigation, eliciting range, specificity, depth, and personal context of responses (Merton et al., 1990:15,41,65,95,115), providing “rich, detailed and in-depth information” (King and Horrocks, 2010:115) and “insightful data” (Cassel, 2009:502), thus, enhancing findings (Hair et al., 2016:201). Finally, given the multiple case-study approach utilised, the structure provided through the use of a semi-structured interview approach ensured cross-case comparability between different organisations (Bryman and Bell, 2007:480).

The objective of these interviews was to gain a better understanding as to how the participants perceived hotel environmental response and the motivations which encourage hotel environmental engagement within the Irish hotel sector.

Concurrent collection, coding and analysis was undertaken in an iterative manner (Bryman and Bell, 2007:491; Charmaz, 2006:20,48; Corbin and Strauss, 2008:57-8,144-6,149,155,163-4; Coyne, 1997:625,629; Eisenhardt, 1989:538-9,545-6; Glaser and Strauss, 2008:43,45,48,61,71-3,102,107,109; Holton, 2007:277-8,281), with coding and analysis commencing soon after the first interview (Eisenhardt, 1989:539; Morse, 2007:237). Details of analysis methods are outlined in the following section, section 3.5.

An interview guide was prepared in advance (Bryman and Bell, 2007:482-4; Charmaz, 2006:29; Creswell and Poth, 2018:165; King and Horrocks, 2010:35, 53-55; Kvale and Brinkmann, 2009:106,130,135; Merton et al,, 1990:3; Stake, 1995::65; Willig, 2008:24-5), this being presented in appendix 8.7.

The interview questions (Appendix 8.7) were not originally formulated based upon the extant CSR/CER motivations literature outlined in the previous chapter. Rather, the interview questions were designed to explore an entirely different initial research question, this being predicated in the first instance upon the Organisations and the Natural Environment (ONE) and the Resource-Based (RBV) literature. For example, as noted previously in section 2.1.1.1.2, many commentators have argued that organisational processes associated with the Resource-Based View of the firm – specifically the VRIN/O attributes, where organisational environmental strategies were perceived as having attributes of strategic value, rarity, imperfect imitability, non-substitutability - underpin their contention that implementation of beyond compliance environmental initiatives has the potential to constitute a source of firm-level sustainable competitive advantage (SCA).

Based on the foregoing, and the identified research gaps, the original research question sought to identify whether implementation of beyond compliance environmental initiatives constituted a possible source of sustainable competitive advantage to small, service sector organisations within a non-U.S. organisational context, and if so, whether RBV processes were fundamental to this.

Ultimately, as the Prussian Field Marshall Helmuth von Moltke (1800-91) stated,

> "No plan of operations reaches with any certainty beyond the first encounter with the enemy's main force."

…this often being misquoted as:

> 'No plan survives first contact with the enemy" (Ratcliffe, 2011:261)

This was found to be the case regarding the initial research question. During the initial interviews with the Irish hospitality sector academics, the original research questions relating to whether RBV processes underpinned hotel CER implementation in Ireland were found to be deficient to the point of irrelevance, as it became evident that:

1. Within the Irish hotel sector, the GHA environmental certification scheme provided hotels with environmental knowledge regarding energy, water, and waste management techniques at little or no cost to hotels.

2. Hoteliers willingly shared information regarding environmental practices via workshops and other informal networks.

3. Hoteliers did not perceive hotel environmental performance as providing a source of competitive differentiation, with hotel environmental performance not being perceived as constituting a source of competitive benefits.

Thus, it was concluded that RBV processes could not underpin concepts of sustainable competitive advantage within the Irish hotel accommodation sector as by definition, the RBV states that for a firm's internal resources and capabilities to have the potential to become a source of firm-level sustainable competitive advantage (SCA), they must possess the attributes of (a) strategic value, (b) rarity, (c) imperfect imitability, and (d) non-substitutability, and have an organisation in place to absorb and apply them. In short, on the basis of the foregoing, environmental practices and strategies implemented by hotels were ultimately perceived by hoteliers to be neither rare, strategically valuable, imperfectly imitable, or non-substitutable. This is in and of itself is an important finding, being further discussed in section 7.3.1.

Despite this, on reviewing the interview questions, it was noted that the first two questions (Appendix 8.7) – these being whether hotels in Ireland implemented beyond compliance environmental initiatives, and if they did, why they did so - had originally been included simply as a means of starting a dialogue with the participants regarding hotel CER initiatives. In hindsight, it became evident that these questions ultimately framed the subsequent conversation. Importantly, the interview questions as originally formulated were ultimately found to elicit rich and colourful descriptions as to 'why' hotels were engaging in beyond compliance environmental initiatives. Thus, questions which had been originally driven by RBV theoretical considerations ultimately provided a broad template around which to explore hotel CER motivations, benefits, and negative impacts. This led to a reappraisal of the original research questions, as well as the relevant literature, to that described in chapter two. The semi-structured nature of the interviews, as well as the open-ended nature of many questions, allowed the interviewees to describe in their own words how they perceived hotel CER engagement in Ireland.

Given the forgoing, it was determined that the original interview guide and questions did not require material amendment in light of the revised research questions. Indeed, the interview questions as originally constituted encouraged participants to talk about hotel CER initiatives in general, and if they wished, their own hotels' CER initiatives. Importantly, the interview questions, while being semi-structured, remained open ended and did not impose a theoretical structure on the interview process in that they were not formulated with a view to eliciting information on the CSR/CER tripartite motivational structure as suggested within the literature. Thus, where CER motivational concepts were mentioned and described by participants, they were entirely raised, defined, and volunteered by the participants themselves.

Given the geographically limited scope of the research area, this being Ireland, all interviews, save for one interview, were conducted personally by this researcher using a face-to-face in-

person interview technique (Cassel, 2009:504; King and Horrocks, 2010:79-83; Kvale and Brinkmann, 2009:148-9). This approach has the advantage of providing access to additional non-linguistic visual cues and information (King and Horrocks, 2010:82; Kvale and Brinkmann, 2009:148-9), and thus richer data than remote interview techniques (King and Horrocks, 2010:79-83). As noted, in one case where a face-to-face interview was not deemed feasible, a telephone interview (Cassel, 2009:504; King and Horrocks, 2010:79-83) was conducted.

All interviews were conducted on-site at the interviewee's premises, save for one telephone interview where it was not possible to meet the participant in person, and one other interview which was held in a hotel located nearby to the interviewer in Galway as an interviewee had travelled to Galway.

As noted previously, twenty-eight interviews were conducted as part of the current research project. The mean interview duration was fifty-eight minutes, with interview duration ranging from twenty-four minutes to one hour and twenty-nine minutes. Total duration of all interviews was twenty-six hours and fifty-five minutes.

The twenty-eight interviews were conducted over two time periods; the first eighteen interviews being conducted between July and October 2013, while the final ten interviews were conducted between November 2014 and May 2015.

3.5 Analysis

3.5.1 Methods of Analysis

As thematic analysis requires "a rigorous and thorough 'orthographic' transcript" (Braun and Clarke, 2006:88), all interviews were recorded by the researcher (Bryman and Bell, 2007:484,489-90,494-5; Creswell and Poth, 2018:165; King and Horrocks, 2010:35; Kvale and Brinkmann, 2009:178-9; Willig, 2008:26) using a digital voice recorder. No participant withheld consent for their interview to be recorded.

Interviews were subsequently transcribed verbatim (Braun and Clarke, 2006:88; Charmaz, 2006:70; King and Horrocks, 2010:143; Kvale and Brinkmann, 2009:179-80; Willig, 2008:26-7) by a professional third-party transcription service provider, Ubiqus International. The transcribers were instructed to transcribe the interviews verbatim and word-for-word (King and Horrocks, 2010:143; Kvale and Brinkmann, 2009:102:180-1). Transcription reliability was subsequently verified by the researcher with all transcripts being re-checked for accuracy against the original audio recording (Braun and Clarke, 2006:88; Kvale and Brinkmann, 2009:183-5). Amendments and corrections were made to the transcribed documents as necessary in order to ensure accuracy (Braun and Clarke, 2006:88).

To ensure confidentiality, transcribers were made aware of confidentiality issues and agreed to respect data confidentiality (King and Horrocks, 2010:119). In addition, transcribers were not made aware of the nature of the research in advance nor participant details.

Threats to quality of transcription have been identified as recording quality, missing context and the tidying up' of transcribed speech (King and Horrocks, 2010:144). Measures were taken to address these issues. Firstly, a good quality digital recorder and directional microphone were used to enhance recording quality. Issues of context were addressed through interview transcription in the immediate aftermath of the interviews (King and Horrocks, 2010:147). Finally, employed transcribers were instructed to record what was said and not to make any alterations or correct errors in diction and/or speech. Where speech was not clear or discernible, transcribers noted it to as inaudible (King and Horrocks, 2010:147-8). Finally, as noted above, transcription reliability was subsequently personally verified by the researcher with all transcripts being re-checked for accuracy against the original audio recording, amendments and corrections being made to the transcribed documents, where required, to ensure accuracy.

An inductive first cycle initial coding approach (Braun and Clarke, 2006:88; Charmaz, 2006:47-57), or open coding (Corbin and Strauss, 2008:52,58,160; Kelle, 2007:199,201-2; Holton, 2007:265-6,275-6), using an open descriptive coding methodology (Charmaz, 2006:50; Holton, 2007:266,272) was used. Microanalysis and line-by-line coding was used throughout the project (Charmaz, 2006:50-53; Holton, 2007:275). In addition, a case study database was created with a view to enhancing the reliability of the study (Yin, 2009:41,45,67,79,90,118-122). MAXQDA 11/12 and subsequently MAXQDA 2018 CAQDAS (Computer-Assisted Qualitative Data Analysis) software was used to facilitate data storage, coding, and retrieval processes. Importantly, all coding operations were conducted manually by the researcher without recourse to automated processes available within the CAQDAS software.

Given the foregoing, concepts or themes which were formed the basis of the initial inductive analysis were entirely data driven (Braun and Clarke, 2006:79,82,88; Charmaz, 2006:51; Corbin and Strauss, 2008:51,151,155-7,160,187,197; Eisenhardt, 1989:541; Ryan and Bernard, 2003:88).

Second cycle coding (Corbin and Strauss, 2008:52; Saldaña, 2009:149-151) used focused coding (Charmaz, 2006:46,57-60; Saldaña, 2009:155-159) with a view to synthesizing initial codes (Charmaz, 2006:57).

Finally third cycle coding was conceptual or thematic in nature (Braun and Clarke, 2006:78; Corbin and Strauss, 2008:52; Guest et al., 2012:65-71; Morse, 2012:197-8).

Themes were identified using a number of techniques including examination of repetitions as well the use of analogies and metaphors within the data units (Guest et al., 2012:66; Ryan and Bernard, 2003:89-90). In addition, similarities and differences, linguistic connectors and

missing data – what was not mentioned - were compared across units of data (Guest et al., 2012:66; Ryan and Bernard, 2003:91-3).

The coding categories and themes were ultimately defined based upon the initial codes which were created inductively based on a line-by-line reading of the interview transcripts. Importantly, the first-cycle initial codes, second-cycle categorical codes, and the third-cycle thematic codes were inductively driven by the data on a 'bottom-up' basis.

To reiterate, first-cycle coding was entirely inductive. For example, no codebook was prepared in advance of coding, with codes being generated inductively as interview text was read and reviewed, initial codes being solely based on interview content. Thus, initial codes were generated solely with reference to the content of interviews, coding being conducted on a line by line basis. As coding progressed, new initial codes were created as required without reference to the literature. Where previously used codes were deemed suitable, these were reused. Second cycle coding was used to create categories, this process again being inductive in nature. Here codes which were deemed similar in nature were grouped or categorised together. Again, subject to the caveats noted above, this process was entirely inductive in nature, being entirely data driven and without reference to the literature.

For example, the thematic construct of competitiveness which was identified during the third cycle coding stage – and which ultimately was found to correspond with the concept of 'Competitiveness' as noted previously within the literature, was comprised of numerous inductively derived coding categories including source reduction activities, human resource benefits, resources, differential competitive benefits, financial benefits, and capability. Similarly, if one takes these second cycle categories, these are comprised of lower level coding categories which are were based solely on the content of the interviews as opposed to explicit reference to the extant theoretical constructs. Given the fact that the initial research

question revolved around RBV processes underpinning hotel-level sustainable competitive advantage due to CER implementation within a service and SME environment, second cycle categories codes ultimately reflected these theoretical constructs – these being unrelated to the CSR/CER motivations literature and its tripartite motivational structure.

Similarly, the third-cycle thematic construct of 'Legitimation' was composed of numerous inductively derived second-cycle coding categories including those of stakeholder pressure, social norms, credentials, visibility, credibility, and recognition. Again, each of these coding categories were in turn derived inductively, based solely on the content of the interviews as opposed to explicit reference to the extant theoretical constructs.

Finally, the third-cycle theme of 'Altruism' was composed of two primary categories, these being 'social responsibility' and 'managerial belief systems'; these being in turn based upon inductively derived lower-level coding categories. The second-order coding category of 'social responsibility' included coding sub-categories of corporate social responsibility, 'social aspect', 'doing the right thing', responsibility, altruism, and ethos, while the category of managerial belief systems included text coded under the headings of 'managerial beliefs', dedication, commitment, interest, and 'driving a programme'. As with the other second cycle coding categories, these second-order categories were generated from inductively derived first-cycle codes.

It is important to reiterate that while the first cycle coding stage was inductive in nature and entirely data driven, ultimately, during the third-cycle thematic coding stage, on reviewing the results of the second cycle focused coding stage, it was determined that the data could best be described thematically in terms of the existing tripartite categorisation which has evolved within the CSR/CER motivation literature, this being noted previously in sections 2.1.1, 2.1.2, 2.1.3, and 2.3.2. Considering this, the pre-existing tripartite motivational classification which

has often been used to describe CER motivations within the literature was used to frame the empirical analysis. Thus, the three empirical chapters which follow are set out based upon the three higher-level identified themes or concepts, these being competitiveness, legitimation, and altruism.

As noted previously, coding was an iterative process, with codes and categories being created inductively, but reference being made subsequently to different literatures in order to explain and understand the nature the data which was being coded.

Finally, an insight into the scale and inductive nature of the coding process is evidenced by the fact that during the transcript coding process, 2,143 individual inductively derived codes were generated, these being used to code 12,227 segments of text.

3.5.2 Unit of Analysis and Construct Validity

The unit of analysis or "case" (Yin, 2009:30-3) was the individual hotel, as within the hotel industry, environmental management practices tend not to be homogenous across hotels (González and León, 2001:182) or even within hotel chains (Carmona-Moreno et al., 2004:113). In addition, process innovations are often unit specific to individual production units depending upon market segmentation and customer profiles (González and León, 2001:182). This suggests that the appropriate unit of analysis is the individual hotel unit rather than that of the organization.

Within the case study analysis, construct validity was increased through the use of multiple sources of evidence (Eisenhardt, 1989:537-8; Yin, 2009:42,98-114,116,118), thus facilitating "within-method" triangulation (Guba and Lincoln, 1982:247; Jick, 1979:603; Yin, 2009:115) or data triangulation (Stake, 1995::112-3; Yin, 2009:116), while increasing internal consistency (Guba and Lincoln, 1982:247; Jick, 1979:603) and construct validity (Yin, 2009:116).

3.5.3 Literature Search

3.5.3.1 Systematic Literature Search

A systematic literature search was conducted in order to identify gaps within the literature regarding the extent and nature of corporate motivations underpinning CER within organisations generally, and within both the SME and SMTE sectors in particular. Academic databases searched included those of JSTOR, Science Direct, EBSCO and the Web of Science.

3.6 Ethical Considerations

Ethical issues which arise in interview research relate primarily to the difficulties associated with “researching private lives and placing accounts in the public arena” (Birch et al., 2012:1) as well as the potential for issues of power relation asymmetry between interviewer and interviewee (Cassel, 2009:508,510; Fontana and Fey, 2005:701; Hair et al., 2016:58; Kvale and Brinkmann, 2009:76). Indeed, Hair et al. (2016:58) succinctly states that ethical issues “arise from questions of fairness and justice, potential conflicts of interest, responsibility issues, power discrepancies, and honesty issues”. Similarly, Bryman and Bell (2007:132-142) categorise ethical issues in research under headings of harm to participants, a lack of informed consent, invasion of privacy and deception, these categories not being mutually exclusive.

Ethical issues can occur during many phases of the research process (Edwards and Mauthner, 2012:14; Hair et al., 2016:58,60) and consequently need to be addressed throughout the entire research process (Kvale and Brinkmann, 2009:62-3, 102). It has been argued that ethical issues arise across all research stages including those of thematising, design, interview situation, transcription, analysis, verification and reporting (Kvale and Brinkmann, 2009:62-3, 102). To this end, ethical issues within the context of the present research study were addressed at the study design stage and prior to the commencement of the study (Yin, 2009:73). Both the DBS Ethics in Research Process Flow Chart and the DBS Research Ethics Review Checklist (Appendices 8.1 and 8.2) were completed, submitted, and

signed off prior to commencement of the research project. No material ethical issues were identified.

3.6.1 Informed Consent

All participants were initially contacted by phone where a basic description of the research project was provided, as well as the request for their participation noted. All participants subsequently received a participant information sheet (King and Horrocks, 2010:111-5; Saunders et al., 2007:184; Silverman, 2006:325; Stake, 1995:57-8) by email (Appendix 8.6) which clearly addressed issues such as the purpose of the study (Creswell and Poth (2018:165; King and Horrocks, 2010:108,110; Kvale and Brinkmann, 2009:70-1; Silverman, 2006:324; Stake, 1995::57; Willig, 2008:19; Yin, 2009:73), reasons for their being chosen to participate, what was requested of the participants, the expected duration of the interviews, the fact that participation was voluntary, the fact that participants had the right to withdraw without penalty as well as not respond to questions (Creswell and Poth (2018:165; King and Horrocks, 2010:108,115; Kvale and Brinkmann, 2009:70; Silverman, 2006:323; Willig, 2008:19), guarantees of confidentiality and anonymity, analysis and uses of the findings, and finally researcher contact details (Creswell and Poth (2018:165; King and Horrocks, 2010:111-12; Kvale and Brinkmann, 2009:68-74; Willig, 2008:19). Given the senior managerial positions of participants, informed consent was formally obtained on the basis of an exchange of email correspondence (Kvale and Brinkmann, 2009:70; King and Horrocks, 2010:108; Silverman, 2006:323-4; Saunders et al., 2007:184, 2009:191; Stake, 1995:58; Yin, 2009:73), coupled with their subsequent participation.

3.6.2 Confidentiality and Anonymity

As noted, prior to their involvement, all participants received a participant information sheet (King and Horrocks, 2010:111-5; Saunders et al., 2007:184, Appendix 8.6) clearly outlining the nature of confidentiality and extent of anonymity which was to be guaranteed (King and Horrocks, 2010:108,112,117-9; Stake, 1995:57). The aim of this was to enhance participant

candidness as well as moderate biases related to social desirability and posturing (Berger et al., 2007:137; Kidder & Judd, 1986:273). Reflective of the foregoing, while participant initials have been used within the document to facilitate the reader in identify and tracking what each participant said regarding hotel CER motivations, these initials have been altered to ensure anonymity, and thus, do not reflect the true identity of the individuals concerned.

Section 2 - Empirical Findings

4.0 Competitiveness

4.1 Introduction

All participants across all participant groups agreed that competitiveness was the most important motivator advancing hotel CER initiatives in Ireland, with all participants emphasizing the primacy of 'cost savings' as a hotel CER motivation. Other concepts associated in the minds of participants with hotel achievement of cost savings through CER initiatives, such as profitability and the 'bottom line', mitigating the effects of rising costs and 'survival' of the business were also noted, these all serving to highlight the perceived importance of 'cost savings' as the primary hotel CER motivator. Of note was participant perception that hotel environmental initiatives did not constitute a source of differential competitive benefits. Indeed, hoteliers generally perceived hotel CER initiatives as potentially having negative impacts upon concepts of guest comfort and experience. Finally, all participant groups noted the importance of the hospitality sector environmental consultants near exclusive focus upon CER initiatives' potential to provide hotels with cost benefits, as a promoter of hotel CER initiatives, as this was a "bigger hook to businesses". Societal and environmental concerns were either absent, or at best, incidental and secondary to that of cost savings.

The following sections outline how issues of cost savings, profitability, mitigation of increasing costs, a perception of environmental consultants focus upon 'cost savings' as a promotional tool advancing membership of the GHA voluntary environmental auditing and certification scheme, all emphasise the perceived primacy of competitiveness as the primary hotel CER motivator in Ireland.

4.2 Cost Savings: The Primary Hotel CER Motivator

4.2.1 Cost Savings

All participants, both hotelier and non-hotelier alike agreed that cost saving was the primary motivator for hotel CER initiatives in Ireland.

Chain hoteliers variously outlined how CER implementation was motivated by the need to save money, the 'financial incentive', the need to get energy costs - and to a lesser extent waste and water costs - under control, with hotel CER engagement ultimately 'making sense' due to cost savings (Appendix 8.8, Table 8.8.1). Indeed, one chain participant commented that "it's [CER] the same as counting money that comes in behind the till…".

For example, one chain participant, the engineering and environmental manager of a large chain hotel – as well as being the environmental coordinator for all of this international chains' hotels in Ireland - defined his own job in terms of his ability to reduce costs through CER initiatives such as energy conservation. Indeed, he outlined how in his initial job interview he stated that he would save more than his salary in his first year, this emphasising what he perceived as being most salient issue to his future manager and the chain itself, the achievement of cost savings as opposed to social benefits through CER initiatives.

This chain hotelier went on to suggest that cost savings were the ultimate driver of hotel CER, where he commented that "it's not about the environment per se - it's a happy coincidence – it's about cutting costs", with environmental benefits representing "a happy by-product" of hotel CER. In response to a question as to whether implementation of hotel beyond compliance environmental initiatives has been beneficial or whether the hotel experienced any negative issues, this hotelier was emphatic in his response, again framing his positive response in terms of 'savings' stating that there is "no negative whatsoever. It's all positive. If you implement it, you'll make savings. There's no negative."

To emphasise the point that, in his opinion, cost savings constituted the primary motivator of his hotel's CER engagement, the participant commented "…we drove it and drove it and drove it. Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again…and you go again, and you keep going." [AN]

He later emphasised the importance of cost saving as a motivator for his hotel's CER implementation by invoked the analogy of his hotels' CER activities being "the same as counting money that comes in behind the till as far as we're concerned".

Other chain hoteliers also emphasised the primacy of cost savings as a hotel CER motivator in Ireland. For example, another chain hotelier when asked whether implementation of environmental practices had a positive or negative effect upon the hotels operation, framed her response in terms of cost savings, emphatically stating that CER initiatives reduced costs where she stated that CER implementation was "definitely positive", adding that "…in the first two years, you can really see the savings" before concluding that 'it just makes sense to do it. Just makes perfect sense".

Similarly, another chain hotelier responded to the question as to what motivates hotels to engage in CER initiatives by citing cost savings and the need to address issues with the cost of energy and water - these being identified as a 'massive problems' which are 'difficult' - as well as the hotel's cost base as the primary motivators underpinning hotel CER implementation, commenting:

> "Generally, what'll motivate them is, I think, first of all, energy is a big cost for your business. Right. That's the first thing…things like electricity, gas, water – the utilities…are a massive problem for us…the hotel industry predominantly has been

> driven by this drive to try and get their energy under control and through that almost they've looked at green ways of dealing with that" [SMcP]

Finally, another chain participant, when asked why hotels engaged in beyond compliance environmental initiatives, responded:

> "Starting from the top down there's a financial incentive…...I think people are more cost conscious and that's what's driving them into looking at energy costs". [TY]

As with the chain hoteliers, all of the non-chain participants cited cost savings as the most salient motivator for hotel CER activities in Ireland (Appendix 8.8, Table 8.8.2), variously citing rationale such as CER initiatives being implemented, "because there's a cost saving", "because I could save money", "simply from a financial point of view…they'd be driven by costs savings…operational cost savings", CER implementation due to "the economics of it…because it makes good economic sense", and because "green makes you mean, makes you think about your bills". Indeed, some non-chain hoteliers cited their own personal 'commerciality' in order to emphasise the point that cost savings constituted the primary hotel CER motivator for hotels in Ireland.

For example, one non-chain hotelier suggested a direct causal relationship between hotel environmental 'responsibility' and cost savings, commenting:

> "The sector is quite good in general terms. I would say they are quite responsible. Uh, they're responsible because, because there's a cost saving" [JF]

Likewise, another non-chain hotelier when asked whether hotels engaged in environmental practices in Ireland, again responded unequivocally in terms of cost savings, citing 'the

economics of it', that 'it makes 'good economic sense', this being 'essential' in the 'present climate' where he stated:

> "…I would think primarily, ah, simply financial, ah, the economics of it… people in the industry have been, ah, getting more and more involved in environmental because it's, makes good economic sense most of the time…in the present climate, that's essential" [GOhC]

Another non-chain hotelier also cited cost reduction and profitability as the primary motivators underpinning his hotels CER implementation, with the participant being unambiguous in his assertion that cost savings were the primary hotel CER motivator. For example, he noted that his hotel had originally started with ISO 14001 but that "we never really completed it because…it's back to profit, it was too expense", before noting that when he got involved in the GHA environmental certification scheme , "that showed me that I could save money by being more sustainable, being more green…I don't like the word 'green'…environmentally focused and sustainable". [MN]

Later in the interview, the interviewer sought to clarify whether cost reduction was the primary reason for CER engagement, to which the participant responded unequivocally:

> "Ah, it, it's the only reason. It's the only reason I got involved anyway." [MN]

Another non-chain hotelier cogently stated that his perception of hotel CER was that of being ultimately motivated by 'savings, making savings'. This participant proceeded to emphasise what he perceived as the association between hotel CER activities and cost savings in a different manner to other participants. For example, he talked about waste management cost increases brought about by a change in the nature of his business, a point other participants

did not make, yet it was notable that he tasked his 'green team' with reducing these costs, again drawing a parallel between CER implementation and the motivation of cost savings where he stated:

> "My bill last year…for refuse was 63,000 last year…it was up 15,000 on the year before and it had nothing to do with the, a price increase…so that's costing me 15 grand. Now, I've put a re-emphasis on my green team going to work and working this out, so it's subconsciously going on in the background." [SN]

Likewise, another non-chain hotelier was categorical in his assertion that hotels engaged in beyond compliance environmental practices for reasons of cost reduction. For example, when asked why hotels engaged in beyond compliance environmental initiatives, he responded unambiguously, "Cost", before adding later:

> "…cost is the biggest motivator. You, you can show a saving, people will do it. It's the carrot and the stick thing." [PI]

In a similar vein, the same participant later reiterated the point responding to the question as to whether hotels obtain other internal benefits from CER implementation in terms of being 'cost-driven', before adding that:

> "green makes you mean, makes you think about your bills..., you're cost-driven…, there's no wastage...it makes you mean…" [PI]

Another non-chain hotelier when asked whether hotels engaged in beyond compliance environmental practices responded that "a lot of hotels …would be involved…in environmental practices…simply from a financial point of view', these hotels being "driven primarily by…cost

savings in some ways…and operational cost savings", this being "theoretically…more environmentally friendly".

Tellingly, when asked later in the interview whether he perceived any other benefits from engaging in CER activities – aside from cost reduction – the participant stated:

> "Well, I'd say obviously I'd say there's, it's just cost savings…" [JT]

Another non-chain hotelier, when asked whether he perceived the implementation of a proactive environmental strategy as having a positive or negative effect upon hotel operations initially framed his positive response in terms of goal achievement, equating CER goals with that of cost reduction, noting:

> "when it does happen…there's a goal to be achieved…there is a saving to be made." [MW]

Interestingly, the concept of 'being commercial' was a recurring sub-theme which some non-chain hoteliers used to justify – in commercial terms – their arguments for cost saving as the primary CER motivator rather than the more holistic concepts of altruism and social responsibility. Notably, chain hoteliers and non-hoteliers did not use this rationale, these other participant groups not appearing to have a need to validate their statements regarding hotel CER motivators in terms of their own personal 'commerciality'.

For example, one non-chain hotelier associated his own perceived commerciality with the motivation of cost saving as advancing his hotel CER initiatives commenting:

> "…I always say the reason why we got involved in it was…it was probably threefold, okay?...commercially, I'm very much a commercial-based person, you know what I mean, the business…so commercially, from a savings perspective, we looked at that…primarily commercial. Savings more than anything else rather than making money. So, that was the reasons why, that's the reason we initially did it…" [SD]

Similarly, other non-chain hoteliers also reflected upon their own 'commerciality' in implementing hotel CER initiatives, with for example another non-chain participant commenting that there was 'a bit of business in me', comparing his reasons for CER engagement, with those of his hotel's environmental and engineering manager, commenting that his environmental manager was "a kind of bit of social conscience at times", whereas he himself would "take a chance to try and save myself a couple of bob, whereas [environmental manager] will want to do it right".

As with the industry practitioners, non-hoteliers also cited cost savings as the primary motivator for hotel CER implementation (Appendix 8, tables 8.8.3). Rationale for hotel CER engagement included comments such as the motivation for hotel CER engagement being 'pure euro', CER being a 'cost saving measure', 'bottom line' savings being 'the prime driver', costs being 'the primary reason' for hotel CER engagement, 'saving a few bob', and the GHA 'demonstrating the savings that can be made' by implementing hotel CER initiatives.

For example, one academic, when asked whether and why hotels engaged in CER initiatives, framed his response in terms of hotel's environmental 'awareness', noting that "they're mostly aware of them because of costs – not so much general costs to society or the environment or this but a cost in form of water rates or in costs of in relation to refuse…". Indeed, to reiterate the perceived primacy of cost savings as a hotel CER motivator, the participant added, "…in

my experience their motivation might not just be societal or environmental or anything else, you know. It could be pure euro."

Another academic was unambiguous where she stated that CER was seen "only as a cost savings measure". Likewise, another academic, when asked why some hotels engaged in 'proactive environmental strategies' stated unequivocally that "the overriding motivation is some sort of an economic cost …it's either the cost of energy, the cost of disposal of waste products, the cost of cleaning agents and chemicals, right, and if any of them can be reduced, therefore, it's a bottom line saving and that is the prime driver".

Other non-hoteliers also noted the primacy of cost-saving as a hotel CER motivator. For example, the comments of the energy consultant are typical, where he provides the example of hotels which he argued were 'focused' on CER, this being more important than "the front of house…", before adding, "they're reaping the benefits of it because their costs go down". This participant's perception as to the primacy of cost savings as a hotel CER motivator was subsequently confirmed where the interviewer sought to clarify whether the participant perceived that costs were the primary reason for hotel CER engagement, to which the participant responded:

> "Costs. Costs and the, well, I suppose the primary reason for me…" [TN]

Later in the interview this participant reiterated the point vis-à-vis the perceived primacy of cost savings as a CER motivator by referring to the two hotels he had noted previously, stating that, "purely because…if it could be done and they thought it would save a few bob', they would engage in CER.

Similarly, the EPA representative acknowledged that hotel CER implementation was 'obviously…very cost driven'. Likewise, the representative of the Irish Tourism Authority, Fáilte Ireland, noted that Irish hotels engage in CER activities 'for a cost-saving reason primarily', stating:

> "Yeah, they do, not a lot of them [hotels] or, I suppose they do for a cost-saving reason primarily and I think the Green Hospitality Award has demonstrated what kind of savings can be made." [PO]

His comments were also notable as it highlighted an issue which appears to have affected the promotion of hotel environmental engagement amongst Irish hotels, this being that despite the 'demonstrated' cost savings associated with hotel CER implementation by environmental consultants in the GHA, his reference to 'not a lot of them' reflected the issue that take-up of the GHA scheme has failed to grow beyond 10% to 15% of the Irish hotel stock, with GHA membership 'churn' a particular issue, this issue being addressed later in section 4.2.5.1. Interestingly, he added that it would be wrong to assume that it was only hotels which were members of the GHA which pursued 'environmental measures' with 'cost-saving objectives in mind', the implication being that cost-savings motivated hotels in general, and not just GHA certified hotels, to engage in CER activities 'just as a matter of common sense', and for the 'pragmatic financial management of their business', commenting:

> "…it would be wrong I think to make the assumption that only those within the programme like that are pursuing environmental measures to the end, with cost-saving objectives in mind…others then would, I'd imagine, be doing those sort of cost savings just as a matter of common sense, you know, pragmatic financial management of their business, they'd be looking to reduce energy, waste and water costs which are the three main, I think, cost areas." [PO]

Indeed, the overriding motivational imperative of achieving cost savings through hotel CER implementation was evidence by this participants' comment regarding membership 'churn' in the GHA scheme, where he noted:

> "I'm not sure what the next level is because I think once they've, they're down what they think is the bone of their costs they probably achieved what they set out to achieve, you know? It's probably at that stage that they decide to exit a scheme…" [PO]

4.2.1.1 Scale of Cost Savings

Another notable feature of participant responses regarding hotel CER motivations and in particular the primacy of cost savings as a hotel CER motivator was the fact that many hoteliers when discussing hotel CER motivations also provided examples of what can best be described as significant and material cost savings which they argued accrued to the implementation of hotel CER activities (Appendix 8.8, Tables 8.8.9 to 8.8.11). These examples served to reiterate, underpin, and confirm their contention that cost savings constitute the most salient CER motivator within the Irish hotel industry.

Just under half of the chain hoteliers cited large-scale cost savings achieved through CER initiatives when arguing that cost savings were the primary hotel CER motivator. For example, one chain hotelier outlined the scale of savings that his hotel achieved through CER activities, primarily better management of energy, waste, and water, where he noted:

> "We saved €90,000 in the first year without spending a penny…after three years, we had saved €0.25 million. We spend about €0.25 million a year [on energy, water, and waste]. So, like, we were getting one year free without spending any money…" [AN]

Indeed, this participant associated the scale of the cost savings achieved through his hotels' CER initiatives with their motivation to 'go again' and continue with CER initiatives, commenting:

> "Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again….and you go again, and you keep going." [AN]

Likewise, another chain hotelier talked of 'another huge cost saving' to be made by segregating waste in rooms.

A quarter of the non-chain hoteliers also noted large cost savings accruing to hotel CER implementation, with one non-chain participant describing how his hotel – an 84-room property - achieved savings of between sixty and seventy thousand euros per annum, this 'going to the bottom line' by investing in CER initiatives, where he stated:

> "Commercially, if you're going to ask me how has it affected me commercially - from a savings perspective…we reckon we're saving approximately €60,000 a year, €50,000 to €60,000 a year on, on everything… so floating between €60,000 and €70,000 a year we're saving every year going to the bottom line…" [SD]

Notably, the energy consultant, in a separate interview, corroborated the approximate scale of this hotelier's cost savings when he stated:

> "So, he [SD] did everything but, like, his savings are…CIT [Cork Institute of Technology] final year students went in and did a study and that and by their reckoning that he's about €90,000 a year in savings. 'Tis nice money." [TN]

Correspondingly, another non-chain hotelier, the owner-manager of a 123-bed property, stated that “we could conservatively say we’re saving about €100,000 a year - from the bottom line, ah, of cost…so that’s going to the bottom line…”, due to their CER activities, before adding, “that’s €1 million over the last ten years. It’s probably one of the reasons we’re still in business”. Another non-chain hotelier provided the example of where his hotel replaced ‘infrastructural’ water-pipes at a cost of €120,000 to reduce water leaks and in the process achieved large cost savings, noting that “in five years, we nearly had the money back.”

Unlike the hoteliers who outlined cost savings achieved through hotel CER initiatives in order to emphasise the primacy of cost savings as a hotel CER motivator, non-hoteliers tended to provide examples of potential large scale cost saving opportunities – these often remaining to be achieved.

For example, the energy consultant suggested that 90% of hotels were “still available to do energy projects” where they could save between €30,000 and €40,000 per annum “in any given boiler house”. Correspondingly, one of the environmental consultants talked of “huge opportunities” for cost savings from waste reduction, where he provided the example of one Dublin hotel which he described as generating €200,000 of food waste per annum, this being something which he implied hotel CER initiatives could reduce. Likewise, the EPA representative provided the example of a hotel in Wexford which had a water leak which was costing €30,000 per annum but which was only identified using GHA benchmarking tools. Again, the emphasis was on significant cost savings, efficiencies, and “a huge, big win” obtained through the implementation of hotel CER initiatives. Finally, the representative of Fáilte Ireland also suggested large scale cost savings accruing to hotel CER implementation, where he provided the example of one hotel achieving annual savings of €100,000 through CER initiatives, noting that €30,000 would be “a good minimum for [cost] savings in hotels”.

In summary, all participants, hotelier, and non-hotelier alike, agreed that cost saving constituted the primary motivator for hotel CER initiatives in Ireland. For example, chain hoteliers variously outlined how CER implementation was motivated by the need to save money, the ‘financial incentive’ and the need to get energy costs and to a lesser extent waste and water costs under control, with hotel CER engagement ultimately ‘making sense’ due to cost savings. Likewise, all of the non-chain participants cited cost savings as the most salient motivator for hotel CER activities in Ireland, variously citing rationale such as improving the bottom line, enhancing margins, making good economic sense, the economics of ‘it’, saving money, the goal of saving costs, their own personal ‘commerciality’ and engaging in CER ‘from a financial point of view’. Finally, non-hoteliers outlined that in their opinion cost savings are the primary motivator for hotel CER implementation in Ireland, with participants variously citing rationale for hotel CER engagement including those of cost savings, enhancing the ‘bottom line’, being ‘very cost driven’, ‘saving a few bob’ and engaging in CER activities for ‘the pragmatic financial management of their business’, this being ‘just a matter of common sense’.

4.2.2 Profit and 'the bottom line'

Another competitively related motivational sub-theme evident in participants' comments when discussing hotel CER motivations was a perceived association on the part of many participants, especially chain participants, between hotel CER implementation, reduced costs, and enhanced profitability (Appendix 8. Tables 8.8.4 to 8.8.6).

All chain hoteliers cited hotel profitability when discussing hotel CER motivations (Appendix 8. Tables 8.8.4). Typical comments included 'energy cost savings goes directly to the bottom line', 'if you've reduced, it's pure profit', 'it just makes sense to the bottom line', 'you just see the P&L', 'there definitely is the bottom line' and 'clearly, there's a financial gain'.

For example, one chain hotelier talked of energy cost savings from CER activities, going 'directly' to the 'bottom line' and profitability, commenting that:

> "…our costs have reduced significantly. Like, our energy consumption is down 25% since we started…energy cost saving goes directly to the bottom line. Directly. There's no - nothing comes out of it…and if you've reduced, it's pure profit." [AN]

Similarly, another chain hotelier associated enhanced profitability with cost savings accruing to hotel CER engagement, commenting that, "there definitely is the bottom line…we've made savings…tremendous savings", while a third chain hotelier stated succinctly that hoteliers are primarily motivated to engage in CER activities, "because they're nearly all financially driven. You know. And it comes back to that key one – is it financially viable? Am I going to make money out of it as well as be the green king?" [SMcP].

Finally, another chain participant re-emphasised the primacy of 'a financial gain' as a hotel CER motivator commenting:

> "…clearly there's a financial gain to be mindful of this, so it already populates your head. You know, it's almost like… 'Don't think of about elephants'…. whether you want to or not, it's there now" [TY].

While all of the chain affiliated participants cited enhanced profitability derived from reduced costs within the context of hotel CER motivations, relatively fewer non-chain participants, did so, with just over a third of the non-chain hoteliers citing CER cost related profit enhancement as a hotel CER motivation (Appendix 8. Tables 8.8.5).

For example, one non-chain hotelier stated unequivocally that his hotels CER engagement was primarily motivated by profit, stating:

> "At the end of the day, first and foremost, we're businesspeople and we're driven by profit…Unashamedly…and I don't mind what'll drive that…we moved on a little bit that from just being green to look at that corporation social responsibility." [JF]

Confirming this perception, he proceeded to emphasised profitability as a hotel CER motivator ahead of other potential second-order motivators such as legitimation and differential competitive benefits, commenting:

> "Oh, very positive, yeah. Yeah, in the profitability, in, in, in, in the feel-good, right? Feel-good with the suppliers, with, um, customers. Yes, with staff...but you know what…we're not particularly green, but we're particularly good at telling the story. And that's who we are.…so, we're marketing. And at the very beginning, we're still profit-driven....at the end of the day, it comes on your balance sheets…it falls to the bottom line…in other words, it improves your bottom line…improves your margin" [JF].

Likewise, another non-chain hotelier equated ‘sustainability’ with profit. After reflecting upon his perception of hotel CER initiatives as not having sold any more rooms, or at least ‘very, very few’, he reiterated his view of the perceived importance of CER engagement to hotel profitability, commenting, “but my main, and again, it’s back to sustainability, is, is profit”. This hotelier proceeded to comment upon the CER motivations of one of the largest Irish hotel groups, drawing a causal link between that chains CER activities and profit profitability:

> “Dalata, the biggest group in Ireland now would be very involved in it [CER] … because of profit…” [MN]

Similarly, another non-chain hotelier reflecting upon the fact that Irish hotels are not subject to stringent environmental regulatory oversight, noted hotel CER engagement was ultimately motivated by the ‘bottom line’ as “it all washes straight down to the bottom line”.

A final non-chain hotelier, reflecting upon ‘what drives’ hotel CER, concluded that ‘efficiency and your bottom line’ motivated hotel CER, commenting:

> “...a lot of it is going back to your question, what drives it? Uh, what drives a lot of it is this, so it adds to your, your efficiency and your bottom line, you know, and that's the, and I suppose that's the seller…” [JT]

While all participants agreed that Irish hotels engaged in CER activities with a view to obtaining cost savings, it was notable that unlike the hoteliers themselves, only one non-hotelier referred to enhanced hotel profitability, when discussing hotel CER motivations (Appendix, 8, table 8.8.6). One academic suggested that hotels would only engage in hotel CER initiatives – ‘they’ll do a nod towards it’ – for reasons of pecuniary gain, either due to the existence of grant

aid or because “it means something for them in the bottom line and they can go with it”, before adding:

> “I think overall that they would have a positive impact in the sense that if they’re [CER initiatives] done correctly, they will affect the bottom line positively....” [SF]

In summary, many participants framed their comments regarding hotel CER motivations in terms of profitability and how they perceived that CER derived cost savings enhanced the ‘bottom line’. These comments served to reiterate their contention noted previously, that cost savings constituted the primary motivator driving hotel CER initiatives in Ireland. All chain participants emphasised enhanced hotel profitability as a salient motivation driving hotel CER engagement. Chain participants variously commented on CER derived cost savings ‘going directly to the bottom line’, CER making ‘sense to the bottom line of the hotel’, seeing ‘the P&L’, ‘just looking after the bottom line’ and finally CER derived financial gains populating ‘your head…don’t think about the elephants’. Unlike the chain hoteliers, relatively fewer non-chain hoteliers invoked the concept of enhanced profitability as a hotel CER motivator. Non-chain hoteliers variously talked of themselves as being businesspeople driven by profit, profitability, the bottom line, enhancing the bottom line and enhancing margins when discussing hotel CER motivators. A notable feature of participant comment regarding profitability as a CER motivator was the relative lack of non-hotelier’s comment vis-a-vis profitability when discussing hotel CER motivations, with only one non-hotelier, making any reference to hotel profitability within the context of hotel CER motivations.

4.2.3 'Survival' and 'Saving the Business'

Several participants across all participant groups invoked the analogy of CER derived cost savings 'sustaining' and 'saving the business'. (Appendix 8, tables 8.8.7 and 8.8.8). The 'survival' metaphor was used by these participants to emphasise the primacy of competitiveness in the form of 'cost savings' as a hotel CER motivator in Ireland.

Two hoteliers, one chain and one non-chain, as well as a few non-hoteliers, such as the Fáilte Ireland representative, one of the hospitality sector environmental consultants and one of the academics, all cited variations on the theme of hotel 'survival' when discussing hotel CER motivations.

For example, the chain hotelier associated 'sustainability' with 'staying in business', arguing that hotel CER was 'sustaining the business', commenting that "on the ground here we're doing it to save money, to save jobs, to save the business", before adding, "but sustainability is now about becoming staying in business. It's sustaining the business":

> "…we've a sign up saying we're in the Green Hospitality Award and we're doing this and tick all those boxes. But sustainability is now about becoming staying in business. It's sustaining the business. So, we can, like, our costs have reduced significantly…there is that responsibility driven by Head Office but on the ground here we're doing it to save money, to save jobs, to save the business…but sustainability is now about becoming staying in business. It's sustaining the business. So, we can, like, our costs have reduced significantly." [AN]

Similarly, the non-chain hotelier argued that the €1 million cost savings accruing to the implementation of his hotels CER initiatives over the last ten years was 'probably one of the reasons why we're still in business':

> "I would say we could conservatively say we're saving about €100,000 a year - from the bottom line, ah, of cost, you know, or of cost. So that's going to bottom line, you know. So that's probably, that's, that's, that's €1 million over the last 10 years. It's probably one of the reasons why we're still in business." [MN]

A few non-hoteliers also expressed a similar opinion. One academic implicitly associated hotel CER implementation, especially in smaller properties, with keeping 'the bloody doors open', 'hotel survival' and adding 'to the bottom line' where he commented:

> "…I'm trying to think of the other end of the market and I'm thinking of those guys trying desperately to try and bloody survive, you know, in small rural Ireland…If I could keep the bloody doors open. But am I clever enough to have realised that I could have added to the bottom line if I had used less energy or fixed more leaks or something?" [AH]

One of the environmental consultants also invoked the concept of industry 'solvency' as being associated with opportunities for 'environmental efficiencies in waste, water and energy', which had not been availed of by the industry. He argued that the Irish hotel industry was "wasting, paying €100 million too much per annum for their waste, water and energy…in 2015 that'll have been a €1 billion opportunity" of which he stated that the industry had saved €21 million, adding that if the industry had "€800 million more in its pocket, it would not be insolvent. It is insolvent." [MD]

Finally, the representative of Fáilte Ireland, the Irish Tourism Authority, also invoked images of 'survival' as well as associating hotel CER, whether certified or not, with the achievement of cost savings, this again being the implied motivator, when suggesting that there was 'a marginal difference' between environmentally certified hotels and those which weren't as non-

certified hotels ‘might be making those savings anyway’, being forced to by the economic climate, before adding “if a hotel is surviving now it probably has most of that [CER] cracked to a large extent…”. [PO]

Conversely, unlike the participants who cited the metaphor of hotel ‘survival’ when arguing for the importance of CER derived cost savings as a hotel CER motivator, one academic was notable for suggesting that cost savings achieved through sustainability initiatives – while important - are not ‘important enough” to materially affect ‘the overall success of the hotel’:

> “And you'll find all these studies that say, 'Yes, there is a payback.' Why? Because the question that we asked them is 'Do you recycle? Do you reduce energy? Do you reduce waste? Do you reduce water?' Well, yeah. I mean clearly all of that makes you more money. The other thing is that some of these things are, even though utilities are the second-highest cost in a hotel, well, if we assume that your mortgage is paid, the highest cost in your hotel is staffing and the second highest is utilities. Okay? So, of course then reducing utilities is important, but it's still not important enough to say is that the overall success of the hotel.” [XH]

4.2.4 Mitigating rising costs

Several participants argued that hotel environmental initiatives were instrumental in stabilising costs and mitigating against or ameliorating rising costs, primarily of energy and to a lesser extent waste and water, this supporting their contention vis-à-vis the perceived importance of CER derived cost savings as the primary hotel CER motivator in Ireland.

Over half of the chain hoteliers suggested that comparable to cost savings being the primary motivator for hotel CER initiatives, mitigating against cost increases in energy, waste and water was also a related consideration in motivating Irish hotel CER engagement (Appendix 8, table 8.8.12). Relative to chain hoteliers, fewer non-chain hoteliers cited the amelioration of energy, waste, and water costs as a motivational consideration in hotel CER implementation (Appendix 8, Table 8.8.13).

One chain hotelier emphasised the importance of CER activities in stabilising hotel energy costs, providing the example from his own hotel where despite having reduced his hotels energy consumption on the previous year, the effect of a rise in energy prices meant that his hotels energy costs remained the same as the previous year. The participant equated these putative savings with costs his hotel would necessarily have incurred had they not engaged in CER activities to reduce energy consumption. He noted that “without realising it they’ve reduced energy and they’ve reduced their costs. They mightn’t see it on a bottom line because the price has gone up…”, before adding “I could be at €0.75 million saved now after five years purely because that’s what I would have had to spend over the last five years if I didn’t reduce. It didn’t mean I got €0.75 million into the bank; it meant that we just didn’t have to spend it, which again is bottom line”. [AN]

Another chain hotelier emphasised the importance of hotel CER initiatives in stabilising hotel costs in the face of rising energy costs, commenting that it’s “unfair…to be looking at the cost

factor all the time", as "the cost, we'll say, electricity and all is rising all the time", adding, "so you look at the consumption factor". Crucially, the participant stated that hotels need to examine consumption patterns rather than costs, as variation may not become evident "because the cost…increased dramatically" [SV]. Correspondingly, a third chain hotelier highlighted the importance of hotel CER initiatives to hotel cost stabilisation, commenting that, "our goal in the company is to reduce our energy consumption by 25% over five years. And even then, we still think we'll be paying more for energy in five years' time than we were today because we anticipate rising costs of 30% over five years…" [TY]

Relative to chain hoteliers, fewer non-chain hoteliers cited the amelioration of energy, waste, and water costs as a motivational consideration in hotel CER implementation (Table 8.8.13). Despite this, some non-chain hoteliers did refer to the mitigation of rising costs – again, primarily of energy – as an important consideration in deciding to engage in hotel CER initiatives.

For example, one non-chain hotelier when commenting that the primary motivation for hotel CER was "primarily, ah, simply financial, ah, the economics of it", added, "…energy costs have risen and keep rising" [GOhC], while another commented:

> "We've invested in all the lighting and we've seen the reduced cost. Unfortunately, we've seen energy prices rise way up as well, so even though we've done that, you know, electricity bills still go up…." [FOJ]

Finally, another non-chain hotelier when asked whether there were any disadvantages in engaging in beyond compliance environmental practices, noted that there was 'no huge downside' before reframing his statement in 'positive' terms of enhanced efficiency and cost stabilisation, commenting:

> “as things get more efficient… the knock-on effect…is continually going to be that your, …you're going to be saving on your usage so that your costs are stabilised…” [JT]

Non-hoteliers were notable in not referring to the mitigation of rising costs as a hotel CER motivator.

4.2.5 Cost focus of environmental consultants

The fact that all participants, both hotelier and non-hotelier alike, were in agreement that the primary motivation for hotel CER initiatives was that of cost reduction should probably not be too surprising given that many participants noted that the hospitality sector environmental consultants focused predominantly on commercial considerations in their promotion of hotel CER initiatives (Appendix 8, tables 8.8.14 to 8.8.16).

Nearly two thirds of the chain hoteliers commented on the environmental consultants' cost-centred focus, as opposed to promoting hotel CER for reasons of legitimation or altruism/social responsibility (Appendix 8, table 8.8.14). Chain hoteliers variously described how the hospitality sector environmental consultants of the GHA would save hoteliers money through the promotion of "energy saving ideas", provide reports which are "obviously cost related" and had been "quite good at getting people to understand" that there are savings to be made through CER engagement.

One chain hotelier emphasised the immediate coat savings (as opposed to environmental benefits) that the GHA environmental consultants provide for hotels, where he stated:

> "And the question is always, like, 'Yes. But we've to spend €300 there to join the Green Hospitality Award…but all these, they're saying '€300, whatever it is, membership and, sure, what can we get out of that?' And I say 'Well, if [Managing Director, GHA scheme] walks into your property today, when he walks out you'll have given him €300 and he'll have left you €1,000 at least…in energy saving ideas…but he will save you money…Immediately." [AN]

Another chain hotelier noted that the environmental consultants provide reports which are 'obviously cost related', commenting that:

> "The problem with calling in the consultant is they'll give you the report and the report is obviously cost related, so if you don't do A and B, it's a waste of time… There's a cost element to it…" [SV]

Finally, another chain participant reflected upon how the GHA was good at communicating the cost saving potential of hotel CER practices, where he noted how the managing director of the GHA was "quite good at getting these points across and he's quite good at getting people to understand 'Look. There's savings here…" [SMcP]

Several non-chain hoteliers noted the 'cost focus' (as opposed to 'environmental focus'), of Irish hospitality sector environmental consultants with non-chain hoteliers variously commenting on how the GHA have 'convinced the hotelier to save money', how the GHA 'showed me…I could save money by being more sustainable', how the GHA consultants have 'sold' CER initiatives based upon potential returns on investment and cost savings, having driven 'financial benefit first and foremost' (Appendix 8, table 8.8.15). According to these participants, the focus of the GHA scheme has not been on getting hotels to engage in CER activities with a view to enhancing the natural environment, nor as a means of differentiating hotels 'in the marketplace', but rather, hotel environmental engagement in general and the GHA scheme in particular, has been promoted as a means for hotels to reduce costs. Indeed, where noted, environmental and marketing/differential competitive benefits, if any, have been perceived as being incidental to that of cost reduction.

One non-chain hotelier emphasised how the GHA has focused on, and been promoted based on, hotel cost savings achieved through CER implementation and only "tipped a little bit into

the sales side" because "I was at them about the fact that we're not getting any customers because we're green", before concluding, "getting hoteliers to save money is easy…so to convince the hotelier to save money is easy…that's done, we've been doing that with Maurice for the last 10-15 years." [SD]

Likewise, another non-chain hotelier commenting that the GHA scheme 'showed' him that he 'could save money' by being more sustainable, noting that he "got involved with the Green Hospitality or the Cleaner Greener Production Programme and that showed me that, ah, I could save money, ah, by being more…environmentally-focused and sustainable." [MN]

Other non-chain hoteliers also reflected upon the way Irish hospitality sector environmental consultants emphasised cost savings when promoting hotel CER practices, with for example, other non-chain hoteliers emphasising their perception of the 'consultants' being focused on 'financial benefits', this being 'what sells it' [hotel CER] to hoteliers.

Typical quotes include:

> "…a lot of people would have said you'd need to, you would need to have been involved in the whole thing…they're trying to sell you this, they're, they're looking at return on investment. They're looking at, you know, cost saving and benefits to it, and that's what sells it." [JT]

> "they're consultants, um, to do with money…the GHA would have been driving financial benefit first and foremost". [JF]

As well as the hotelier's general perception that 'consultants' – particularly the hospitality sector environmental consultants – emphasised cost savings as a means of encouraging hotels to engage in CER activities, many non-hoteliers and indeed, the 'consultants' themselves, noted how they themselves highlighted cost savings when discussing hotel CER motivations.

An academic highlighted the economic and cost centred focus of the hospitality sector environmental consultants, commenting that the GHA consultant "will almost come into you and guarantee you to save you 30 grand either on water or energy or something…" [AH]. Similarly, an environmental consultant emphasised the 'opportunities' for cost savings to be had from hotels engaging in environmental initiatives such as reducing waste, water and energy and in hotels generally becoming 'more resource efficient', referring to a booklet of case studies the GHA had produced (Tables 4.2.5.1 to 4.2.5.3 and Appendices 8.3 to 8.5) before concluding that:

> "…we estimate that the savings a hotel can achieve are up to €2,000 per bedroom in the first year of getting involved in such a programme [the GHA]. So, you know, it's significant. Very significant." [JJ]

Likewise, the other environmental consultant concluded that hotel environmental engagement is ultimately 'marketed' to hotel primarily terms of cost saving potential, where he cogently stated:

> "the argument in Ireland is, going green in our sector saves you money…" [MD]

This environmental consultant ultimately summed up his thinking on hotel CER, commenting that "a business mustn't lose sight of its core target, which is making a profit", noting that

“sustainability is linking profitability with your social and environmental area, so you’ve got to make a profit”, before adding that if ‘going green saves you money’, a hotel would be ‘stupid’ not to engage in CER.

Likewise, the EPA representative admitted that the EPA and the GHA marketed CER practices to hotels primarily on the basis of ‘economic savings, rather than environmental drivers because obviously it's a bigger hook to businesses…”, with environmental benefits being incidental to this, commenting:

> “The marketing side of it [the GHA scheme], as all the green business ones are predominantly on economic savings, rather than environmental drivers because obviously it's a bigger hook to businesses to say, 'Look, you can save money by doing this and P.S. we also get our environmental advantages from that.'” [KR]

Again emphasising both the fact that the GHA promote CER practices on the basis of cost savings and the fact that ultimately Irish hotels are motivated to engage in environmental initiatives on the basis of these projected cost savings, this participant commented:

> “…generally speaking, hotels probably, it would be the exception rather than the rule that they would go and do this stuff off their own bat. But if they're approached [by the GHA] in the right way with the information to show exactly what they can save, then they generally are quite willing.” [KR]

Finally, a review of GHA promotional material confirms the contention by all participant groups that hotel environmental engagement is primarily promoted by emphasising cost savings and ‘payback period’ as reasons for hotels to implement CER initiatives. This is done by way of fourteen case studies which the GHA use to provide examples as to the nature and scale of

potential cost savings which may be achieved through hotel energy, water, and waste conservation measures. Examples of three case studies – one each dealing with energy, water and waste are provided in Appendices 8.3 to 8.5. A summary of all fourteen GHA case studies is provided below (tables 4.2.5.1 to 4.2.5.3). Of note is the fact that it is only subsequent to the cost savings and payback period being noted in the GHA promotional material that the potential environmental benefits (in terms of $C0_2$ emissions reduction, water savings and reduced waste to landfill) are outlined in each document. This serves to emphasise the primacy of financial considerations, specifically that of cost savings, over environmental and altruistic considerations in the promotion of hotel CER initiatives within the Irish hotel industry.

Ultimately, it would appear that the overriding instrumental focus inherent within both the Irish EPA's Green Business Scheme in general, and the Green Hospitality Awards scheme in particular, simply reflect, and are a manifestation of, the instrumental and competitive rationale as advanced within EU and Irish government strategy and policy documents addressing issues of CSR and CER engagement as noted previously in sections 1.1.3.1 and 1.1.3.2.

Table 4.2.5.1

Summary of GHA Case Studies outlining benefits of hotel CER engagement (Energy)

Area	Nature	Title	Cost Savings per annum (€)	Investment (€)	Payback (Years)	Environmental Benefits ($C0_2$ reduced – Tonnes p.a.)
Energy	Combined Heat and Power	Combined Heat and Power System and Fuel Switching saves €70,000 per annum	€70,000	€210,000	Less than 3 Years	507 Tonnes p.a.
Energy	LED Lighting	LED Lighting saves €7,128 per annum	€7,128	€6,000	9 Months	32 tonnes p.a.
Energy	Equipment Control	Times on Leisure Centre Features saves €12,400 per annum	€12,400	€8,500	8 Months	55 Tonnes p.a.
Energy	Efficient Lighting	Efficient Lighting Saves €34,900 per annum	€34,900	€39,000	13 Months	135.7 Tonnes p.a.
Energy	Staff Awareness	Good Energy Management Saves €70,000 Per Annum	€70,000	€0.00	Immediate	64 Tonnes p.a.
Energy	Sustainable Heating	Solar Thermal Provides 30-40% of annual Heating Demand	€15,000	€210,000	10.5 Years	46 Tonnes p.a.

Source: Green Hospitality Promotional Papers, "Combined Heat and Power System and Fuel Switching Saves €70,000 Per Annum", "LED Lighting saves €7,128 per annum", "Times on Leisure Centre Features saves €12,400 per annum", "Efficient Lighting Saves €34,900 per annum", "Good Energy Management Saves €70,000 Per Annum", Solar Thermal Provides 30-40% of annual Heating Demand". https://greenhospitality.ie/case-studies/ [All Accessed 26/08/19].

Table 4.2.5.2

Summary of GHA Case Studies outlining benefits of hotel CER engagement (Waste)

Area	Nature	Title	Cost Savings per annum (€)	Investment (€)	Payback (Years)	Environmental Benefits (Tonnes Landfill reduction p.a.)
Waste	Food Waste Prevention	Food waste Prevention Training saves Hotel €15,000 per annum	€15,000	€0.00	Immediate	5 Tonnes landfill p.a.
Waste	Waste Prevention	Waste Prevention saves €59,000 per annum	€59,000	€4,500	1 Month	295 Tonnes p.a.
Waste	Staff Awareness	Waste Segregation and Staff Training saves €40,000 per annum	€40,000	€1,800	2 Weeks	134 Tonnes landfill p.a.

Source: Green Hospitality Programme Promotional Papers, "Food waste Prevention Training saves Hotel €15,000 per annum", "Waste Prevention saves €59,000 per annum", "Waste Segregation and Staff Training saves €40,000 per annum". https://greenhospitality.ie/case-studies/ [All Accessed 26/08/19].

Table 4.2.5.3

Summary of GHA Case Studies outlining benefits of hotel CER engagement (Water)

Area	Nature	Title	Cost Savings per annum (€)	Investment (€)	Payback (Years)	Environmental Benefits ($C0_2$ reduced (tonnes p.a.), water reduced (m^3 p.a.), chemicals reduced (litres p.a.)
Water	Equipment Replacement	Dishwasher Replacement saves €33,500 per annum	€33,500	€0.00	Immediate	$C0_2$ reduced: 27 Tonnes p.a./**Water reduced:** 2000m^3 p.a./ **Chemicals reduced:** 1000 litres p.a.
Water	Leak Detection	Leak Detection saves €30,000 on the annual water bill	€30,000	€3,000	1.2 Months	**Water reduced:** 13,140m^3 p.a.
Water	Shower Head Replacement	Shower Head Replacement saves €10,000 per annum	€10,000	€8,500	10 Months	**Water reduced:** 5,000m^3 p.a.
Water	Urinal Control	Urinal Control saves €1,540 for Bar/Restaurant per annum	€1,540	€350	Under 3 Months	**Water reduced:** 657m^3 p.a.
Water	Water Efficiency Programme	Water Efficiency Programme saves €17,800 per annum	€17,800	€5,850	4 Months	**Water reduced:** 9,000m^3 p.a.
Water	Waterless Urinals	Waterless Urinals save €1,470 for Bar/Restaurant per annum	€1,470	€2,350	1.6 Years	**Water reduced:** 99%
Water	Water Management Programme	Water Management Programme saves €10,914 per annum	€10,914	€11,000	12.1 Months	**Water reduced:** 4,829m^3 p.a.

Source: Green Hospitality Promotional Papers, "Dishwasher Replacement saves €33,500 per annum", "Leak Detection saves €30,000 on the annual water bill", "Leak Detection saves €30,000 on the annual water bill", "Shower Head Replacement saves €10,000 per annum", "Urinal Control saves €1,540 for Bar/Restaurant per annum", "Water Efficiency Programme saves €17,800 per annum", "Waterless Urinals save €1,470 for Bar/Restaurant per annum", "Water Management Programme saves €10,914 per annum". https://greenhospitality.ie/case-studies/ [All Accessed 26/08/19].

4.2.5.1 GHA Membership Churn

Membership 'churn' was an issue that was raised by numerous participants, but primarily by non-hoteliers with direct responsibility past or present for the managing the GHA scheme (Appendix 8, Tables 8.8.23 to 8.8.25).

For example, chain hoteliers (Appendix 8, Table 8.4.23) variously talked of the GHA not having many hotels in the scheme, that "he's [Managing Director of the GHA] suffering probably now" due to the withdrawal of the SEAI (Sustainable Energy Authority of Ireland) grants and "that he's lost a lot [of members] because of receiverships", hotels not renewing due to the cost of membership, with one chain hotelier commenting: "They simply won't renew or 'Stop that'. We can't afford that…" [SMcP]

Similarly, non-chain hoteliers (appendix 8, table 8.4.24) talked of the GHA scheme 'being only 20% successful…in membership".

The issue of GHA membership levels and market penetration, as well as reasons for membership churn were frequently mentioned by a few non-hoteliers, specifically, the EPA representative, the two GHA environmental consultants and the Fáilte Ireland representative (Appendix 8, Table 8.8.25).

Given the commercial sensitivity surrounding this issue, the only information available is that presented by the interviewees themselves. It was not possible to independently corroborate their assertions regarding GHA membership levels, market penetration or membership churn. Despite this, participant comment provides an interesting insight into the effectiveness of GHA member acquisition and retention, an issue which shall be revisited later in this paper.

Non-hoteliers such as the two environmental consultants and EPA representative, variously noted that the GHA scheme had “touched on approximately 25% of the hotels in Ireland”, had “upwards of 20% of the hotels as members”, with one noting that it was “about 20% of the bed stock“, but “ a greater proportion of larger properties”.

Numerous participants – mostly, but not exclusively non-hoteliers – commented on how hotels exited the GHA scheme once they had obtained the cost benefits. In addition, they noted how hotels did not perceive the certification to be beneficial from a competitive differentiation perspective.

For example, one non-chain hotelier commented on the “lack of tangible benefits” from scheme membership after a couple of years:

> “You got an inspection. There was a return to be had from the cost savings on electricity…but then the difficulty that hoteliers had was after one or two years, that’s fine. How do you get them to pay on the third year when there isn’t a tangible benefit?” [MW]

Similarly, the EPA representative noted that “you can be in the scheme for two years learn all the techniques…then just drop out”.

Interestingly, one of the environmental consultants suggested that one of the reasons why hotels are leaving the GHA was “financial pressure”, adding that “you will not believe, but certain accountants will refuse to pay membership of €400 because they can’t see a return” [MD]. The Fáilte Ireland representative noted that given that cost savings have “been demonstrated”, the GHA and the EPA were “quite baffled at why there isn’t a stronger uptake” and “quite surprised that the uptake of the award has…plateaued a little bit at maybe, was it

10% or 12%...". This participant concluded that "some of the hotels…were dropping out after a few years so once they got the knowledge of how to do it themselves they didn't see any benefit from having the certification and displaying it and once they know how to make cost savings they exited the scheme".

Reflecting a perceived need to change the manner in which the GHA is promoted, an academic commented on the "need to change their [GHA] message", adding that "there's one message to get companies started, but the moment they get to a certain point, they need to offer a different message". This comment is important as it reflects those outlined in section 4.2.5 in that hotels have been encouraged to join on the basis of potential cost savings but after a few years, hotels tend to leave where membership costs exceed the perceived instrumental benefits. The comment also reflects the fact that the GHA has not emphasised differential and marketing benefits associated with CER initiatives, this being reflected in a general perception that hotel CER initiatives are not perceived as providing hotels with differential competitive benefits (section 4.3).

To illustrate the point, the EPA representative provided the example of a hotel to which the EPA had awarded conference business based on its GHA membership. Despite this, the hotel exited the GHA scheme, claiming that scheme membership has not provided differential competitive benefits "from the award itself". The EPA representative stated:

> "…obviously once they've got the savings, they can still carry on doing that stuff, but drop out of the scheme if they don't see the value of having the Green Hospitality Award itself." [KR]

4.3 Competitive Differentiation not perceived as a salient Hotel CER Motivator

As noted in section 2.1.1.1.2.2, numerous studies have suggested that hotel CER engagement can provide hotels with differential competitive benefits. Analogous to this, and specifically in relation to CSR/CER motivations, other studies have found differential competitive benefits such as 'higher sales', revenue growth, competitive differentiation, market success, market positioning and differentiation, and product differentiation to constitute salient CER motivations, albeit, not always the most salient CER motivator.

Despite this, more than half of the chain hoteliers specifically commented that hotel CER initiatives did not constitute a source of differential competitive benefits for hotels (Appendix 8.8, Table 8.8.17). Similarly, over two thirds of the non-chain hoteliers and over half of the non-hoteliers commented that hotel CER initiatives did not provide Irish hotels with differential competitive benefits (Appendix 8.8, Tables 8.8.18 and 8.8.19). In short, no participant made any forceful argument for hotel CER initiatives providing differential competitive benefits nor did they suggest that differential benefits constituted a salient motivation for Irish hotels CER engagement.

Chain hoteliers variously commented that hotel CER initiatives hadn't 'sold any extra rooms', were a 'nice perk' for large corporates allowing them to say that they use sustainable hotels, did not provide ' a revenue enhancement', and constituted at most a 'generic line' in the RFP (request for proposal) process, 'with most companies paying lip service to it', with price being the ultimate differentiator (Appendix 8, tables 8.8.17).

For example, one chain hotelier commented that his hotel had not 'sold any extra rooms' based on his hotels CER engagement, but he did note that large corporates would include sustainability questions in the RFP systems, where he stated:

> “I don’t think we’ve sold any extra rooms because of our environmental policy.” [AN]

When subsequently asked whether large corporates would pay more for rooms in a hotel which engaged in CER initiatives, he stated unequivocally:

> “I would say no.” [AN]

Reiterating the point, he stated that his hotel’s overriding imperative was to ‘make money’, that being ‘the bottom line’, before noting that corporate business did not book his hotel “because of our green thing”. He subsequently added that he didn’t perceive CER initiatives as providing differential benefits. He argued that the hotel room purchase decision of corporate customers is firstly predicated upon location, then rate, with a hotels reputation for ‘sustainability’ being ‘maybe down at the bottom’. This participant reiterated his perception that hotel CER initiatives were not motivated by issues of competitive differentiation, referring to hotel environmental performance as ‘a nice perk’, before adding that his hotel hadn’t “gotten an extra room night out of it [CER initiatives], which is bottom line”, before concluding: “but what we have got is the savings associated with being environmentally friendly.” [AN]

Another chain hotelier outlined how larger corporates are increasingly requesting information on environmental initiatives with the suggestion that if a hotel did not engage in CER activities, it would not be able to quote for large corporate business. Despite the suggestion that hotels could be at a competitive disadvantage if they didn’t implementation CER initiatives, when asked whether this was a significant issue, the participant replied “no”, adding that:

> “Recession comes in and everyone’s cutting skin and hair again…It’s about price. ‘What’s the price? What’s the price?” [SMcP]

Likewise, another chain hotelier commented that, “I don’t think there’s a revenue enhancement from it [CER]”, although he did concede that “it’s probably a selling tool”, before proceeding to reiterate the greater salience of price, location, and hotel category rating to the accommodation purchase decision.

Finally, this participant suggested that hotel CER engagement was unimportant from a differential competitive perspective – it constituting, at most, ‘a kind of generic line’ in the RFP process, with ‘most companies paying lip service to it’, before concluding that ‘it really came down to price’ and does not generate revenue.

Over two thirds of the non-chain hoteliers commented that CER initiatives did not provide hotels with differential benefits (Appendix 8, Table 8.8.19). Non-chain hoteliers variously commented that customers still wanted ‘modern comfort’ and wouldn’t pay for environmental performance, that hotel CER initiatives did not enhance margin or ‘sell’ more rooms, that differential benefits were if anything ‘minimal’, that hotel environmental performance was ‘nice to have’, but ultimately that commercial guests couldn’t ‘give a toss’. It was notable that only two non-chain hoteliers suggested that their hotels CER initiatives had enhanced their hotels market profile, this leading to increased bookings. Ultimately, one of these participants was contradicted in his assertion by his hotel’s Owner-Manager.

Comments of the non-chain hoteliers are notable in that many appeared to implicitly equate hotel environmental engagement - and ‘going too far’’, with increased costs and a negative customer perception of hotel service or product quality, which customers were unwilling to pay for. In order words, many non-chain hoteliers appeared to suggest a perceived negative association between hotel environmental engagement and customer perceptions of hotel service and product quality. This was framed in terms of hotel CER initiatives – a greener

experience – being perceived as negatively impacting upon customer perception of comfort. This issue is addressed in detail in section 4.3.1.

For example, one non-chain hotelier reflected on the hypothetical customer 'Paddy' still wanting his modern comforts, adding that "you can go too far with it…if not to the extent it affects the, the, the customer's comfort…Definitely not. He won't pay for it." [JF] This participant proceeded to discuss his perception of German tour operators as requiring environmental information. Despite this, when asked whether he would lose business if he didn't, 'have environmental practices in place' he responded, "I don't think so, no…They won't pay for it. They won't pay any more for it." [JF]

Interestingly, this participant commented that his hotels CER activities 'enhance our profile in the market, which attracts more enquiries, which translates into more bookings', yet admitted that it didn't enhance margins, adding that "I wouldn't get any more money from them".

Another non-chain hotelier, when asked whether his hotels CER initiatives 'sold any more rooms' initially suggested that yes, they did, commenting that, "a lot of people come just because they know it's a green hotel"…before subsequently contradicting himself by saying that guest wouldn't notice the hotels CER initiatives.

As noted above, this participant, a hotel engineering and environmental manager, was ultimately contradicted by his hotels' owner/manager in his assertion that hotel CER initiatives provided his hotel with differential competitive benefits. The hotel owner/manager stated in a subsequent interview that in his opinion, of the 55,000 customer bed nights his hotel had achieved the previous year, "less than 0.001%" of them stayed in his hotel because of his hotel's environmental activities.

Another non-chain hotelier reflected on “the fact that commercially we’d saved money” before adding that these initiatives have not provided differential competitive benefits:

> “…the simple answer to it is, no, I don’t think being green has got me more customers; I honestly don’t think so…they’re not coming here just because we’re green, okay? It’s a pity.” [SD]

Likewise, another non-chain hotelier, when asked whether having ‘green flags outside’ would get him any more business replied:

> “I think it'd be minimal, the advantage that you'd have by having all your green flags” [SN]

Another non-chain hotelier also suggested a lack of differential competitive benefits where he referred to hotel CER as ‘a nice to have’, noting that:

> “It's a nice to have. It is a nice to have, really, you know. I mean, um…it's just a, it's a nice to have. You're saying, 'I'm, I'm green. I'm environmental [sic] friendly, you know, and you know, we're nice people.”. [JT]

Another non-chain hotelier also noted that hotel CER engagement did not constitute a source of differential competitive advantage at present, yet he did suggest that this could change in the future, commenting:

> “…I don’t see the competitive advantage immediately there, but I think it is going to be there in the future. There’s no advantage. There’s no advantage to trading with that credential currently.” [MW]

Finally, another non-chain hotelier stated that hotels implemented an energy policy “because it saves them money”, noting the lack of “warm and relevant PR opportunities” before adding that ‘the commercial guest staying here doesn’t give a toss” [POH] about hotel CER initiatives.

Non-hoteliers also suggested a lack of differential competitive benefits accruing to hotel CER initiatives, the implication being that competitive differentiation was not perceived as a salient motivator for hotel CER initiatives (Appendix 8, table 8.8.19). Non-hoteliers variously talked of ‘green’ not being a significant differentiator (unlike hotel atmosphere and quality of facilities and service), that hotels did not ‘sell’ more rooms based on their environmental performance, that differential competitive benefits would be limited, that large corporates inclusion of environmental questions in hotel RFTs (request for tenders) had not led to an increase in hotels intertest in obtaining GHA environmental certification, and finally, that while the EPA ‘allude’ to hotels gaining differential benefits through CER initiatives, evidence for this remains elusive.

One academic, when asked whether hotels gained any ‘competitive benefits’ from having a ‘good’ environmental policy, was sceptical of competitive differentiation as a CER motivator. He argued that atmosphere, quality of facilities and services would be more important, with ‘green’ being “maybe a benefit but certainly…not a game breaker”. Ultimately, he concluded that ‘green’ would not “sell more”. [AH]

Similarly, one of the environmental consultants, when probed as to whether hotels obtained differential competitive benefits from CER initiatives, or whether they were all cost based as he suggested previously, admitted that “It'd be limited. Limited…I would say there's limited”, adding that GHA members were not “exploiting their green credentials:

> "…even our own members that are certified, they haven't gone to the bother of going in to their details on the TripAdvisor and changing them to say, 'We are a certified green hotel' which they can do….so they're not exploiting the green credentials." [JJ]

The other environmental consultant also suggested that hoteliers do not perceive GHA environmental certification as constituting a source of differential competitive benefits, stating that in Dublin, with "120+ hotels, 23 of which are certified". He noted that all hotels receive the same RFTs (request for tenders) documents with environmental questions from the same companies, observing that this has "hasn't transferred into a desire by them to get certified…" [MD]

When specifically asked whether hotels obtained differential competitive benefits from CER engagement, this participant responded emphatically that hotels did not obtain differential benefits from CER initiatives, this being the preserve of eco-tourism such as glamping etc., commenting, "Not in hotels. It's really down in the eco-tourism side…" [MD]

Interestingly, the Irish EPA representative commented that while the EPA 'allude' to hotels obtaining differential competitive benefits from CER implementation, he concluded that "ultimately price is still going to be the ultimate determinant." [KR]

Similarly, the Fáilte Ireland representative, while commenting "their [hotels CER] motivation we're a little unclear about… the motivation for getting involved in the [GHA] scheme…", subsequently admitted that Fáilte Ireland did not know whether hotels obtained differential benefits from the implementation of CER initiatives, commenting:

> "We haven't measured it so we've no data on it…so, we don't know whether hotels are actually benefiting, vis-à-vis their competitors on that, sort of, tourism business for corporations that would have CSR policies." [PO]

Finally, the three-star chain hotel project manager, when asked whether hotel CER initiatives provided differential benefits, by either increasing awareness or selling more rooms', suggested that hotel environmental initiatives did not sell more rooms, noting:

> "…my view would be that it doesn't necessarily sell any more rooms. No, I wouldn't say, it doesn't sell any more rooms but there is certainly an awareness out there with people." [SE]

As well as participants perceiving that hotel CER initiative did not provide hotels with differential competitive benefits, this therefore not constituting a salient hotel CER motivation, participant comment was also notable for the general perception among participants, especially hoteliers, of there being a perceived negative association between implementation of CER initiatives and concepts of guest comfort and experience.

In summary, over half of the chain hoteliers, over two thirds of the non-chain hoteliers and many of the non-hoteliers, variously commented on their perceptions that hotel CER initiatives do not constituting a source of differential competitive benefits to hotels. Thus, as noted previously, while 'cost savings' were perceived by all participants as the primary hotel CER motivator in Ireland, competitive differentiation was not perceived as a salient hotel CER motivator.

4.3.1 Perceived Negative Impacts of Beyond Compliance Environmental initiatives on Guest Experience

Chain hoteliers (Appendix 8, Table 8.8.20), noted a general perception of there being a negative association between hotel CER implementation and concepts of guest experience and comfort. Comments variously included a perceived incompatibility between chain minimum brand standards and some CER initiatives, perceptions of cheapness and being perceived as mean, CER initiatives interfering with perceptions of service quality, receiving complaints from guests related to water conservation measures, 'a reluctance to go too far' with CER initiatives, a need for 'balance', as well as a need to 'be reasonable' and 'not damage' service level 'by cutting', these negative perceptions all being associated with implementation of hotel CER initiatives by chain participants.

One chain hotelier commented on his perceived incompatibility between minimum Radisson brand standards regarding guest comfort and service levels for a four-star hotel and his inability to achieve the highest GHA award category, because his brand specifies minimum standards for guest comfort, noting that "…I have to have hot water, I have to have heating, I have to have cooling. There are certain things you expect in a four-star hotel…". The clear implication here is that higher levels of hotel environmental performance is perceived as having a potential negative impact upon guest perceptions of comfort and service, with CER initiatives being undertaken so that 'the guest won't notice' [AN]. Likewise, another chain hotelier commented on her own personal reservations regarding her hotel's initial engagement in CER initiatives, commenting that she 'struggled with it' at first, being concerned that her hotel's CER initiatives "would be perceived as cheap", before commenting that she 'didn't compromise on quality' during her hotel's CER implementation

Another chain participant commented on the need to ensure that his hotels CER initiative was not being seen as “a negative effect on any of the guests that will come into the hotel. And that’s key”. [SV]

Similarly, issues of hotel CER initiatives negatively affecting perceived guest comfort were noted by several chain participants when discussing water efficiency. For example, two chain hoteliers when discussing their installation of water pressure restrictors talked of receiving complaints from guests, ‘a reluctance to do too much…push out the boundaries…see how far we can go’, ‘the need for balance’, perceptions of being ‘mean’, and perceptions of cheapness, all being associated with the implementation of hotel CER initiatives, specifically those relating to water management and efficiency. Indeed, one of these participants, after outlining the importance of getting ‘energy under control’, proceeded to equate these actions with being perceived as being “a bit mean”, adding that these actions could “threaten” one of the three essential “components” of the hotel business, these being “the TV, the shower, the bed”. [SMcP]

Another chain hotelier also implicitly associated implementation of hotel CER initiatives with ‘having a [negative] effect on service’, by emphasising the need to not damage “level of service by cutting” and “going too far”, noting that “you’ve got to make it reasonable”, the result being “that you don’t see it [CER]”. [TY]

Similarly, all the non-chain hoteliers also suggested a perceived negative association between the implementation of hotel beyond compliance environmental initiatives and perceptions of guest comfort and experience (Appendix 8, Table 8.8.21). Comments variously included perceptions of going “too far with it’, “sacrificing comfort…for a greener experience”, “suffering through the hotel experience just to be green”, guests not ‘liking’ shower restrictors,

perceptions of ‘cheapness’, and a perceived general loss of guest comfort due to the implementation of hotel CER initiatives.

For example, one non-chain participant commented how ‘you can go too far with it’ and negatively affect guest comfort, commenting that:

> “you read about these people who go on green things…I've yet to meet them, that'll sacrifice comfort or pay extra, by the way, for a, for a greener experience.” [JF]

Another non-chain hotelier made specific reference to not installing shower restrictors as ‘going too far with the green thing’, before concluding:

> “If the guest is not having a good experience because you want to be really, really green you won’t have a lot of guests…” [SD]

Other non-chain hoteliers also reflected upon water conservation practices as negatively impacting upon perceptions of guest experience. For example, one non-chain hotelier commented how ‘guests don’t like’ shower restrictors, while another outlined how his market – 70% American Golfers – wanted ‘their three and a half bars of pressure coming through the shower, and a constant flow’ and certainly ‘don’t want a restrictor’, noting that ‘it doesn’t cut any ice with those guys‘ [MW].

Similarly, another non-chain hotelier equated implementation of hotel sustainability practices with a perception of cheapness, suggesting a trade-off between hotel CER initiatives and guest perceptions of quality and ‘luxury’, where he commented that you wouldn’t expect to “see as much recycling in a five-star hotel…because it's a perception of cheapness…Like, you

know, you might stay in a five-star hotel and you might say, 'Jesus, I expected more than two towels in the room for two of us.' That luxury." [SN]

Non-hoteliers also noted a perceived negative association between hotel implementation of beyond compliance environmental initiatives and perceptions of guest comfort and experience.

For example, participants variously associated hotel CER initiatives with guest perceptions of being 'frigging cold', 'needing to put on two woolly jumpers', hotels being 'dark', hotel CER initiatives being perceived as having the potential to endanger and diminish the guest experience, 'going over the top', doing stupid things and insulting your customers' and 'their intelligence', a negative effect on guest perceptions of comfort – a loss of 'luxury', 'having cold showers', a need to manage the negative impact of environmental initiatives on guest experience and the idea that 'sustainable means less'.

Unlike other participant groups, non-hoteliers also noted a lack of communication with guests regarding hotel CER initiatives, the need to deliver a positive message to guests outlining the nature hotel CER initiatives, as well a belief that hoteliers viewed environmental issues as 'being a bit left field for the sector, being seen as 'high risk', with hoteliers being 'afraid to tell the customer, 'we're green'. Finally, one academic noted that eco-luxury is a difficult concept to communicate with customers tending 'to think that sustainable means less', whereas hotels have the 'job of telling them how sustainable means more'.

For example, one academic equated higher levels of hotel environmental performance with guest perceptions of being "…frigging cold because of the environmental man", this necessitating that wearing of "…two woolly jumpers" and it being "…dark because they took out all the bulbs and turned down the heating". Indeed, he provides the example of one hotelier

who he claimed often gets comments from guests that “it was actually warm”, “…because somehow or other they thought when they saw all his environmental credentials that it wasn’t going to be warm…” [AH]

The EPA representative associated CER implementation with “a negative…potential impact on the guest experience”, providing the example of “ultra-recycled toilet paper” before concluding that ‘everything’ “not as good as it would be” in “a ‘hotel that wasn’t as environmentally friendly”. He concluded that hotels weren’t stupid and wouldn’t “do anything that would endanger” or “diminish” guest experience. Likewise, one of the environmental consultants commented that ‘if it [hotel CER implementation] was done wrong’, if you “go over the top” and “do stupid things”, “you can insult your customer…insult their intelligence”, adding that “you can actually reduce the quality of service”, “by going too far”. [MD]

Another academic suggested the idea of hotel sustainability initiatives not being compatible with positive guest perceptions of quality, luxury and experience, where he implied that items such as hot water, ‘fluffy’ towels, carpet, and air conditioning, were luxuries which may be negatively impacted by hotel CER initiatives. He added that “only a certain niche…would be willing to go somewhere and pay…” for something that is recycled, noting that hotels can ‘go to an extreme’ with CER initiatives, the need to ‘manage the impact [on guests]’ and appeal ‘to customers’, with most hotels making “a nod towards the environment”, noting that guests “might still want a bit of luxury”.

Another academic recounted a story where he had advised a hotel to communicate to guests that the hotel’s water was heated using solar power, the effect being that “…the bookings for winter reduced and basically customers thought, 'Well, I'm going to have cold showers in winter. I can only stay there in the summer”. [XH]

Likewise, the EPA representative commented on perceptions of both hoteliers – "the sector"– and the public which equated "being eco" with a lack of luxury and reduction in guest experience, where he noted hotel CER engagement "somehow gets associated" with "wiping your backside on nettles and stuff like that and it somehow diminishes the guest experience." [KR]

Similarly, "a perceived direct correlation between the greener you are" and "the less comfortable you are…a loss of luxury…in the mind of the visitor" was noted by the Fáilte Ireland representative, before noting hotelier reluctance to engage in environmental initiatives "because they [hotels] think that that's what visitors would think".

Other non-hoteliers raised the issue of communication of hotel environmental initiatives, or more specifically, the lack of communication of hotel CER initiatives with guests, this being something which was not raised by hoteliers themselves. The idea that hoteliers 'couldn't communicate' their CER initiatives to the market, being 'afraid' to communicate their CER initiatives in case they were perceived as 'mean', viewing communication of CER initiatives with customer as being 'high risk' were all themes noted by several non-hoteliers.

Similar negative connotations associated with hotel CER implementation, suggestive of negative effects upon customer perceptions of customer service, was noted by one of the environmental consultants who commented, again using hyperbole for effect, that "there is this perception in hospitality that if you tell your customer that you're green, they'll think you're mean, that being green is being mean. There's this, you know, Sierra Club type, 'I'm wearing sandals and a woolly shirt, and I sleep under the stars and wash in rivers'", before concluding that hotels "are afraid to tell the customer, 'we're green'". [MD]

Finally, the EPA representative, also reflected upon the fact that there was a need for hotels to communicate a positive message to customers regarding sustainability and guest experience and ‘that being better for the environment doesn’t necessarily mean…sackcloth and ashes’, before adding that ‘it’s probably still considered a bit left field’ and ‘seen as high risk’. [KR]

In summary, regardless of the participants’ use of hyperbole to illustrate their points, these examples serve to highlight the perception on the part of many participants, chain, non-chain and non-hotelier alike, of there being a perceived negative association between CER implementation and concepts of guest experience and comfort. Again, these comments also reflect the points raised previously in section 4.3, that these participants did not perceive competitive differentiation as constituting a salient hotel CER motivator.

4.4 Motivation of Competitiveness – Chapter Summary

A notable feature of the responses from hoteliers, both chain, non-chain affiliated, was the overriding emphasis on the idea of the competitiveness concept of 'cost savings' as the primary motivator underpinning hotel adoption of beyond compliance environmental initiatives within the Irish market.

Within the context of the current study, hoteliers and non-hoteliers alike suggested that cost savings were the primary motivator for hotel CER engagement in Ireland. For example, achievement of cost savings through the implementation of energy, water, and waste management practices were highlighted by all participants as the fundamental motivator driving Irish hotel CER engagement. Similarly, in their discussion of hotel CER motivations, participants noted related concepts of enhanced profitability, margins, and the perceived importance of hotel CER initiatives in mitigating the effects of rising costs, specifically those of energy, water, and waste. Indeed, a few participants equated hotel CER engagement variously with hotel and industry survival. Importantly, participants indicated that Irish hotels were not motivated to engage in beyond compliance environmental initiatives for reasons of differential competitive advantage.

On further analysis, differences in responses, and especially in the detailed arguments for cost savings as the primary motivator, were noted between chain hoteliers, non-chain hoteliers and non-hoteliers alike. For example, differences noted across and within the different participant groups included differing emphases placed on issues such as the 'bottom-line' and profitability, perceived importance of CER initiatives in cost stabilisation, the mitigating the rising utility costs of water, waste and energy, as well as the perceived need to cite personal 'commerciality' in order to justify their perception of cost savings as the primary hotel CER motivator.

Chain hoteliers variously outlined how CER implementation was motivated by the need to save money, the 'financial incentive' and the need to get energy costs, and to a lesser extent waste and water costs under control, with hotel CER engagement ultimately 'making sense' due to cost savings. Typical comments from chain hoteliers regarding their hotels decision to engage in CER activities included "it's about cutting costs. Can we reduce costs", "we drove it and drove it and drove it because we saw, like, €90,000 in year one", "it's the same as counting money that comes in behind the till", "if you implement it, you'll reduce costs", "if we recycle more, our costs will go down", "you can really see the savings…it just makes sense to do it", "what'll motivate them is…energy is a big costs for your business…the hotel industry has been driven by this drive to try and get their energy under control and through that almost they've looked at green ways of dealing with that", and "starting from the top down, there's a financial incentive".

Likewise, all non-chain participants cited cost savings as the most salient motivator for hotel CER activities in Ireland, variously citing rationale such as improving the bottom line, enhancing margins, making good economic sense, the economics of 'it', saving money, the goal of saving costs, their own personal 'commerciality', and engaging in CER 'from a financial point of view' to emphasise the point. Typical comments included, "the sector is quite good in general terms…they're responsible because, because there's a cost saving…it improves your bottom line", "people in the industry have been getting more and more involved in environmental because it's makes good economic sense", "I got involved with Green Hospitality…and that showed me that I could save money by being more sustainable", "cost is the biggest motivator", "they'd [hoteliers] be driven primarily by I suppose cost savings…and operational cost savings", and "I'd take a chance to try and save myself a couple of bob".

Similarly, non-hoteliers generally concurred with these sentiments, commenting that cost savings constituted the primary motivator for hotel CER implementation in Ireland with

participants variously citing rationale for hotel CER engagement including those of cost savings, enhancing the 'bottom line', being 'very cost driven', 'saving a few bob' and engaging in CER activities for 'the pragmatic financial management of their business', this being 'just a matter of common sense'. Rationale for hotel CER engagement included comments such as the motivation for hotel CER engagement being 'pure euro', CER being a 'cost saving measure', 'bottom line' savings being 'the prime driver', costs being 'the primary reason' for hotel CER engagement, 'saving a few bob', and the GHA 'demonstrating the savings that can be made' by implementing hotel CER initiatives.

Other sub-themes evident in participants' comments when discussing hotel CER motivations were a perceived association between hotel CER implementation, reduced costs, and enhanced profitability. For example, section 4.2.2 outlined how hoteliers associated hotel engagement in beyond compliance environmental initiatives with enhanced profitability, margins and 'the bottom line'. Differences were noted across participant groups regarding their citing of enhanced profitability when discussing hotel CER motivations, with chain hoteliers being more likely to refer to enhanced profitability within the context of CER initiatives than non-chain hotelier or non-hotelier participants.

For example, enhanced hotel profitability was emphasised all chain participants when discussing hotel CER motivations. Relatively fewer non-chain hoteliers invoked the concept of enhanced profitability as a hotel CER motivator, while non-hotelier's discussion of hotel CER motivations was notable for the relative lack of comment vis-a-vis profitability, with only one non-hotelier making any reference to hotel profitability within the context of hotel CER motivations.

All chain hoteliers referenced hotel profitability when discussing hotel CER motivations with typical comments being 'energy cost savings goes directly to the bottom line', 'if you've

reduced, it's pure profit', 'it just makes sense to the bottom line', 'you just see the P&L', 'there definitely is the bottom line' and 'clearly, there's a financial gain'. It was notable that even though all chain hoteliers referred to enhanced profitability within the context of hotel CER motivations, only one third of non-chain hoteliers did likewise. Of the non-chain hoteliers who did refer to enhanced profitability due to hotel CER engagement, typical comments included, 'we're business people and we're driven by profit', 'oh very positive…in the profitability', 'we're profit driven', 'it comes on your balance sheets', 'it just, it falls to your bottom line', 'it improves your bottom line. It improves your margin', 'it did have an immediate effect on bottom line', 'sustainability is profit', 'it all washes straight down to the bottom line', and 'what drives a lot of it is this…it adds to your, your efficiency and your bottom line'. Several non-chain hoteliers, but notably no chain-hoteliers or non-hoteliers, perceived a need to emphasise their own perceived commerciality when talking about cost savings as the primary hotel CER motivator. Interestingly, only one of the non-hoteliers, an academic, cited enhanced profitability as a motivator when discussing hotel CER motivations, noting that if 'done correctly, they will affect the bottom line positively'.

Numerous hoteliers when discussing hotel CER motivations also provided examples of what can best be described as significant and material cost savings which they argued accrued to the implementation of hotel CER activities. Again, these examples served to reiterate and underpin their contention that cost savings constitute the most salient CER motivator within the Irish hotel industry.

Several participants also commented that hotel environmental initiatives were instrumental in stabilising costs as well as mitigating against or ameliorating rising costs primarily of energy and to a lesser extent waste and water. For example, over half of the chain hoteliers suggested that comparable to cost savings being the primary hotel CER motivator, CER activities were deemed important in mitigating against cost increases in energy, waste, and water, this being

a related consideration in motivating Irish hotel CER engagement. Reflective of this, chain hoteliers variously provided examples of cost stabilisation through CER initiatives in the face of increased energy costs. Conversely, only a few non-chain hoteliers referred to rising costs – again, primarily of energy – when discussing hotel CER motivations, while non-hoteliers were notable in not citing rising energy, water, or waste costs as hotel CER motivators.

Furthermore, the findings suggest a general perception among participants of there being an instrumental 'cost saving' bias or focus among the environmental consultants, emphasising the potential for cost savings to be obtained through CER initiatives as a means of both encouraging GHA scheme membership and hotel CER engagement. This may help to explain the perceived importance of cost savings as a hotel CER motivator amongst all participant groups.

Importantly, the foregoing sections also outlined how most hoteliers – chain and non-chain affiliated – as well as most non-hotelier participants, all indicated that Irish hoteliers were not motivated to engage in beyond compliance environmental initiatives for reasons of differential competitive advantage. Comments across all participant groups included: hotel CER activities not 'selling' additional rooms, not enhancing margins or revenue, customers not 'caring about' or being willing to pay for enhanced hotel environmental performance, and price being the ultimate differentiator. In addition, some participants also noted that while large corporates often included environmental questions within 'Request for Proposal' (RFP) processes, these were perceived as constituting a 'nice to have', allowing these organisations to claim they used sustainable hotels, with many organisations 'paying lip service' to sustainability.

Finally, all chain and non-chain hoteliers, as well as most non-hoteliers, also suggested an all-pervasive perception of there being a negative association between implementation of hotel CER initiatives and hoteliers' perceptions of guest comfort and experience. Again, this only

served to reinforce the notion that hotels in Ireland are not motivated to engage in beyond compliance CER initiatives for differential competitive reasons.

5.0 Legitimation

5.1 Introduction

Prior empirical research has identified legitimation as a salient motivator for corporate environmental response initiatives. While the current research confirms, to a point, the findings of prior empirical research – specifically within the Irish hotel industry – about legitimation being a salient CER motivator, several important findings – not identified within prior research – have also been identified.

It was notable that all participant groups – chain hoteliers, non-chain hoteliers and non-hoteliers alike – cited legitimation as a motivation underpinning hotel engagement in beyond compliance environmental initiatives. Participants emphasised two relational concepts as potential motivators underpinning hotel beyond compliance environmental engagement, these being (1) stakeholder pressure and (2) credibility, these concepts being examined in the following sections.

The chapter highlights the differences between chain and non-chain hoteliers' perceptions vis-à-vis the salience of legitimation as a hotel CER motivator, as well the relative importance of these various motivations vis-à-vis CER implementation within the Irish hotel industry, before concluding with a summary.

While stakeholder pressure was identified as a salient CER motivator among Irish hoteliers, differences were noted between the perceptions of chain and non-chain hoteliers vis-à-vis the salience of the various stakeholder influences on hotel CER implementation. For example, non-chain hoteliers emphasised stakeholder influences in declining order of salience from sources such as local community, intermediaries, local authorities, customers, and government, although the last four were deemed relatively unimportant.

On the other hand, chain hoteliers failed to cite any external stakeholder influences as CER motivators, rather emphasising the overarching importance of internal group coercive stakeholder pressure as a motivator. In most cases, cost savings were often both explicitly and implicitly suggested as a more salient motivator that those of a legitimation nature.

5.2 Stakeholder pressure

Stakeholder pressure was noted as a motivator underpinning CER within the Irish hotel industry by all participant groups. Greater emphasis was placed upon stakeholder pressure as a motivator for hotel CER engagement by non-chain hoteliers relative to both chain hoteliers and non-hotelier participant groups.

Indeed, the most notable feature of participants' citing of stakeholder pressure as a motivating factor underpinning CER was the near absence of chain affiliated hotelier's references to stakeholder pressure, save for that associated with internal group or chain coercive pressure.

5.2.1 Group Internal Coercive Stakeholder Pressure

Just under half of all hoteliers suggested chain membership or internal coercive pressure from within hotel groups as a salient motivating factor in hotel CER engagement – specifically within chains and hotel groups.

Again, slight variations were noted between chain and non-chain hoteliers in this regard, with chain hoteliers being slightly more likely to mention internal group coercive pressure to implement CER practices within chain hotels as a salient motivating factor than non-chain hoteliers. For example, just over half of the chain hoteliers noted internal group coercive pressure as a salient motivating factor driving hotel CER – in chain hotels – while just under half of the non-chain hoteliers did likewise.

Chain hoteliers variously emphasised the mandatory nature of environmental certification within groups and the idea that chain hotel CER engagement was “mandated by head office”, the requirement to have “an eco-label of some sort”, have “accreditation”, group coordination of environmental practices, group-wide mandatory membership of third-party environmental certification schemes, and group ‘alignment’ with specific environmental certification schemes (Appendix 8.9, Table 8.9.4).

For example, one chain participant – the engineering manager and country environmental coordinator for Radisson hotels in Ireland - noted the mandatory nature of environmental certification within the Rezidor hotel group, commenting:

> “…we’re mandated by Head Office that we must have accreditation. Every Radisson in the world must have an eco-label of some sort.” [AN]

Similarly, the Environmental, Health and Safety Manager of a large three-star Irish headquartered chain implied the mandatory hotel membership of environmental certification programs within his chain where he noted his groups ‘alignment’ with a UK-based environmental certification scheme, commenting:

> “…we're not involved in the Irish one [environmental certification programme] here per se. We have aligned ourselves with a UK-based one only that we have, the only reason is we have the majority of our hotels in the UK.” [SV]

Similarly, another chain hotel general manager (and chain regional director) emphasised the group coordination of environmental practices across group hotels where he noted:

> "We have a coordinator in each hotel…but we've a Vice President in Brussels in our kind of admin office in Brussels and she coordinates it [environmental initiatives] for all of Europe." [TY]

Non-chain hoteliers also suggested that chain or group membership constituted a salient CER motivating factor in chain hotel CER implementation (Appendix 8.9, Table 8.9.5). These non-chain hoteliers variously suggested hotel CER implementation was 'a decision made at the top of the chain', that chains 'are strong on green policies', that chain hotels engage in CER as a matter of 'corporate policy', that good environmental performance constitutes 'part of their brand', and because 'people do as they're told', all issues reflective of coercive stakeholder pressures from internal group stakeholders.

One non-chain hotelier suggested that chain hotels engage in CER because "it would be a decision made at the top of the chain", while another non-chain hotelier associated chain hotel CER with the existence of "strong…green policies" in some international chains. Another non-chain hotelier suggested internal group stakeholder pressure to implement CER activities as "it's part of their brand", commenting:

> "Um, chains do it, yeah. You know, because they have, it's part of their brand." [JF]

Likewise, another non-chain participant explicitly noted the influence of internal coercive stakeholder pressure from chains as a motivator of chain hotel CER activities where he commented that when a chain decides "overnight to adopt a green policy", it gets "rolled out because people do what they're told basically". [POH]

Non-hoteliers also concurred that within hotel chains, internal group coercive stakeholder pressure constituted a salient motivation for the implementation of hotel CER activities

(Appendix 8.9, Table 8.9.6). Non-hotelier participants variously suggested coercive internal group stakeholder pressure as a motivating factor for chain hotel CER practices due to the existence of "group practice", group 'CSR policy, procedures', group 'standard practices' with groups encouraging hotel CER engagement, pressure from groups to obtain 'green certification', and finally due to the "mandatory" nature of group CER initiatives.

Several non-hoteliers noted the effect of group policies as a motivator for chain hotel CER activities, with one academic noting, "If it's a chain of hotels, they won't vary because it [CER] will be a group practice…". Similarly, one of the environmental consultants suggested that regardless of the existence of the GHA environmental certification scheme, multinational chain hotels would engage in environmental practices due to the existence of group CSR policies and procedures. Likewise, the other hospitality sector environmental consultant also noted internal group coercive stakeholder pressure as a salient factor for chain hotel CER implementation, where he noted that "…another reason [for CER engagement], pressure would be groups", adding that the "Radisson Group now put a pressure on all their hotels to have green certification…" [JJ]

Non-hoteliers, unlike their hotelier counterparts, commented upon the existence of variation in the levels of CER implementation between hotel chains/groups in Ireland, this being an issue which they specifically related to how rigorously chains enforced chain environmental policies. It is notable that this was an issue which was not raised by the hoteliers themselves.

For example, one of the environmental consultants noted the mandatory nature of environmental activities in some but not all chains. He noted the different levels of priority that different hotel chains assign to hotel CER activities, and therefore implicitly, the differing levels of salience that group or chain CER policies have on chain hoteliers as motivators of hotel CER activities where he stated:

> "Chain affiliation, yes. Every major hotel chain in the world has CSR as part of their principle. Their implementation in Ireland has been appalling, the chains, with the exception of Radisson. From day one, their Responsible Business programme has been a mandatory part of their – and it's a mandatory part and they fund it." [MD]

He suggested that where a hotel chain or group require group hotels to implement CER policies, this internal coercive stakeholder pressure motivated compliance, but that ultimately, internal stakeholder pressure as a motivator for chain affiliated hotel CER activities can vary within, and across, hotel chains. Importantly, he commented on his own background as a manager in an international chain, noting that:

> "…I was in Trusthouse Forte. When we decided on something, everybody did it. There was no messing. And then everybody did it to the same level. You were all going to achieve eco this year, all silver next year, all gold end of. And if you don't, you're in trouble. That's what brands are about…" [MD]

To emphasise the point, he concluded that if the Deputy Chief Executive of one of the Irish chains "decides it's [CER] going to happen, it will happen". Interestingly, he drew a distinction between the commitment of one Irish hotel chains' hotel managers to CER, versus a lack of commitment to CER from the chain itself, commenting:

> "…we have a Maldron hotels in our programme. We have Dalata hotels in our programme, but they're not committed. Managers are committed". [MD]

This participants' final comments are interesting as they tend to indicate that internal chain coercive stakeholder pressure on hotels to implement CER activities ultimately varies between different hotel chains, he also appeared to perceive that individual managerial belief systems

– “managers are committed” – may ultimately be a greater determinant of hotel CER activity within hotel chains, than internal coercive stakeholder pressure Similarly, the other environmental consultant, while noting the importance of chain affiliation as a source of internal coercive pressure to implement hotel CER initiatives, also emphasised the fact that chains differed in their emphasis upon group CER policies, this suggesting that chain membership does not inherently lead to greater levels of coercive internal stakeholder pressure to engage in CER activities, where he commented:

> “… I mean as I say already, the corporates most definitely. There's greater drive there. Now, some corporates are not. You know, some corporates just don't have that policy. But like the Radisson Group now would be one of the most active…the groups are a funny thing. Sometimes you have a franchise and then you're going to get huge variation because there's no standard. Whereas with the Radisson, it is, 'This is the standard you must meet.' And even within that, you will get variations. If you look at our benchmarks for Radisson Group, there is a variation between them.” [JJ]

5.2.2 External stakeholder pressure

Just over two thirds of hoteliers included in the sample mentioned external stakeholder pressure when discussing hotel CER motivations (Appendix 8.9, tables 8.9.7 to 8.9.21). It was notable that, with one exception, these were all non-chain participants.

In declining order of salience stakeholder groups mentioned by hoteliers included local community, intermediaries, local authorities, customers, suppliers, government, and the European Union. Similarly, in declining order of salience non-hoteliers variously noted sources of stakeholder pressure such as legislative pressure, local community, local authorities, intermediaries, state support, and industry support, as influencing hotel CER implementation decisions. It was notable that no non-hotelier cited coercive stakeholder pressure from financial institutions or government as motivators of hotel CER initiatives.

5.2.2.1 Local Community

Unlike chain hoteliers who did not cite local community influences as a hotel CER motivator, half of the non-chain hoteliers framed CER motivations in terms of local community engagement (Appendix 8.9, Table 8.9.7), variously citing public relations and human resource benefits, with profitability and the public relations benefits being prominent, while environmental benefits were generally either backgrounded or omitted.

For example, one non-chain hotelier suggested that his hotel's environmental engagement provided a means of interacting with the local community, the suggestion being that human resource benefits were derived from the hotel's environmental activities and interaction with the local community, as much of the workforce were local, where he commented:

> "The practical side of it, that was kind of voiced by the staff…So quite a few of them had expressed quite a bit of interest in it [CER], doing different things, and they also saw it [CER] as a very strong way of interacting with the local community…" [MP]

Likewise, two non-chain hoteliers defined their hotels CER initiatives within a broader CSR context, with one participant framing his hotels environmental activities in terms of engagement with local community organisations such as the Chamber of Commerce, the Tidy Towns competition and other trade organisations – but notably not guests – and the benefits to be derived from the community involvement.

The other non-chain hotelier talked of moving on "a little bit that from just being green to look at that corporation social responsibility. We're very good at that, so it's not just green. It's community, supporting arts, sports, disadvantage, culture, education, whatever…", this being suggestive of legitimation as a salient CER motivator in terms of local community stakeholder engagement, before concluding, "whatever makes us look good", to the intended audience, in this case the local community.

Several non-hoteliers also cited local community when discussing hotel CER motivations (Appendix 8.9, Table 8.9.8). For example, within the context of hotel CER motivations, local community engagement was noted by the EPA representative, one of the hospitality sector environmental consultants, and just under half of the academics.

The representative of the environmental regulator noted that hotel CER could be used as a means of interacting with the local community, this helping the hotel reduce its reliance on the foreign tourist trade. In addition, he viewed this as possibly providing a source of differential competitive benefits regarding local trade. It was also notable that the participant framed his comments in terms of the hotels' "survival", where he stated:

> "…they [Garryvoe Hotel] see that the local community is as important to the survival of the hotel than Mr and Mrs Smith from Albuquerque or what have you…" [KR]

Later in the interview, this participant reiterated the importance of hotel CER as a means of interacting with the local community, but rather than use the term 'survival', the participant referred to the "future proofing" of the hotel against recession. Again, the emphasis was on reducing hotel reliance on foreign tourists and using hotel CER to increase local trade.

So, while the EPA representative noted community involvement, this was not noted from the perspective of stakeholder pressure to engage in hotel CER activities but rather in terms 'survival', 'future proofing' the business, reducing hotel reliance on foreign tourists and increasing local trade at the hotel. Thus, the overriding motivation appears to be one of achieving enhanced differential competitive benefits rather than specifically responding to coercive stakeholder pressure from the local community.

Conversely, one of the environmental consultants mentioned local community involvement in connection with hotel CER activities, but appeared to associate corporate social responsibility – what he defined as a community-based approach to sustainable tourism – with the achievement of cost savings, rather than coercive stakeholder pressure from the local community per se. While local community involvement was noted, again, the primary motivator would appear to be cost savings due to implementation of hotel CER activities, where he commented:

> "We're sitting in a hotel where they're multinational. They have a CSR policy, procedures…they also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do." [MD]

5.2.2.2 Trade Intermediaries

Again, while no chain affiliated hotelier referred to intermediary influence as a motivator of hotel CER activity, just under half of the non-chain affiliated hoteliers referred to 'intermediaries' when discussing hotel CER. Of the non-hotelier participants, only the two-

hospitality sector environmental consultants noted stakeholder pressure from trade intermediaries as a salient hotel CER motivator (Appendix 8.9, tables 8.9.9 and 8.9.10).

Non-chain hoteliers typically framed their comments regarding intermediary coercive stakeholder pressure as a hotel CER motivator suggesting that foreign – not Irish – tour operators were placing a greater emphasis upon hotel environmental performance. Despite this, participants suggested that hotels which did not implement CER initiatives would not be at a competitive disadvantage; that the focus of these intermediaries was on 'rate' and 'margin' rather than hotel environmental performance, the implication being that coercive stakeholder pressure from travel trade intermediaries was not perceived to constitute a salient hotel CER motivator. It was also suggested that travel trade intermediaries did not constitute a source of coercive stakeholder pressure at present, but that would change in the future.

Analogous to this, another non-chain hotelier noted the lack of importance attaching to hotel CER practices by tour operators, again the implication being that coercive stakeholder pressure from travel trade intermediaries was not perceived as a salient motivator for hotel CER activities. Rather, the focus of intermediaries was upon rate – this affecting their margins – rather than hotel CER engagement, where he commented:

> "It'll never go into tour operators…the tour operator is a middleman, don't forget…the lower the rate…the more margin he's going to make…I can't see a tour operator only looking for green hotels." [FOJ]

Another non-chain hotelier implied that travel intermediaries did not currently constitute a significant source of coercive stakeholder pressure for hotel CER implementation, suggesting that this could change with the "pressure" coming in the future, where he commented:

> "And there's talk that some of the larger tour operators are seeing, 'Hold on, there's advantage to us if we can say we're a completely green tour, and the only way we can do that is to integrate the product that we buy into this.' So, I think it'll, the pressure will come from wholesalers and intermediaries before they come from the public itself." [MW]

Of the non-hotelier participants, only the environmental consultants make any reference to intermediaries when discussing hotel CER motivations. Again, these non-hoteliers suggested that coercive stakeholder pressure from foreign travel intermediaries may motivate hotel CER activities. For example, one non-hotelier stated that intermediaries appear to seek out 'green accommodation', noting the anecdotal nature of their observations, while accepting that he didn't really know. Similarly, another non-hotelier suggested that while coercive stakeholder pressure from travel trade intermediaries may not constitute a hotel CER motivator, being instead a 'major influencer' of hotel CER engagement as "being green is not the overriding concern of business or holidaymakers…". He added that this possibly constituted a second order hotel motivator – "an element of the driver in hotels, one of the drivers…"

For example, the first environmental consultant suggested that, "with the domestic market, the Irish people, they don't have any interest [in hotel CER]", before noting that German tour operators would appear to seek out "green accommodation", concluding that:

> "…it's hard to know. I can't say. I mean I'm only talking anecdotally that there is an interest there." [JJ]

Similarly, the second environmental consultant also suggested that intermediaries such as larger corporates and tour operators may motivate hotel CSR activities, yet it was notable that

this participant perceived external coercive stakeholder pressure from intermediaries as constituting a second-order motivation – 'a major influencer'– commenting:

> "An element of, the driver in hotels, one of the drivers is the requirement by corporations, companies, tour operators, groups tours, business tours asking for 'What's your CSR policy?…The other answer is that it is, being green is not the overriding concern of business or holidaymakers; it is a major influencer." [MD]

In summary, participants perceived a relative lack of importance attaching to hotel CER by travel trade intermediaries as well as the notion that hotel CER does not provide hotels with differential competitive benefits. Stakeholder pressure from this external source was therefore not perceived as a salient motivator for hotel CER activities by the participants.

5.2.2.3 Local Authorities

Chain hoteliers did not refer to stakeholder pressure from local authorities when discussing hotel CER motivations. Conversely, two non-chain hoteliers did refer to local authorities influencing hotel CER activities (Appendix 8.9, Table 8.9.11). These participants described how the local councils were 'strict' regarding waste management, with 'pressures' coming from 'city council' to segregate waste, this being related to the privatisation of municipal waste collection where third party contractors invoice directly for waste collection and "penalise' hoteliers through increased costs for non-compliance. Motivational effects on hotel CER engagement were described in terms of increasing costs where pay-by-weight waste disposal was introduced, with third-party contractors penalising hoteliers through increased costs of non-compliance. Cost savings accruing to the implementation of hotel CER initiatives was implicitly assumed.

One participant commented on ‘pressures…from city council: related to the monetary impact of commercial waste collection and ‘pay by weight’, where he commented:

> “…mainly because of pressures that were coming to them from city council for segregation of waste and the privatisation of commercial waste collection. So that had a dramatic effect on the cost and then the pay by weight for waste”. [MW]

Similarly, the other non-chain hotelier reflected on the fact that the County Council had “exited the business [waste management]” adding that third party contractors:

> “…are driving it [CER] and, you know, so you’re nearly compliant by, by the service provider…they just segregate. And they penalise it and you get your invoice for the month and you go, ‘Jesus, you know, how did we jump €800?’ …And they give you certs every month so, so their, their invoice doubles up as a certification…” [PI]

Little emphasis was placed on stakeholder pressure from local authorities in the promotion of hotel CER activities among non-hoteliers (Appendix 8.9, Table 8.9.12). Only the hotel project manager and two of the academics made any reference to local authority influence in hotel CER motivations. Where non-hoteliers did refer to local authority coercive pressure for hotels to engage in CER activities, it tended to revolve around issues of waste management. Again, as with the non-chain hoteliers, non-hoteliers tended to emphasise the monetary nature of motivations, with pressure to comply with waste management regulations being driven by monetary concerns.

For example, the hotel project manager framed his comments vis-à-vis local authority coercive pressure in terms of waste management costs noting that “people are getting clever now” and “actually monitoring their waste, metering their waste as well as what’s coming in…”. The clear

implication was that he perceived that it was cost savings, rather than local authority coercive stakeholder pressure per se, which motivates hoteliers to engage in CER activities. Similarly, one of the hospitality sector academics also framed local authority coercive stakeholder pressure in terms of the monetary costs of non-compliance as a "competitive disadvantage", adding that "...if the council get you… If they catch you, they charge you". He subsequently noted "the economic incentive" to comply with local authority environmental regulations.

Another academic suggested the 'cynical' motive of cost savings as a motivator of hotel CER. Here again, it was evident that even though local authority coercive stakeholder pressure regrading CER initiatives was being 'imposed upon' hotels by 'local planning or local authorities', local rules and regulations', external stakeholder pressure from local authorities was still perceived as constituting a less salient hotel CER motivator than those of cost savings and customer expectations, where she commented:

> "Now, I'm not saying, now, some people would be more cynical, and they'd say they just see it only as a cost-saving measure…but there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules and regulations, and some see it in order to meet customers' expectations because meeting customers' expectations is huge." [CP]

In summary, while no chain hoteliers referred to coercive stakeholder pressure from local authorities to engage in CER initiatives, two non-chain hoteliers did so. Their comments are notable in that while both participants emphasised local authority pressure specifically in terms of waste management and waste collection. In both cases, pressure was framed in terms of increased waste collection costs, this again emphasising the overriding salience of cost reduction as a hotel CER motivator, rather than coercive local authority regulatory pressure itself. Of the few non-hoteliers who referred to local authority coercive stakeholder pressure

when discussing hotel CER motivations, the emphasis was again on financial motivations such as cost savings, or reducing the costs of non-compliance rather, than overt coercive stakeholder pressure from local authorities as a salient motivating factor driving hotel CER implementation.

5.2.2.4 Legislative and Government Pressure

Again, no chain hoteliers referred to legislative pressure when discussing hotel CER motivations. Conversely, two thirds of non-chain participants did mention legislative pressure.

Where legislative pressure was noted by non-chain hoteliers, it tended to be framed in terms of (a) a lack of regulation surrounding hotel environmental issues, (b) a lack of enforcement of existing environmental regulations, (c) meeting minimum legislative requirements, and (d) statutory duty (Appendix 8.9, Table 8.9.13). The overriding emphasis of non-chain hoteliers was again not so much on the importance of legislative pressure as a motivator for hotel environmental engagement but rather on its lack of salience as a hotel CER motivator.

For example, one non-chain hotelier noted the lack of any 'incentive' or regulatory pressure for hotels to engage in CER activities where he stated:

> "…there is no major requirement in law in relation to emissions…there is a certain amount…to do with refuse and segregation of refuse…But, no, from an emissions perspective… they [Hotels] do it for their own reasons…there's no incentive, legal incentive or requirement in relation to being environmentally friendly…" [SD]

Similarly, another non-chain hotelier while reflecting upon increased environmental regulation affecting hotels in terms of wastewater and mandated water quality testing, suggested a lack of enforcement on the part of the local authorities, commenting that:

> "…you are mandated now to test your water…at least monthly or bimonthly the County Councils had to issue a wastewater licence to hotels and restaurants, but effectively it isn't policed at all…" [MW]

Another non-chain hotelier, whilst referring to government and EU pressure, framed this in terms of carbon taxes, notably placing a greater emphasis upon increasing energy costs as a motivator for hotel CER rather than regulations and legislative pressure per se, commenting:

> "…energy costs have risen and keep rising, ah, and, um, there are other pressures now. There's environmental pressures. There's pressure from the EU and pressure from government and carbon taxes…" [GOhC]

Reflecting a common theme throughout the interviews, it was notable that the order and arrangement of cost increases and government stakeholder pressure appeared to prioritise the importance of costs and the effect of increasing costs as a CER motivating factor over coercive stakeholder pressure and legitimation, as the overriding motivation driving hotel CER. Indeed, this participant's comments tended to emphasise the relative lack of importance that hoteliers ascribed to government coercive pressure as a motivator for hotel CER engagement. The perception of coercive government pressure as being relatively unimportant in motivating hotel CER is only emphasised by the fact that no other participant, either hotelier or non-hotelier, made specific reference to government pressure when discussing hotel CER motivations, the implication being that participants did not perceive stakeholder pressure from these stakeholder groups – government and the EU - as being a salient motivator of hotel CER activity in Ireland.

Legislative, and regulatory pressure was also noted as a motivational factor in hotel CER by many non-hoteliers, where a greater emphasis was placed upon legislative and regulatory

pressure as a CER motivating factor by both the hospitality sector environmental consultants and academics, as opposed to the other non-hotelier participants.

As with the hoteliers, where legislative pressure was noted by non-hoteliers, they generally tended to frame their comments regarding the effects of legislations on hotel CER motivations in terms of the lack of onerous environmental regulation affecting the industry. Again, they tended to emphasise the importance of cost savings as a hotel CER motivation, the implication being that legislative and regulatory pressure were not perceived by these non-hoteliers as constituting a salient motivating factor in hotel CER implementation (Appendix 8.9, Table 8.9.14).

For example, one of the environmental consultants commented on the lack of onerous environmental regulations affecting the Irish hotel sector, stating that:

> "I want to start by saying that the legislation is not that onerous…were talking about packaging regulations and they've got to comply with wastewater discharge licences. There's very little legislation in regard to energy management or energy use…The use of water - there's no regulation on that. So, there's limited legislation." [JJ]

Similarly, the other environmental consultant noted the lack of importance of legislative and regulatory pressure as a motivator underpinning hotel CER activities, instead emphasising the importance of cost savings, where he commented that "the primary drive is saving money", before subsequently adding that the GHA were:

> "using that as a vehicle, the cost saving and the legislation, to get them in some ways to recognise that there is a market for green business and that there's an ethical and a moral requirement for all businesses..." [MD]

Likewise, while a few of the academic participants cited legislative and/or regulatory effects whist discussing hotel CER implementation, when coercive legislative pressure was mentioned, it was framed in terms of costs of non-compliance or cost savings. Indeed, when discussing legislative pressure vis-à-vis hotel CER motivations, while the salience of different motives mentioned did vary between academic participants, it was notable that in all cases, legislative pressure was perceived as a less salient motivator for hotel CER those of costs of non-compliance and/or cost savings.

One academic when discussing legislative pressure suggested motivators for hotel CER in declining order of salience as being: those of cost savings, local authority regulation and customer expectations, commenting that

> "…some people would be more cynical, and they'd say they just see it only as a cost-saving measure…but there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules and regulations, and some see it in order to meet customers' expectations…" [CP]

Another academic when discussing environmental regulation within the context of hotel CER motivations, also appeared to consider environmental regulation as being a less salient motivator of hotel CER practices than both cost savings and 'product – 'although it is notable that later in the interview, this participant proceeded to contradict himself by suggesting that environmental regulations are the most salient motivator of hotel CER activities.

For example, this academic suggested that cost and 'product' are more salient motivators for hotel CER than environmental regulations, where he commented:

> "…so, I think its cost and it's also the product and to whatever extent it's required by regulation, you know." [PJT]

Despite this he subsequently proceeding to suggest that environmental regulation could constitute a salient hotel CER motivator within a chain or group scenario due to internal group stakeholder pressure, commenting:

> "So, I'd imagine the environmental thing would be very tightly managed [in chains]. And probably initially from a regulatory point of view." [PJT]

Conversely, the Hotel Project Manager, despite his earlier comments vis-à-vis cost savings as the primary hotel CER motivator, appeared to suggest that 'EU legislation' as a first order motivator of hotel CER activity, ahead of energy costs reduction, stating:

> "There is now, very much so and it's very much driven, in my view, by EU legislation more than anything else. And also because of energy costs." [SE]

In summary, where hoteliers and non-hoteliers cited legislative pressure when discussing hotel CER motivations, they tended to emphasise the lack of legislative pressure on Irish hotels to engage in environmental initiatives rather than coercive legislative pressure to implement environmental practices. Thus, in general, hoteliers and non-hoteliers alike did not appear to perceive legislative pressure to be a salient motivator of hotel CER activities.

5.2.2.5 State Support

State support was mentioned by half of the non-chain hoteliers and by one of the chain hoteliers within the context of discussing hotel CER motivation (Appendix 8.9, tables 8.9.15 and 8.9.16). Again, the common theme was a perceived lack of state support, rather than state supports being perceived as a positive motivator for hotel CER initiatives in Ireland.

While discussing the positive effects of the EPA Green business scheme, of which the GHA is a component part (the participant was possibly confusing the two schemes), one non-chain participant noted the existence of tax incentives designed to encourage environmentally beneficial capital investments in hotels, commenting that “there's a good bit of incentives out there…there's tax, um, incentivisation too…”. Despite this, later in the interview, this participant, having already suggested government support for hotel CER initiatives through the taxation system, proceeded to suggest a lack of support for hotel sector environmental investments from the SEAI (Sustainable Energy Authority of Ireland), an Irish government semi-state organisation, due to a lack of funding, commenting “…it's [SEAI] out of money. Uh, the programme is probably still there, but there's no funds.”

Similarly, other non-chain hoteliers noted a lack of state support for hotel CER initiatives, framing their comments in terms of a “lack of reward” from government agencies, or emphasising the lack of importance attaching to government grant aid as a motivation for hotel CER implementation.

One participant highlighted a lack of support in terms of “a lack of reward” and funding from Fáilte Ireland, the Irish tourism development authority, commenting:

> “I think that green business in Ireland, the regular green business in Ireland will not increase unless Tourism Ireland embrace it and put some money behind it… they’re not rewarding any hotelier that is doing it…” [SD]

Other non-chain hoteliers commented that grant aid received was not fundamental to their CER engagement decision. For example, one non-chain hotelier, while noting the primacy of cost savings as a motivator of hotel CER activities, also commented that the grant aid his hotel received for capital CER investments from the SEAI “wasn’t fundamental” to his decision to

implement beyond compliance environmental practices in his hotel, before adding "They [SEAI grants] helped, yeah. I mean, I'll take money from anybody…".

Conversely, another non-chain hotelier stated that the receipt of government grant aid was fundamental to his decision to implement beyond compliance environmental initiatives in his hotel, stating:

> "…I wouldn't have, no. I wouldn't have done it [CER]. The, the grant was…that was one of the reasons why I spent." [MN]

Other non-chain hoteliers referred to state support for hotel CER initiatives, framing their comments in monetary terms, this emphasising both the 'cost savings' achieved through the use of grant aid, as well as the importance of grant aid to the implementation of CER practices. For example, one hotelier talked of another hotel which had installed a combined heat and power plant (CHP), which was facilitated through grant aid, stating that:

> "…the funding like that was serious, it was 50% funding, em, funding off their, em, off their, em, off their capital costs for putting in, em, a CHP in it which was a massive, massive saving." [PI]

Themes such as a 'lack of leadership' on the part of state actors regarding hospitality sector environmental engagement were also common amongst non-hoteliers with the emphasis not being on the motivational effects – if any – of state support for hotel CER activities, but rather upon monetary and financial motivations – possibly associated with state support such as grant aid and tax incentives – in the promotion of hotel CER activities in Ireland.

The energy consultant, the EPA representative, environmental consultants and one of the academics all provided examples of how in some cases state support facilitated hotel CER.

For example, one academic made numerous repeated references to state support, yet framed his comments in monetary terms, asserting that many hotel environmental initiatives were directly linked to government and/or EU funding. Emphasising a monetary and financial motivation driving hotel CER activities rather than those of legitimation and stakeholder pressure, this participant suggested that hotel CER activities were 'tied' to some form of government funding, either grant aid or tax incentives. Comments included "a lot of the [CER] initiatives from the industry are tied closely with some form of funding", "I've seen that people will do it [CER] from the point of view of competitive advantage, to be the first in an area to do it or there may be some form of funding to support them in doing it [CER]", "sometimes it's [CER] linked to an initiative that might have been linked to some form of funding", and finally, "it [hotel environmental practices] has been linked to funding in relation to whatever tax incentives or whatever funding there is for whatever type of heating or environmental or whatever it would be. That would be it."

Thus, at least for this participant, hotel CER activities would appear to be primarily motivated by monetary considerations, such as energy cost savings, investment in CER activities and more efficient plant being facilitated by grant aid funding.

In addition, many of these non-hoteliers, specifically the hospitality sector energy consultant, the representative of the environmental regulator and both environmental consultants, all suggested a lack of state support through semi-state organisations for hotel CER activities. This was advanced as a reason for a lack of market penetration by the GHA hospitality sector environmental certification schemes or the failure of Irish hotels to engage in beyond compliance environmental initiatives.

The energy consultant noted a lack of industry support for CER initiatives from government semi-state organisations such as the Sustainable Energy Authority of Ireland (SEAI), before proceeding to describe a lack of support through 'red tape' and bureaucracy – and a lack of 'leadership' in environmental issues from state agencies in the advancement of hotel CER activities, commenting:

> " There is grant aid for CHP [Combined Heat and Power Plant] but, you see, no matter what with the grant aid…the whole thing is costing me [far less?], like, 150k, sure I'm getting 25% or I'm getting 30%', and the amount of red tape and it could go on for six months…" [TN]

Similarly, the EPA representative emphasised a lack of state support in advancing hotel CER activities where he stated:

> "We're [Irish Government] not really bothered about it.' You know, when you have an, you know, you have a sitting target, you know, and you're still missing it, you know, it becomes a concern." [KR]

Likewise, both hospitality sector environmental consultants highlighted a lack of state support for hotel CER activities. Again, both participants framed their comments in terms of a 'lack of leadership' by state actors such as Fáilte Ireland as well as trade bodies such as the Irish Hotels Federation [IHF]. They noted a 'need for leaders' in promoting hotel CER activities.

In order to reiterate the point regarding a lack of state support – and leadership – for hotel CER initiatives in Ireland, one of the environmental consultant provided the example of another industry sector – that of the Irish food industry – where government support through the Irish Food Board (An Bord Bia), promotes sustainable food production, commenting:

> "…If the leadership of any sector move in a certain way – and Bord Bia is a really good counter example, the food manufacturing sector. Bord Bia have developed this Origin Green programme…Their target is, they've already signed up 75% of food manufacturers in Ireland to the Origin Green, which is an environmental management corporate social responsibility programme. Boom. Their target is 95%. They believe they'll get the 95%. Who's leading it? Bord Bia…" [MD]

In summary, while discussing stakeholder pressure in the form of state support for hotel CER activities, for the most part non-hoteliers appeared to emphasise a lack of state support for hotel environmental initiatives rather than positive motivational aspects of state support. Themes such as a 'lack of leadership' from state actors were common with the emphasis being not on the motivational effects – if any – of state support for hotel CER activities but rather upon monetary and financial motivations – possibly associated with state support such as grant aid and tax incentives.

Thus, while just under half of all hoteliers cited state support or – more accurately – a general lack of state support within the context of hotel CER implementation, differences were observed between the responses of chain and non-chain affiliated hoteliers. While only one of the chain affiliated hoteliers mentioned state support, half of the non-chain hoteliers mentioned a perceived lack of state support – whilst discussing hotel CER motivations.

5.2.2.6 Customer Stakeholder Pressure

A key finding of the study was that few participants referred to customer pressure when discussing hotel CER motivations (Appendix 8.9, Tables 8.9.17 to 8.9.19).

Despite this, of the two chain affiliated participants who did refer to stakeholder pressure - aside from internal group coercive pressure – it was notable that both cited stakeholder

pressure from customers, in one case from 'the customer', and in the other case, from large corporates, as salient hotel CER motivators.

For example, when one of the chain participants was asked whether hotel category rating influenced hotel implementation of proactive environmental practices, the participant, whilst agreeing that hotel category rating would be relevant, added, unprompted, that customer pressure would also influence hotel CER implementation, commenting:

> "…I think they'd be pushed into it from the customer point of view." [SV]

Similarly, the other chain participant emphasised the importance of hotel environmental initiatives in acquiring the business of large corporates, where he commented:

> "There's a few things coming, now. We've a desk down there and we get RFP requests referral programmes…There's more and more questions coming in now from the consumer saying, 'What are you actually doing guys and what [environmental] initiatives have you taken?...If I don't do anything, I won't get into that programme. If it comes down to two hotels and one is doing and one is not, you won't get in. Do you know? So that would concern us… Larger corporates. Absolutely…the larger corporates, that'll drive it, funny enough." [SMcP]

Conversely, only one non-chain affiliated hotel cited 'market' pressure when discussing motivations underpinning hotel CER activities, with the following quotation representing the only instance throughout the interviews where a non-chain hotelier explicitly argued that 'market' pressure contributed to the hotel industry adopting more proactive environmental practices where he stated:

> "…it was the tourism industry which actually drove the clean-up of it by virtue of the fact that the visitors didn't want to see it...They didn't want the tourists to see it. They wanted to see the clean green Ireland and so that was a strong part, I think, in terms of cleaning up the industry itself by virtue of the market pressure." [POH]

One of the academics referred to customer 'expectations' as a motivation for hotel CER engagement, yet implicitly suggested CER motivators in declining order of perceived salience as being (1) cost savings, (2) regulation and (3) customer expectation, commenting:

> "…some people would be more cynical, and they'd say they just see it only as a cost-saving measure…but there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules and regulations, and some see it in order to meet customers' expectations because meeting customers' expectations is huge." [CP]

Given the foregoing, as well as the absence of references by other participants to customer pressure as a CER motivator, it can be concluded that customer pressure was not perceived by participants as a significant or salient motivating factor driving hotel adoption of CER practices in Ireland.

5.2.2.7 Financial Institutions

A few hoteliers – again all non-chain affiliated – cited coercive pressure from financial institutions as a motivating influence upon hotel CER (Appendix 8.9, Table 8.9.20). Again, it was notable that in all cases, participants appeared to monetise the effects of hotel CER, emphasising (a) the need to enhance margins, (b) show repayment capacity, and (c) generally show financial institutions a return on investment on hotel CER investments.

For example, one non-chain participant, noted that “the GHA would have been driving financial benefit first and foremost”, adding that there was pressure on hotel managers from shareholders and financial institutions to improve margins, where he commented that, “the person managing…the duty manager, general manager and so on, he just has to keep his peers, be it the shareholders or whoever, banks or whatever, uh, the margins.”

Similarly, a second non-chain hotelier emphasised coercive stakeholder pressure on “our industry” from bank in terms of imposing a “financial structure” and enhanced financial reporting, adding that “in 10 years’ time you wouldn’t have a difficulty doing this [implementing CER initiatives] because you’d have a whole, people will be talking figures”. These participants appear to suggest that coercive stakeholder pressure from banks is leading to an increased pressure to monetise the effects of hotel environmental incentives, the emphasis being on the perceived association between the implementation of hotel environmental practices and the achievement of enhanced margins, with “people talking numbers”.

Finally, another non-chain participant provided a different perspective on coercive pressure from banks and financial institutions as a stakeholder group in motivating hotel CER activities, where he emphasised how supportive one Irish bank was to funding hotel environmental initiatives. Despite this, it was notable that he emphasised the need to achieve cost savings, return on investment, and the repayment capacity of hotel CER investments, these all being necessary to obtain bank funding for hotel CER investments, commenting:

> “AIB [Bank] had this fund last year, I think it was, that if a company…If a company wanted to do a project for €200,000 and they could prove, and it was environmental saving, like a CHP plant or something like that, and they could show that the savings that they were going to make every year would definitely show repayment capacity to pay back the loan over a certain period that they would fund, they would fund the

project. So, the AIB were very conducive to environmental practices, funding development of." [SD]

Non-hoteliers were notable in not making any reference to stakeholder pressure from financial institutions in connection with hotel motivations underpinning CER implementation.

In summary, of all the participants, only a few non-chain hoteliers made any reference to coercive stakeholder pressure from financial institutions as a potential motivator of hotel CER implementation in Ireland, with these participants emphasising coercive pressure from financial institutions on hotels to enhance margins, show repayment capacity and provide a return on investment regarding hotel CER investments. Given the foregoing, it can be concluded that coercive stakeholder pressure from financial institutions was not perceived as a significant motivating factor in advancing Irish hotel CER initiatives by the participants.

5.2.2.8 Industry Support

Again, it was notable that no chain hotelier referred to the concept of industry support when discussing hotel CER motivators. Conversely, a couple of non-chain hoteliers cited industry support for environmental activities – one in positive terms and paradoxically, the other in negative terms when discussing hotel CER motivations (Appendix 8.9, Table 8.9.21).

One non-chain participant suggested that hotels received a lot of 'moral' support from the industry for hotel CER activities, where he commented that:

"There was also a lot of support, moral support if you like, from the industry and from government and everybody else to do that. And it became quite a buzzy thing. There was rarely a month go by that you didn't see somebody in the industry getting their Green Flag award…" [POH]

Conversely, the other non-chain hotelier observed a lack of industry support and policy direction regarding hotel CER initiatives from the Irish Hotels Federation (IHF), the hotel industry representative body, commenting:

> "…the Irish Hotels Federation…I mean thinking more globally and saying, 'Look, do you as a federation have an overall policy with regard to, you know, the greening of hotels or that whole, you know, responsibility area? You know, where do you see it?'…there's no connective…there's no benefit in it. There's no perceived benefit from any I met through the Hotels Federation." [MP]

Among non-hoteliers, only the two-hospitality sector environmental consultants referred to 'industry support' or more correctly, a lack of industry support for hotel CER activities, specifically from the Irish tourism development authority, Fáilte Ireland, and the Irish hotel industry representative body, the Irish Hotels Federation (IHF), as factors in hotel CER implementation. This issue has already been addressed previously under the heading of 'state support' in section 5.3.2.5.

To recap, both consultants appeared to blame a lack of support from these two bodies, one an industry representative organisation, the other a semi-state government body, for a perceived lack of success in encouraging hotels to adopt CER practices in Ireland. Their comments emphasised a lack of 'leadership' in the area of hotel CER, support for, and focus upon, hotel environmental initiatives by these bodies.

In summary, mimetic isomorphism through 'industry support' was generally not perceived as a salient motivating factor underpinning hotel CER implementation for these participants but rather, the lack of said support was perceived as hindering the more widespread adoption of beyond compliance environmental practices by hotels in Ireland.

5.3 Credibility

Several hoteliers – all non-chain hoteliers - referred to legitimation as a CER motivator in terms of the relational concept of 'credibility', this being reflected in terms of how well a hotel is regarded, recognition, 'good kudos', and credibility among peers (Appendix 8.9, Tables 8.9.1 and 8.9.2). In addition, credibility in the marketplace was also mentioned (Appendix 8.9, Table 8.9.3). Notably, hoteliers who framed their response in terms of 'credibility' were all non-chain affiliated hoteliers, with no chain affiliated hotelier citing the relational concept of 'credibility' as a motivating factor in hotel CER.

Differences were noted in relation to participant group references to 'credibility'. Of the non-chain participants who referred to credibility when discussing hotel CER motivations, a third tended to frame CER in terms of either credibility amongst peers. Thus, several non-chain hoteliers suggested forces of mimetic isomorphism at work in motivating hotel CER implementation. Finally, a couple of the non-chain participants also referred to credibility in terms of credibility in the market. Only one of the non-hoteliers referred to legitimation underpinning hotel CER in terms of 'credibility'.

5.3.1 Credibility among Industry Peers

Just over a third of non-chain hoteliers talked of CER implementation in terms of credibility among industry peers when discussing motivations underpinning hotel CER (Appendix 8.9, Table 8.9.1).

Non-chain hoteliers emphasised the idea that CER provides hoteliers with professional credibility among their peers. For example, they framed their comments in terms of it being "a competitive thing" among "people who would know", their hospitality sector colleagues, the idea that hotel CER was "focused on the trade", CER "being good Kudos in our industry", and one hotelier being 'teased' by his industry colleagues as being that "Green Giant".

For example, one non-chain hotelier suggested that hotels engage in CER for reasons of credibility, but not credibility with guests as “guests wouldn’t notice it”, but rather recognition among industry peers – “people who knew would know”, before adding that “it’s a competitive thing”, competitiveness in this instance being reflective of peer group recognition rather than market competitiveness.

The idea that industry peers and not consumers are often the intended audience for hotel CER activities was again reflected in the comments of other non-chain hoteliers, with for example, one non-chain hotelier noting that CER is “focused more on the trade, really…I think it’s still a trade thing…”, the suggestion being that the consumer doesn’t “see it [CER]”.

Similarly, another non-chain hotelier referred to hotel CER engagement as ‘being good kudos in our industry…’, before proceeding to emphasise the collaborative nature of hotel CER initiatives where he added that “it’s no harm in sharing it [with other hoteliers]”. Again, ‘kudos’ in this instance appears to reflect peer group recognition for hotel CER initiatives rather than consumer or market recognition.

Likewise, and reflective of legitimation in the form of mimetic isomorphism, another non-chain hotelier stated that he was “trying to bring all the hotels here in town…to focus on it [CER]…”, before adding, “they all slag me, ‘Oh, you’re the green giant’”, the final comment reflective of perceived peer group recognition of his hotel CER advocacy. Indeed, this hoteliers’ final comment relating to the ‘Green Giant’ also suggests that as well as forces of mimetic isomorphism, peer pressure, recognition and credibility among peers, some non-chain hoteliers may also be motivated by concepts of self-image and self-worth to engage in sustainability initiatives.

Another non-chain hotelier noted that he had produced a booklet with a view to communicating the nature of his hotel's sustainability initiatives, yet his comments were framed in terms of his own perceived self-image, where he commented that he'd "…had people, people ringing us, writing us, emailing us, 'Can you please send us one, a signed one?' A signed one…", before adding "I'm nearly a celebrity". [JF]

As with the chain hoteliers, non-hoteliers generally did not frame their responses in terms of credibility among industry peers, with for example, only one non-hotelier - one of the hospitality sector environmental consultants - referring to the concept of credibility in terms of mimetic isomorphism, esteem, and 'competition' among industry peers - "colleagues" - as a hotel CER motivator (Appendix 8.9, Table 8.9.2), where he commented:

> "Competition maybe…and the fact that their colleagues are doing it. Actually, there's…the hotel down the road is involved in that programme and they've talked highly of it, so let's do it. For that reason alone." [JJ]

5.3.2 Credibility within the marketplace

Comparatively fewer references were made by hoteliers to CER in terms of 'credibility' within the marketplace, with only two non-chain hoteliers referring to 'credibility in the market' when discussing motivations underpinning hotel CER (Appendix 8.9, Table 8.9.3). For example, one non-chain hotelier outlined how his hotel was over 200 years old and that hotels had originally had their own gardens for growing vegetables and fruit – noting that "it was self-sustainable…there's credibility and passion".

Likewise, another non-chain hotelier associated hotel CER engagement with what he termed "credibility in the market", this being linking this to "how well you're regarded", again appearing to associate concepts of 'esteem' with motivations underpinning hotel CER engagement. He

commented that “those competitive advantages” accruing to hotel CER initiatives extend “across just capturing customers…into capturing staff” and “getting credibility in the market with suppliers because it’s [CER engagement] all about how well you’re regarded”. [POH]

These comments and the lack of participant comment regarding ‘credibility’ within the marketplace appear to reinforce the points noted previously, where participants perceived that Irish hotels are not motivated to engage in beyond compliance environmental initiatives for differential competitive reasons (section 4.3), nor do they perceive that customer stakeholder pressure to constitute a salient hotel CER motivator (section 5.2.2.6).

5.4 Motivation of Legitimation – Chapter Summary

Prior empirical research has identified legitimation as constituting a salient motivator for corporate environmental response initiatives.

As outlined in section 2.3.5, legitimation type motivators for CSR/CER initiatives identified by prior empirical research include those of improving stakeholder relationships, responding to stakeholder pressure, perceived stakeholder's concern, and fulfilling stakeholder expectations. For example, stakeholder pressure in the form of compliance with institutional norms as articulated by specific stakeholders such as corporate head office, local communities, customers, trade associations, capital providers, and government have all been identified as salient CSR/CER motivators within prior research. Similarly, coercive stakeholder pressure in the form of regulatory compliance, regulatory signalling, avoiding regulatory action, and the related concept of improving relationships with regulators have also been noted as CSR/CER motivators within prior empirical research.

Within the context of the current study, stakeholder pressure was noted as a motivator underpinning CER within the Irish hotel industry by all participant groups, with just over two thirds of hoteliers included in the sample mentioned external stakeholder pressure when discussing hotel CER motivations. Despite this, it was notable that greater emphasis was placed upon stakeholder pressure as a motivator for hotel CER engagement by non-chain hoteliers relative to chain hoteliers and the other participant groups. Indeed, a feature of participants citing of stakeholder pressure as a CER motivating factor was the near absence of chain affiliated hotelier's references to stakeholder pressure, save for that associated with internal group or chain coercive stakeholder pressure.

In declining order of salience stakeholder groups mentioned by non-chain hoteliers included local community, intermediaries, local authorities, customers, suppliers, government, and the

European Union. Non-hoteliers variously noted sources of stakeholder pressure in declining order of salience such as legislative pressure, local community, local authorities, intermediaries, and state support, as influencing hotel CER implementation decisions.

It was notable that chain hoteliers failed to cite stakeholder pressure from groups such as local community, trade intermediaries, local authorities, government, and industry when discussing hotel CER motivations.

Chain hoteliers did not cite 'local community' influences when discussing hotel CER motivators, yet conversely, half of the non-chain hoteliers framed CER motivations in terms of local community engagement. Similarly, non-hoteliers also cited local community when discussing hotel CER motivations. Thus, engagement with local community appeared to be perceived as a salient CER motivator for non-chain hoteliers and non-hoteliers alike but not for chain hoteliers.

Similarly, non-hoteliers also cited local community when discussing hotel CER motivations, the implication being that stakeholder pressure from, and the desire to engage with, local community, appeared to be perceived as a salient CER motivator for non-chain hoteliers and non-hoteliers alike, but not chain hoteliers.

Again, while no chain affiliated hotelier referred to 'intermediary' influence as a motivator of hotel CER activity, just under half of the non-chain affiliated hoteliers did refer to trade and industry intermediaries when discussing hotel CER. Despite this, their comments appeared to suggest a lack of importance attaching to hotel CER practices by tour operators – their focus being upon rate and their own margins. Indeed, few non-hoteliers referred to trade and industry intermediaries when discussing hotel CER motivations. Thus, in summary, participants appeared to perceive a relative lack of importance attaching to hotel CER by travel

trade intermediaries, the implication being that stakeholder pressure from this external source was not perceived as a salient motivator for hotel CER activities by the participants.

Regarding local authority pressure, only two of non-chain hoteliers and no chain hoteliers referred to stakeholder pressure from local authorities when discussing hotel CER motivators. Both non-chain participants emphasised local authority pressure specifically in terms of waste management and waste collection. In both cases, pressure was framed in terms of increasing waste collection costs, rather than coercive regulatory pressure that one might associate with this stakeholder group. Indeed, the minority of non-hoteliers who mentioned local authority pressure, also emphasised financial motivations such as cost savings or the reducing costs of non-compliance, rather than overt coercive stakeholder pressure from local authorities as a salient motivating factor driving hotel CER implementation.

Again, no chain hoteliers referred to ‘legislative pressure’ when discussing CER motivations. Conversely two thirds of non-chain participants did, their comments being framed in terms of a lack of regulation surrounding hotel environmental issues, a lack of enforcement of existing environmental regulations, meeting minimum legislative requirements, and statutory duty. Thus, the overriding emphasis of non-chain hoteliers was not on the importance of legislative pressure as a motivator for hotel environmental engagement, but rather on its lack of salience as a motivator. Similarly, legislative and regulatory pressure, while noted as a motivational factor in hotel CER by most of the non-hoteliers, was framed in terms of a lack of onerous environmental regulation affecting the industry with the implication that legislative and regulatory pressure was not perceived as a salient motivating factor in hotel CER implementation by hoteliers and non-hoteliers alike.

Finally, the perception of coercive stakeholder pressure from ‘government’ institutions as being relatively unimportant in motivating hotel CER was highlighted by the fact that only one

participant, a non-chain hotelier, made specific reference to government pressure when discussing hotel CER motivations. This was something which no other participant, either hotelier or non-hotelier, referred to. Thus, it can be concluded that participants did not perceive stakeholder pressure from these stakeholder groups – government and the EU - as being a salient motivator of hotel CER activity in Ireland.

'State Support' was mentioned by half of the non-chain hoteliers and one of the chain affiliated hoteliers whilst discussing hotel CER motivations. A central theme of these discussions appeared to be a perceived lack of state support within the context of hotel CER. Non-chain hoteliers tended to refer to state support for hotel CER initiatives in monetary terms, emphasising both the cost savings achieved through the use of grant aid, as well as the importance of grant aid to the implementation of CER practices. These participants appeared to suggest contradictory themes – suggesting both support and a lack of support - from government bodies for hotel CER initiatives. Themes such as a 'lack of leadership' from state actors were common amongst non-hoteliers, with the emphasis being not on the motivational effects – if any – of state support for hotel CER activities, but rather upon monetary and financial motivations – possibly associated with state support such as grant aid and tax incentives – in the promotion of hotel CER activities in Ireland. Thus, hoteliers for the most part emphasised a lack of state support for hotel environmental initiatives, rather than any positive motivational aspects of same.

Few participants referred to 'customer pressure' when discussing hotel CER motivations. In the two instances where chain affiliated participants did refer to stakeholder pressure - aside from group coercive pressure – both cited customer pressure as being a salient motivator. Conversely, only one non-chain affiliated hotelier cited customer pressure when discussing motivations underpinning hotel CER activities. Similarly, one non-hotelier, an academic, also referred to customer 'expectations' as a motivation for hotel CER engagement. Given the

foregoing, as well as the absence of references by most participants to customer pressure as a CER motivator, it can be concluded that customer pressure was generally not perceived by participants to constitute a salient motivating factor advancing hotel adoption of CER practices in Ireland.

Again, it was notable that no chain hotelier referred to industry support whilst discussing CER motivations. Among non-chain hoteliers, only two non-chain hoteliers referred to' industry support' for environmental activities – one in positive terms, and paradoxically, the other in negative terms. Among non-hoteliers, only the two hospitality sector environmental consultants referred to 'industry support' or more correctly, a lack of industry support for hotel CER activities, specifically from the Irish tourism development authority, Fáilte Ireland, and the Irish hotel industry representative body, the Irish Hotels Federation (IHF). Both consultants blamed a lack of support from these two bodies for a perceived lack of success in encouraging hotels to adopt CER practices in Ireland. Ultimately, their comments emphasised a lack of 'leadership' in the area, support for, and focus upon, environmental practices from Fáilte Ireland the Irish Hotels Federation (IHF). Thus, mimetic isomorphism in the form of 'industry support' was not perceived to be a motivating factor underpinning hotel CER implementation for these participants but rather the lack of said support was perceived as hindering the more widespread adoption of beyond compliance environmental practices by hotels in Ireland.

Reflecting upon the influence of financial institutions on hotel CER engagement, only a few non-chain hoteliers referred to coercive stakeholder pressure from financial institutions and other capital providers as a potential motivator of hotel CER implementation in Ireland. Indeed, these participants appearing to monetise the effects of hotel CER, emphasising pressure from banks on hotels to enhance margins, show repayment capacity, and provide a return on investment regarding hotel CER investments. Thus, coercive stakeholder pressure from

financial institutions would not appear to be a significant motivating factor in advancing Irish hotel CER initiatives.

Numerous studies have identified internal coercive stakeholder pressure in the form of head office/organisational environmental policies and practices (e.g. Chan and Wong, 2006:488; Prajogo et al., 2012:12-4; Quazi et al., 2001:536-7) as CER motivators. Indeed, within the context of the current study, group internal coercive stakeholder pressure was noted by just under half of all hoteliers included in the current study who suggested chain membership or internal coercive pressure from within hotel groups, constituted a salient motivating factor in hotel CER engagement – specifically within chains and hotel groups. Again, slight variations were noted between chain and non-chain hoteliers in this regard, with chain hoteliers being slightly more likely to mention internal group coercive pressure to implement CER practices as a salient motivating factor than non-chain hoteliers.

Chain hoteliers variously emphasised the mandatory nature of environmental certification within groups, group coordination of environmental practices, as well as group-wide mandatory membership of environmental certification schemes. Similarly, non-chain hoteliers variously suggested chain hotel CER implementation was ‘a decision made at the top of the chain’, that chains ‘are strong on green policies’, that chain hotels engage in CER as a matter of ‘corporate policy’, that good environmental performance constitutes ‘part of their brand’, and because ‘people do as they’re told’, all issues reflective of coercive isomorphic pressures from internal group stakeholders. Correspondingly, non-hoteliers suggested that within hotel chains, internal group coercive stakeholder pressure constituted a salient motivation for the implementation of hotel CER activities, arguing that this was due to the existence of ‘group policies’, ‘standard practices’, and standard operating procedures within groups.

Despite all participant groups agreeing on the importance of internal group coercive pressure as a motivator for hotel CER within hotel groups, some non-hoteliers, specifically, the hospitality sector environmental consultants, suggested the existence of differing levels of environmental performance or practices within certain – primarily Irish – hotel chains, this suggestive of weaker internal group coercive pressure regarding hotel CER engagement within some hotel groups.

Finally, several hoteliers referred to legitimation type motivations in terms of the relational concept of 'credibility', this being reflected in terms of how well a hotel is regarded, recognition, good kudos, and credibility among peers. In addition, credibility in the marketplace was also mentioned.

Just over a third of hoteliers talked of CER implementation in terms of credibility among industry peers when discussing motivations underpinning hotel CER. Notably, hoteliers who framed their response in terms of 'credibility' were all non-chain affiliated hoteliers, with no chain affiliated hotelier citing the relational concept of 'credibility' as a motivating factor in hotel CER. The idea that industry peers, and not consumers, are the intended audience for hotel CER activities was reflected in the comments of some non-chain hoteliers. A number of non-chain hoteliers also suggested forces of mimetic isomorphism at work in motivating hotel CER implementation.

Some hoteliers also suggested that hoteliers may also be motivated to engage in CER activities for reasons of self-image and self-worth, these also being reflective of mimetic isomorphic pressures, although hoteliers who stated this would generally be regarded by their peer group as environmental leaders within the industry. It was also notable that of the hoteliers selected, only non-chain hoteliers framed their comments regarding hotel CER in

terms of credibility. Conversely, chain hoteliers and non-hoteliers alike generally did not cite ‘credibility’ whilst discussing hotel CER motivations.

In conclusion, while all participant groups noted legitimation motivations when discussing hotel CER implementation, significantly different motivational patterns were noted between chain and non-chain hoteliers, vis-à-vis the importance of legitimation as a motivation for hotel CER implementation. Notwithstanding this, in all cases, legitimation as a hotel CER motivator was subordinated to the primary motivation of obtaining cost savings through the implementation of hotel CER initiatives.

6.0 Altruism and Social Responsibility

6.1 Introduction

Prior empirical research has identified altruism as a salient motivator underpinning CER/CSR engagement. Importantly, prior empirical findings have tended to support the, by now generally accepted basic tripartite taxonomy originally advanced by Bansal and Roth (2000), of CER/CSR engagement being motivated by concepts of competitiveness, legitimation, and altruism (Lannelongue et al., 2014:135), with differences between studies generally being related to differences in the salience of altruistic motivations for CER/CSR relative to those of competitiveness and legitimation.

As outlined in section 2.3.5, numerous studies have identified motivations of altruism/social responsibility as first-order CSR/CER motivators, these being variously framed in terms of organisational environmental values, organisational environmental concerns, ecological responsibility, ecological and social responsibility, long-term sustainability, ethical motivations, management attitudes towards environmental stewardship, including beliefs in moral responsibility to protect the environment, senior management values, ethics and support, and senior manager's/founder's personal values and beliefs. Conversely, other studies have identified altruism/social responsibility as an organisational CER/CSR motivator of lower salience than competitiveness, legitimation, or both competitiveness and legitimation, with altruism being framed in these studies in terms of firms having moral obligations, ethical motivations, environmental responsibility, environmental and social responsibility, social concern, top management environmental commitment, and finally managerial attitudes in terms of environmental and ethical awareness.

6.2 'Altruism' as a Hotel CER Motivator

Despite the fact that many prior studies have identified concepts of altruism and social responsibility as either the primary drivers of organisational CSR/CER, and if not the primary motivation, at least a second order CSR/CER motivator (section 2.3.5), a key finding of this study has been the fact that the concept of altruism or social responsibility was rarely mentioned by participants – be they chain hoteliers, non-chain hoteliers, or non-hoteliers – as motivators underpinning CER activity within the Irish hotel accommodation sector.

Despite this, when discussing motivations underpinning hotel CER engagement in Ireland, some participants did discuss concepts such as social responsibility, corporate social responsibility, having a responsibility, and doing 'the right thing'.

Among chain hoteliers, while altruism and/or social responsibility as a concept was noted by all but one of the chain participants, it was notable that this concept was predominantly cited by two chain hoteliers, both working for the same large international hotel group – Rezidor, owner of the Radisson brand – in different properties and roles.

In addition, where altruism and/or social responsibility was mentioned by chain hoteliers within the context of hotel CER motivations, it was invariably noted to be of a lesser salience as a CER motivator to those of competitiveness (cost savings), and/or legitimation.

Chain participants often framed their comments regarding altruism as a hotel CER motivator in terms of hotel CER engagement being an issue driven by corporate head office, rather than the individual hotel, with CER initiatives often being described as being a 'luxury' and something 'nice' to do, where the 'organisation' was perceived as having a social obligation, rather than the individual hotel. Typical comments included "we're a big company and we've

got obligations", a company being "so big that you've got social choices", that "responsibility" was "driven by head office" and "from corporate head office we have a responsibility programme". Finally, one chain participant framed altruism within the context of hotel CER motivations as being something aspirational, a goal to be achieved in the future.

Importantly, chain participants did not perceive altruism/social responsibility to constitute a salient motivator for hotel CER motivator. Rather, the perception among chain hoteliers was not of altruism/social responsibility constituting a hotel-level CER motivator, but rather the idea of altruism constituting a firm/group-level motivator, this being a recurring theme throughout the interviews. Related to this was the repeated framing of social responsibility as a CER motivator in terms of greater firm size, with many chain participants suggesting that larger firm size was associated with having 'social obligations', the implication being that chain participants did not perceive smaller firms as having a 'social obligation', or at least not to the same extent as larger organisations. Given the predominantly SME based structure of the Irish hotel accommodation sector with the average hotel size being 68 rooms (Chapter 3, Table 3.3.1), it would appear that the participants did not perceive individual hotels as having a social responsibility, this being the remit of larger corporates and 'corporate head office'.

Two chain hoteliers, while emphasising the primacy of cost savings as a CER motivator, reflected upon altruism and social responsibility as a motivational concept framed in terms of 'having an obligation', with one commenting:

> "…we do it for a couple of reasons and clearly one is a financial objective…and then secondly, we're a big company and we've got an obligation…these are things, like, we just should be doing…and then I think outside of the hotel, at a corporate level for us within the company is this something we should do? We're so big…you get to a point when your company's so big that you have big social choices…these are just things

> that someone in our company thought this was the right thing to do…what it does for the hotels thought is that, like I said before, we have clear financial goals we want to achieve and also, we as a company, socially want to do more." [TY]

For this participant, hotel CER was perceived as a concept promoted externally to the hotel but 'within the company' – corporate head office – by someone who 'thought this was the right thing to do', with altruism/social responsibility as a hotel CER motivator being associated with larger organisations and 'other people' within those organisations but external to the individual hotel.

Likewise, the other chain participant from the same hotel chain reflected upon the idea of altruism constituting an organisational level CER motivator, external to that of the individual hotel, rather than a hotel level CER motivator; this participant, as noted previously, having framed hotel level CER initiatives in existential terms of 'saving money', 'saving jobs' and 'saving the business'. Again, 'responsibility' was driven by corporate 'head office', this being reflective of perceived differences in CER motivations between different organisational levels as well as the lower perceived salience of altruism and social responsibility as CER motivators at the level of the individual hotel, where he commented:

> "I won't fluff it and say 'Look. We're doing it for the community and we're doing it for'. Like, there is that responsibility driven by Head Office but on the ground here we're doing it to save money, to save jobs, to save the business. [AN]

Indeed, this participant proceeded to reiterate the perceived importance of internal coercive pressure from corporate head office, in effect legitimation, as a hotel CER motivator for chain hotels, noting:

> "Yes. Like, I suppose, from Corporate Head Office we have a social responsibility programme. We were the first hotel group in the world to have one and it's progressed and progressed and progressed." [AN]

Another chain participant reflected upon the concept of Corporate Social Responsibility, again not strictly in terms of altruism and hotels having a responsibility to society, but rather in terms of CSR being an aspiration, being 'nice to do', and a 'luxury' his chain aspires to, where he commented:

> "And I suppose when we started, when we say we're, we got a head start, you know, when we look at the like of the Hiltons, we're small compared to these fellows… they've a corporate social responsibility, big money behind it…they had corporate social responsibility people. We don't, you know. I do it, but I mean we don't have that luxury and they're there…that's all they do and that's all they talk about. And it's quite extraordinary. And like it is nice, I suppose, something to do, but you do. [SV]

These comments are all suggestive of altruism/corporate responsibility as being perceived as something aspirational in nature, lacking salience, and being something to be achieved in the future, rather than being something which currently motivates his chain's CER initiatives. Thus, these comments appear to reflect a perceived lack of salience attaching to altruism and social responsibility as hotel level CER motivators, this being something which he associated with larger organisations possessing greater resources than his own chain.

Chain hoteliers were notable for tending to discuss altruism/social responsibility not in terms of hotel CER motivations, but rather in terms of internal chain coercive stakeholder pressure to engage in CER initiatives, social responsibility being perceived as being associated with larger chain size and greater resources.

Non-chain hoteliers, by way of contrast with chain hoteliers, generally did not frame their comments vis-à-vis altruism/social responsibility as CER motivators in these terms. Rather, non-chain participants tended to frame the concepts of altruism and social responsibility as third level hotel CER motivators behind those of cost saving and legitimation.

Unlike chain hoteliers who framed the concept of social responsibility as an organisation level CER motivator, rather than a hotel level CER motivator, several non-chain hoteliers outlined how they perceived altruism and social responsibility as having a lower salience than competitiveness and legitimation as hotel CER motivators. For example, non-chain hoteliers, when discussing hotel social responsibility, tended to focus upon commercial imperatives, often referring to concepts such as social responsibility and "having a social conscience" in negative terms.

Thus, while some non-chain participants talked in terms of hotels having "a corporate responsibility", "environmental and social responsibility", and CER engagement being "something that you should do" and "doing the right thing", other non-chain hoteliers talked of societal benefits such as "a reduction in CO_2 emissions" as a "side benefit" of hotel CER initiatives – the primary benefit being 'cost savings'. Other non-chain hoteliers framed the concept of hotel social responsibility in terms of legitimation rather than in altruistic terms, where they referred to "the general environment for the public", and "social responsibility…with the local community".

For example, one non-chain hotel manager compared himself favourably to his environment and maintenance manager, noting that while his subordinate was a 'bit of a social conscience and 'would 'want to do it right', he perceived the altruistic motivation on the part of his subordinate for hotel CER engagement in negative terms. This participant then proceeded to reflect positively upon his own 'commerciality' relative to that of his subordinate, stating

unequivocally that for him, his hotel's CER engagement was primarily motivated by a desire to save money, stating:

> "…he's, he's a kind of bit of social conscience at times. You know, I wouldn't, I'd take a chance…I'd take a chance to try and save myself a couple of bob, whereas [Name] will want to do it right…but that's because there's a bit of business in me…" [MN]

Another non-chain participant reflected upon organisation size, in this case hotel size as opposed to chain size, as influencing 'corporate responsibility'. The participant's comments were notable in that he framed his comments in existential terms, something which some participants did when discussing cost savings as a CER motivator. Notably, though, while this participant suggests that his hotel has a 'corporate responsibility' not to ruin 'rural Ireland', this 'altruistic' motivation ultimately remains secondary to that of cost savings and his own commerciality, where he stated unequivocally:

> "…commercially, I'm very much a commercial-based person, you know what I mean, the business, you know, so commercially, from a savings perspective, we looked at that [CER]. Em, from a corporate responsibility perspective, you know, the fact that we have a big building in a, in, in rural Ireland, that we want to make sure that we're not ruining rural Ireland because if we didn't have beautiful rural Ireland, we wouldn't have a business, there would be no reason to come here…so, they are the reasons why we did it. Primarily commercial. Em, savings more than anything else rather than making money. Em, so that was the reasons why, that's the reason we initially did it." [SD]

Again, this participant's comments are notable for the fact that rather than emphasising the importance of altruism or social responsibility as a hotel CER motivator, the participant invoked

existential images where he suggested that he ‘wouldn’t have a business’ in ‘rural Ireland’ if his hotel did not engage in CER activities. Thus, issues of commerciality, business self-preservation and ultimately self-interest would appear to be the primary motivators for this hoteliers CER initiatives despite the participant appearing to initially suggest issues of social responsibility and the protection of the environment as a salient hotel CER motivator.

As with the chain hoteliers, some non-chain hoteliers talked of social responsibility in terms of benefits rather than in strictly motivational terms, social responsibility being perceived as a ‘side benefit’ of, rather than as a hotel CER motivation in and of itself which advances hotel CER engagement.

One non-chain hotelier, when probed on a previous response where he had stated that his hotel initially engaged in CER activities for financial reasons, confirmed his previous comments by stating ‘initially, yes’, before proceeding to talk of altruistic ‘side benefits’ of hotel CER initiatives in hypothetical terms. Again, his comments are notable in that they were not framed in terms of motivations such as altruism or social responsibility, but rather in terms of hotel CER activities potential for providing societal ‘side benefits’ such as lower CO_2 emissions in the future, where he stated:

> “…there is a side benefit of it, which is, ah, take the case of this hotel…if every hotel in the country did something like that, collectively that would make a very important contribution to a reduction in the CO_2 emissions.” [GOhC]

Similarly, another non-chain hotelier noted the perception of having done ‘the right thing’, commenting, “we have it because we've done it and we sort of feel like if you've the award, well then you've done something right to get it.”, having ‘done the right thing’ being noted as

a consequence of actions undertaken primarily for reasons of competitiveness, rather than for altruistic reasons, where she stated:

> "I suppose we did it as well to try and streamline costs. Now, that would have been a big motivator for us here, as well as, you know, um, as well as sort of, I'm not sure what recognition we were, I don't think we were looking really for the award so much as wanting to say, 'Well, we have it because we've done it and we sort of feel like if you've the award, well then you've done something right to get it." [ED]

Again, these comments emphasise the salience of competitiveness as the primary CER motivator, with altruism/social responsibility being perceived as a second-order hotel CER motivator.

While a few non-chain hoteliers did cite altruism or a sense of social responsibility as being salient hotel CER motivators, their comments are interesting for several reasons. For example, one non-chain hotelier initially appeared to suggest altruism in terms of 'environmental and social responsibility' as the primary hotel CER motivator, with cost savings a benefit accruing to hotel CER implementation, when he stated:

> "…what's motivated us, uh, from, from day one…in everything we do, we want to be environmentally responsible, socially responsible…that's our, let's say, our, our ethos and philosophy… so, initially it was all driven by, by a social responsibility…" [FOJ]

Despite this, the participant subsequently proceeded to emphasise the fact that he 'also saw the benefit of cost savings', before appearing to reverse the order of salience between social responsibility and cost savings, where he commented:

> "…but then we also saw the benefit of cost savings…the other is yes, there are reduced costs. I mean, when you do it properly and you've invested in it, of course there, there's going to be reduced costs. Um, and I guess the other is, is being socially responsible…" [FOJ]

Similarly, another non-chain hotelier initially appeared to suggest altruism as a first-order hotel CER motivator due to the lack of 'real benefits' - financial benefits - associated with hotel CER activities. The participant was referring to cost benefits accruing to hotel CER activities, something which he viewed as "very unquantifiable" and "nebulous…in terms of its real benefit". He subsequently argued that hoteliers engage in CER activities because it is something that "you should do", this suggestive of an obligation or responsibility, ultimately suggesting altruism/social responsibility as a first-order hotel CER motivator, before noting that overriding salience of cost savings as a hotel CER motivator, where he concluded:

> "I mean if there's a clear cost saving, you know, I'd be jumping all over it [CER]" [MP]

Again, this participants' comments, while initially suggesting altruism or social responsibility as a hotel CER motivator, only serve to emphasise the perceived lack of importance attaching to altruism as a hotel CER motivator relative to that of cost savings. For example, the participant, while noting the 'nebulous and unquantifiable' nature of CER derived cost savings ultimately admits that if there was a 'clear' cost saving to be achieved through hotel CER initiatives, these cost savings would constitute the most salient motivator and not altruism/social responsibility.

As with both the chain and non-chain participants, some non-hoteliers also framed their perceptions of motivations underpinning hotel 'social responsibility' in terms of legitimation,

specifically external and internal coercive stakeholder pressure to engage in CER initiatives, rather than in purely altruistic terms per se.

For example, one non-hotelier, an academic, repeatedly referred to hotels adapting 'good…thoughtful environmental practices', 'acting in a responsible manner', 'being seen more as a responsible operator', 'becoming conscientious', and 'having a responsibility', comments all suggestive of hotels being motivated to engage in CER activities for reasons of altruism and/or social responsibility. Despite this, the individual's comments subsequently attempt to abdicate responsibility for hotel social responsibility to external agencies, emphasising legitimation in the form of external coercive stakeholder pressure, specifically local authorities as a salient motivator, and to a lesser extent customer pressure, where she noted the desire to create 'visibility' amongst clients, and be seen to be a 'responsible business operator', commenting:

> "So, I think…that a lot of hoteliers have become quite conscientious in that they see that they have a responsibility to do something about that area, but then very often local authorities will have various restrictions in place…so, local authorities take responsibility, but I think the hoteliers as well and I think part of it is to be conscious, but also part of it is awareness that we have to look after, you know. What Ireland has here is we have a very unique asset and that is most definitely our island. And we are the only people who can look after it because we have a responsibility around it. So, I think from that perspective, I think it means something. Whereas you know, if they're demonstrating to their clients, many of their business clients that they are keen to adopt good, although I don't think good is necessarily the right word, but you know, thoughtful environmental practices, they too as a business are acting in a responsible manner. You're seen as being more of a responsible business operator if you're engaging in practices that are now accepted widely amongst people." [CP]

Likewise, other non-hoteliers also framed their discussion of hotel social responsibility in terms of legitimation rather than in strictly altruistic terms. Indeed, non-hoteliers, when discussing hotel 'social responsibility', often tended to emphasise the importance of chain membership and ultimately internal coercive stakeholder pressure as a hotel CER motivator.

For example, one of the environmental consultants when discussing the Rezidor groups 'CSR policy' and their 'good CSR and good environmental', while emphasising the primacy of cost savings as a hotel CER motivator, noted the role of corporate head office internal coercive stakeholder pressure in encouraging hotel CER activity, this being reflective of motivations of legitimation, rather than that of altruism at the level of the individual hotel, where he stated:

> "We're sitting in a hotel where they're multinational. They have a CSR policy, procedures… mandatory across the Group…they also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do." [MD]

Similarly, one of the hospitality sector academics also reflected upon group 'corporate responsibility' in terms of group internal coercive stakeholder pressure, competitiveness in terms of cost savings, and legitimation in terms of "creating a perception amongst the customers" that "they're right on, they're doing things", rather than strictly in terms of altruism as a hotel CER motivator, where he commented:

> "…if they're part of a larger group, there may well be some form of Group corporate responsibility in relation to what they're going to look at on a global thing in relation to carbon footprint or impact on the environment or anything else…I don't want to be cynical about it, but I think that a lot of them would be motivated by either saving money

> or by creating perception amongst the customers that they're right on, they're doing things." [SF]

Here again, the idea of hotels having social responsibility was ascribed to the 'group' level, rather than that of the individual hotel, while this participant again emphasised the importance cost savings and legitimation as the primary motivators of hotel CER activities in Ireland, rather than that of altruism/social responsibility.

Interestingly, amongst all participant groups, chain, non-chain, and non-hotelier alike, ultimately, only one participant, the EPA representative, appeared to suggest altruism as a possible hotel CER/CSR motivator, where he talked of one hotel having 'a very strong CSR mentality'. Yet even in this instance, his comments were framed in terms of legitimation, with CSR being framed in terms of 'having a very strong relationship with their local community' – rather than in purely altruistic terms, where he commented:

> "…Some properties might, say for example, the hotel at Garryvoe is a good example in Cork. They have a very strong relationship with their local community there. So, they would, you know, whether it's formally or informally would have a very strong CSR mentality. So, they would, you know, probably without even being in the scheme, they would probably do the things that they do anyway…they've got world best standard when it comes to environment. They probably would do that sort of stuff anyway. What we've done is probably channel their thinking a little bit more and, but you know, they would do that." [KR]

6.3 Importance of Senior Management Support and Individual Belief Systems as facilitators of hotel CER

A notable feature of participant comment regarding motivations for hotel CER engagement surrounded the perceived importance of advocacy and championing activity to CER implementation. Indeed, many participants talked of the need for a 'believer' in order to advance CER initiatives within a hospitality context.

All chain hoteliers noted the importance of advocacy and championing activity to hotel CER implementation (Appendix 8.10, Table 8.10.4). For example, chain participants variously noting the importance of individuals to hotel CER implementation, the need for senior managerial support, the need for leadership, and finally the need for 'green champions' in order the implement CER initiatives.

The importance of individuals 'driving' hotel CER initiatives was noted by a couple of chain hoteliers with comments such as 'I drove it here', and 'that'll be driven by the general manager' being typical, with for example, one chain hotelier reflecting upon how he was responsible for 'driving' his hotels CER initiatives, where he commented:

> "…I suppose I drove it here probably a lot further than a lot of, well, I would say any hotel in the country…as in we drove it and drove it and drove it." [AN]

Likewise, another chain hotelier reflected upon the importance of 'individuals' to hotel CER engagement, where he noted that even within chains, variations in CER engagement exist between hotels as 'they're not the same', differences in CER engagement being attributed to differences between hotel general managers across group hotels, where he commented:

> "…you'd probably go to each hotel on the basis they're not the same. You know. Even within the same group…but that'll be driven by the General Manager, then, who's driving that stuff…." [SMcP]

Another chain participant emphasised the importance of senior managerial support as well as that of 'all the individual heads of departments' for hotel CER engagement, stating that without 'support from the top down, forget about it', commenting:

> "…you have to have the support from the top down. If you don't have the support from the top down, forget about it…you need the support from all the individual heads of departments." [DE]

A notable feature of chain participant comment regarding hotel CER engagement revolved around the perceived importance of leadership, advocacy, and championing behaviour in advancing hotel CER implementation.

One participant talked about focusing on getting more 'champions within the departments to be involved in the green sustainability team' [DE], while another noted the requirement for championing behaviour in order to implement CER initiatives, commenting that hotels, "need to have a champion to drive the thing. You need a couple of champions to drive it" [SV].

Indeed, this participant noted that hotels don't employ environmental managers, but rather suggested that managers who are 'interested' become 'accidental environmental managers', adding that his chain employed 'green champions', rather than environmental managers, with this being linked an individual's level of 'interest' in sustainability, commenting:

> “For the hotel sector, there isn't an environmental manager in hotels as such. There's, as I call them, the accidental managers. Accidental environmental managers. We have employed green champions, you know, only because they're interested.” [SV]

Similarly, another chain hotelier emphasised the need for leadership and the importance of individuals in advancing CER engagement, this being linked to senior management support, where he stated:

> “So, I often think, and, like any business, has a leader, and if the leader is driven by doing these things, it’ll happen. And if the leader isn’t, well, it won’t happen. You know. Because everybody will follow the leader what’s done, done to satisfy the leader…” [SMcP]

Likewise, all of non-chain participants emphasised the importance of individual managers ‘driving’ hotel CER (Appendix 8.10, Table 8.10.5). For example, non-chain hoteliers variously noted the importance of individual managers in promoting hotel CER initiatives, the need for management commitment, the need for senior management ‘buy-in’ to ‘drive it’, the need for senior management to ‘lead the thing’, the requirement for ‘a bit of advocacy’, the need for ‘personal interest’ on the part of the individual manager, and the need for a ‘believer’ in order to implement hotel CER initiatives.

Thus, a feature of non-chain hoteliers comments was the emphasis on the importance of the individual – generally the owner-manager themselves – in advancing hotel CER in non-chain hotels; yet unlike the chain hoteliers, they tended not to frame this in terms of advocacy or championing behaviour, but rather in terms of the importance of individuals in advancing hotel CER initiatives.

Furthermore, many non-chain hoteliers also implied that the degree of hotel CER implementation was causally linked to individual managers belief systems.

For example, some non-chain participants emphasised the importance of senior management support, leadership, and advocacy. Indeed, the idea that hotel CER initiatives would not happen without the owner-manager 'being convinced' constituted a recurring theme among the non-chain participants, with one participant commenting:

> "If [owner-manager's name] didn't, wasn't convinced, it would never go anywhere." [GOhC]

Likewise, another non-chain participant reflected upon the need for the 'manager' or the 'owner' who 'believes in it' to 'drive it', otherwise CER is a 'waste of time' where she commented:

> "…the main thing…it's going to have to be driven by, you have a manager in place or you have an owner that doesn't believe in it, absolutely wasting your time trying to do it…if they don't have the belief of the person who's going to be allowing you to make certain changes…" [ED]

This participant emphasised the importance of senior management 'commitment to it' as a prerequisite for success hotel CER implementation, where she reflected upon her own role in her hotel's CER initiatives:

> "…if you're not, if you're not 100% committed to it [CER], it's not going to work, you know. It's not. Yeah." [ED]

Similarly, another non-chain participant noted that he as general manager ‘had nobody to report to’, and that hotel CER was ‘driven by’ him, noting that coercive stakeholder pressure in the form of legislative pressure was not a consideration, this suggesting that his own personal belief systems were the most important consideration, where he commented:

> “…it's down to the individual, the, the, the manager…It's to do with the general manager. It's to do with the leader…It is driven by an individual. I have nobody to report in to or to say, 'You should be greener. You shouldn't be greener.' In, in, within Irish law…” [SN]

Likewise, when asked how important ‘owner-managers’ were in implementing CER initiatives, another non-chain ‘owner-manager’ commented:

> “Ah, it's a great deal, yeah. I drive it [hotel CER]. I don't do it. I don't do anything with it. I drive it. [hotel CER]” [JF]

Indeed, to reiterate the importance of senior management support, and the importance of the ‘individual’ in promoting hotel CER initiatives, this participant when asked what would happen ‘if he wasn’t there’, cogently stated, “Oh, it wouldn't be happening. It'd fall apart.” [JF]

Other participants emphasised the importance of ‘the individual’ in advancing hotel CER initiatives.

For example, emphasising the importance of ‘individuals’ to hotel CER engagement, one non-chain participant suggested that the nature of his hotel’s CER initiatives could change depending on who was leading the CER initiative, where he stated:

> "…that would probably depend on individual focus, like who you had on your team…you might have just a different emphasis or a different focus on it." [MP]

Another non-chain participant emphasised the need for someone to take 'ownership' for hotel CER initiatives – again emphasising the importance of 'individuals' to hotel CER implementation. In addition, they noted the requirement for hotel CER initiatives to be 'driven by…someone who's interested', commenting:

> "You have to have a driver. You have to have someone who's interested in this…and the ownership has to be taken by somebody also. It has to be driven by somebody..." [JT]

Other non-chain hoteliers specifically noted an association between hotel CER engagement and individual managers personal belief systems.

For example, some non-chain participants suggested that the nature of ownership, specifically owner operated hotels, may be more likely to engage in beyond compliance environmental initiatives due to the influence of the owner manager's personal belief systems, with one non-chain hotelier commenting:

> "Characteristics of a property that will drive…it furthest will be independent SME owner-operated ethically based…because there will be a personal belief…" [POH]

Likewise, another non-chain participant reflected upon the importance of individuals in promoting hotel CER initiatives, framing his comments in 'evangelical' terms, where he compared hotel customer facing front of house marketing functions to 'back of house'

environmental operations, noting that there “seem to be more” evangelists “at the back of the house”, where he commented:

> “There’s very few evangelists at the front of the house. You know, they seem to be more at the back of the house.” [MW]

These comments would appear to suggest a need for enthusiasm and zealousness on the part of the individual in order to promote and engage in hotel CER initiatives. Indeed, this participant’s invoking the term ‘evangelical’ within the context of hotel CER engagement appears to suggest a near ‘religious’ zeal, intensity, and fervent aspect to individuals advocacy and championing of hotel CER initiatives, this being strongly suggestive of the activities being firmly grounded in individual managers’ personal belief systems.

Correspondingly, non-hoteliers, when discussing hotel CER motivations tended to comment on the ‘need for a believer’, the need for ‘champions’ and leadership, that hotel environmental engagement was a ‘mindset’, the need to ‘buy-in’ to CER initiatives, the need for top management support, the importance of the ‘individual’ and personal motivations in advancing hotel CER initiatives.

Reflective of the foregoing, a few non-hoteliers noted that there was ‘a need for a believer’ in order to successfully implement hotel CER initiatives (Appendix 8.10, Table 8.10.6).

For example, one academic, the Head of Department of the Hotel and Catering Management School of an Institute of Technology referred to his schools attainment of the GHA Gold Award – according to himself, the only non-hotel establishment in Ireland to have achieved the GHA hospitality environmental certification – noting that the only reason the school sought to attain

the award was because he ‘gave a damn’ and because he ‘had a killing champion’ who was an ‘ardent believer’, commenting:

> “So, and the department is a Green Hospitality member, we’ve a gold… the reason for that is quite simply because I give a damn, you know, there is no other reason…the other side of that I suppose is that I had a willing champion inside and Patricia our technician, down below is an ardent believer…and without a believer, to be quite honest, you wouldn’t bother your backside…” [AH]

Importantly, this participant also alluded to the fact that hotels engage in beyond compliance environmental initiatives for ‘economic reasons’ and because it ‘saves you bloody money’, rather than for ‘ethical’ reasons. Indeed, he noted that he’d been informed by one of the GHA environmental consultants that his department were the only organisation which had engaged with the GHA scheme for ‘pure ethical reasons’, where he stated:

> “Now, [environmental consultant name] did say to me that probably when he was giving out the awards annually that we were probably the only people in the system that were doing it for pure ethical reasons of some sort. He says everybody else is driven by economics, right? The only reason for reducing here your waste is it saves you bloody money, right?” [AH]

This participant reiterated his view that there was a need for ‘a believer’ in order to implement hotel CER, by referring to the owner-manager of the Garryvoe hotel in County Cork, a GHA platinum award establishment, where he commented:

> “…Garryvoe [hotel name] believes, above all else…but you need at the end of that somebody who believes somewhere along the line.” [AH]

Interestingly, this participant, while noting the requirement for being 'a believer' in order to implement hotel CER initiatives suggested that this is a facilitator, being a necessary but not sufficient condition for hotel CER, with 'economic pay-back' remaining the primary motivator, where he commented:

> "…there are those who believe and then there, but they're, at the end of the day the impetus is value. There is an economic pay-back for having done it…" [AH]

Again, the requirement for senior management support and commitment to ensure successful CER implementation was another theme which was echoed by non-hoteliers.

For example, an academic noted that 'if the GM doesn't care' or 'commit', 'it won't happen':

> "First of all, it won't happen at all if the GM doesn't care, right, and he does or he does not commit." [AH]

Similarly, the EPA representative noted that hotel CER engagement and performance varies between hotels, this being dependent upon 'individuals', with a requirement for 'somebody who's really driving the agenda' – a champion – and support from senior hotel management, where he stated:

> "The [environmental] performance varies from hotel to hotel, purely based on the people that they have in the hotel. If you have somebody who's really driving the agenda and a supportive GM and a good green team, you know, you will get a very different environmental performance." [KR]

Likewise, one of the environmental consultants suggested that even within chains, hotel environmental performance varied depending upon the 'capability and leadership' of individual general managers – this again emphasising the importance of individual leadership and championing activity to hotel CER engagement, where he noted:

> "All the Radissons will be implementing the Responsible Business programme, some better than others, depending on capability and leadership from General Managers." [MD]

Correspondingly, other non-hoteliers also noted the need for 'champions' and leadership in order to implement hotel CER initiatives.

For example, one academic provided examples of hotels which had achieved high levels of environmental performance, but when the interviewer noted that these hotels were all owner operated. The participant suggested a causal link between ownership structure, managerial belief systems, personal motivations and hotel CER engagement. The importance of individual 'motivations' and championing activity by owner-operators, with ownership structure being intrinsically linked to CER implementation, was a point noted by this academic who suggested that SMEs were more likely to engage in beyond compliance environmental initiatives because of 'personal motivations' and an ability to 'direct themselves' – all suggestive of a link between owner-manager belief systems, motivations, and CER implementation, where he stated:

> "…it's coming back to the idea of a champion, that they have, there's a personal motivation…the advantage in the SMEs that they can bring about the resources and time. They can direct themselves. They don't have to wait for Head Office…there are some very good examples of small properties who are family owned who have got

somebody who's acting as a champion who moved down an environmental road for a specific reason. And they've done it." [SF]

Similarly, the other environmental consultant noted the perceived link between hotel ownership structure, owner-manager championing activity and hotel CER engagement, yet it is instructive to note that he suggests that this is 'because it's their own money' – again emphasising the primacy of economic motivations for hotel CER – where he commented:

"…owner managers - very important. Owner managers. The most proactive hoteliers in Ireland because it's their own money. [hotelier names] …they're the champions." [JJ]

Other non-hoteliers also emphasised the importance of the 'individual' in advancing hotel CER initiatives, often focusing on how CER initiatives were embedded in individuals with these initiatives failing or ceasing when individual managers moved to other hotels.

For example, one of environmental consultants noted that a problem 'for greening' was the loss of 'capacity' and 'interest' when managers change jobs, this having a negative effect on hotel CER engagement, commenting:

"…maybe part of the problem is…managers tend to move on. So, you lose all that capacity and interest…" [JJ]

Indeed, the same participant reiterated the idea that hotel CER initiatives were dependent upon specific 'individuals' within hotels, his view being that knowledge and capabilities associated with hotel CER engagement were generally internalised in a single individual. For example, when asked if hotel general managers were effectively the repository for this CER

knowledge and capability, the participant responded, ‘yes…or possibly the green team member’, again focusing on hotels ceasing to engage in CER initiatives when certain employees leave:

> “…what we're recommending is there's a green team, so it's always carried on. So, if someone leaves, it doesn't matter. Okay, you're taking over and here's the folder and continue with the programme. But you know, it doesn't work like that, unfortunately. In theory, in practice it tends to be the person's gone and oh, we'll put away the green folder now, which is just terrible.” [JJ]

Likewise, the EPA representative emphasised the importance of the ‘individual’ in driving hotel CER where he reflected on the loss of CER knowledge and capability when people move between jobs, commenting:

> “… it [CER] is often driven, not corporately by individual, but by individuals…so you may get one particular individual moving from one property to another and they will take those techniques with them and start doing them at the new property…” [KR]

One of the environmental consultants also argued that hotels often left the GHA scheme because when managers leave, ‘boof, there’s no leadership or drive’, this again highlighting the importance of individual managers to hotel CER engagement, where he commented:

> “Churn in management. So, the leader leaves, the green manager leaves, the new manager comes in and, boof, there’s no leadership and drive.” [MD]

A couple of non-hoteliers when discussing hotel CER motivations, also talked of hotel CER engagement in terms of being a ‘mindset’ and a ‘state of mind’, the implication being that hotel

CER engagement was perceived as being intrinsically associated with individuals' personal belief systems.

For example, the EPA representative talked of hotel CER engagement as being 'a state of mind' embodied in the individual, which ceases when that individual changes employment and then the hotel 'just fall back into their old bad behaviours again', where he stated:

> "It's definitely…it's a state of mind…some hotels…one key person will leave and then they just fall back into their bad old behaviours again…" [KR]

Finally, another non-hotelier, an academic, also equated hotel CER to that of a 'mindset' with leadership and the need for leadership being a noted as a prerequisite in order to ensure successful hotel CER implementation, where she commented:

> "…what environmental practices does, it allows them [hoteliers] to really clearly define, you know, what their mindset is around this. And it also allows them to be a leader or a follower. And the leaders are the ones who will stand out very quickly." [CP]

6.4 Motivation of Altruism - Chapter Summary

All participant groups, chain, non-chain, and non-hotelier alike, invoked concepts of corporate social responsibility and hotels having a social responsibility, when discussing hotel CER motivations. Despite this, the most notable feature common to all participant groups comments in relation to altruism and social responsibility was the general perceived lack of salience attaching to altruism and social responsibility as hotel CER motivators in Ireland.

As well as highlighting the primacy of cost savings as a hotel CER motivator, a few chain hoteliers emphasised the issue of CER motivations differing with organisational level. For example, two chain participants noted the importance of internal coercive stakeholder pressure – legitimation – with hotel CER initiatives being 'driven by head office'. These participants noted that at the level of the individual hotel, cost savings were the most salient motivator underpinning hotel CER engagement. Ultimately, for chain participants, altruism and social responsibility were issues which may motivate CER engagement at an organisational level, but cost saving was perceived as the most salient hotel-level CER motivator.

Other chain participants framed their discussion of hotel social responsibility and altruism not so much in terms of hotel CER motivations, but rather in terms of societal benefits accruing to CER initiatives, these constituting a 'side benefit' of, or a consequence of, hotel CER engagement. Indeed, one chain participant, as well as suggesting a lack of salience and immediacy attaching to hotel CER initiatives, spoke of social responsibility in hypothetical terms of being a 'luxury', as something 'nice' to do and a 'goal' be achieved in the future. Here again, chain size was perceived as being associated with the CER motivations of altruism and having a social responsibility, something he implied his chain was not large enough to be motivated by in the past in order to engage in CER initiatives.

Unlike the chain hoteliers, non-chain hoteliers tended not to associate chain and hotel size with motivations of altruism and social responsibility. Rather, non-chain hoteliers emphasised the primacy of competitiveness in terms of cost savings, as well as that of legitimation as more salient hotel CER motivators relative to those of altruism and social responsibility. Indeed, as well as highlighting the primacy of cost savings as a hotel CER motivator, non-chain hoteliers also noted relational legitimation motivations such as external stakeholder pressure from customers and local authorities as hotel level CER motivators, rather than internal coercive stakeholder pressure for CER engagement.

Some non-chain hoteliers also framed their discussion of altruism and social responsibility in terms of their being 'benefits' accruing to hotel CER initiatives. Interestingly, where some non-chain hoteliers initially suggested altruism and social responsibility as salient hotel CER motivators, their subsequent comments often appeared to either reverse the order of salience between altruism and cost savings, highlighting the ultimate primacy of cost savings as a hotel CER motivator, or suggest that altruism was not a first-order hotel CER motivator, hotel CER initiatives being ultimately motivated by concepts of self-interest, the achievement of cost savings, and possibly reasons of legitimation.

Finally, non-hoteliers, when discussing altruism and social responsibility within the context of hotel CER motivations, again tended to frame their discussion of 'social responsibility' in terms of legitimation, and in particular external and internal stakeholder pressure, rather than in purely altruistic terms. For example, as with some non-chain hoteliers, some non-hoteliers suggested that external stakeholder pressure from local authorities and customers constituted salient hotel CER motivators. Other non-hoteliers framed their concept of social responsibility in terms of legitimation in the form internal coercive stakeholder pressure within chains as a salient hotel CER motivator, again suggestive of motivational differences for CER initiatives between various organisational levels. Again, some non-hoteliers suggested that larger chain

size was associated with chains being motivated to engage in CER initiatives for reasons of altruism or social responsibility. Interestingly, one non-hotelier raised a point which no other participant noted. He argued that apart from one chain operating in Ireland, Rezidor, CER engagement among other international chains operating in Ireland was 'appalling, this suggesting that even within hotel chains, altruism and social responsibility may ultimately not be highly salient CER motivators.

Another notable feature of participant comment regarding motivations of altruism/social responsibility for hotel CER engagement surrounded the perceived importance of advocacy and championing activity on the part of individuals to CER implementation.

For example, all chain hoteliers noted the importance of advocacy and championing activity to hotel CER implementation (Appendix 8.10, Table 8.10.4). Indeed, chain participants variously noted the importance of individuals to hotel CER implementation, the need for senior managerial support, the need for leadership, and finally the need for 'green champions' in order the implement CER initiatives.

Likewise, all non-chain hoteliers noted the importance of individual managers 'driving' hotel CER. For example, non-chain hoteliers variously noted the importance of individual managers in promoting hotel CER initiatives, the need for managers 'to be convinced' before CER initiatives could succeed, the need for management commitment and support, the need for senior management 'buy-in' to 'drive it', and the need for senior management to 'lead the thing'. Non-chain participants also noted the requirement for 'a bit of advocacy', the need for 'personal interest' on the part of the individual manager, and the need for a 'believer' in order to implement hotel CER initiatives. Thus, a notable feature of non-chain hoteliers comment regarding hotel CER engagement was the emphasis on the importance of the individual – generally the owner manager themselves – in advancing hotel CER in non-chain hotels, yet

unlike the chain hoteliers, they tended not to frame this in terms of advocacy or championing behaviour but rather simply in terms of the importance of individuals in advancing hotel CER initiatives.

Finally, non-hoteliers, when discussing hotel CER motivations tended to comment on the ‘need for a believer’, the need for ‘champions’ and leadership, that hotel environmental engagement was a ‘mindset’, the need to ‘buy-in’ to CER initiatives, the need for top management support, the importance of the ‘individual’ and personal motivations in advancing hotel CER initiatives, all concepts which suggest the importance of managerial belief systems as facilitators and promoters of hotel CER initiatives.

7.0 Discussion and Conclusion

7.1 Introduction

This research initially set out to address methodological weaknesses inherent in prior ONE research, which were noted in section 2.2.2, and thus extend this literature. The research was originally designed to investigate the nature of the environmental performance-economic performance relationship within small service sector organisations, as well as investigate whether beyond compliance environmental initiatives constituted a potential source of sustainable competitive advantage (SCA). Furthermore, the original research goal was to investigate whether RBV processes underpinned this. The Irish hotel accommodation sector was chosen as the research context. As was noted in section 3.3, after the initial interviews were conducted it became evident that the original research question was inapplicable to the point of irrelevance given the identified nature of hotel CER engagement within the Irish hotel sector. At this juncture, the research question was altered to one of enquiring 'why' hotels engaged in beyond compliance environmental initiatives, rather than one of investigating whether CER initiatives provided hotels with a potential source of sustainable competitive advantage. Despite this, as well as addressing the primary issue as to 'why' small and medium sized service industry firms – hotels – engage in CER initiatives, the findings also provide interesting theoretical insights into the original research question, adding to the ONE literature regarding both the nature of the environmental performance-economic performance relationship, whether CER initiatives within small service sector constitute a potential source of SCA, and whether RBV processes underpin this. I shall address these issues while discussing the theoretical implications of the research findings in section 7.3.1.

This chapter starts (section 7.2) by considering how this research advances prior research, by addressing issues which have been omitted from prior research. This is followed by a discussion of the key findings of the study as well as their theoretical and practical implications.

Limitations inherent in the research are outlined in section 7.4, while areas for future research are noted in section 7.5.

7.2 How this research advances prior research

Prior empirical research into CER has tended to focus on the identification of causal associations between the implementation of CER initiatives and corporate financial performance. This research is predicated upon the belief that organisations are primarily motivated to engage in beyond compliance environmental initiatives for reasons of economic rationality. Ultimately, findings have proven inconclusive. In addition, a vast, diverse, and fragmented mainstream CSR literature exits, the concept of CSR evolving to incorporate environmental issues. This research has predominantly focused upon the hypothesised associations between corporate social performance (CSP) and corporate financial performance (CFP), as well as upon the consequences and impacts of CSR/CSER on firm-level CFP, rather than antecedents of these behaviours. Ultimately, similarly to the ONE literature, much of the CSR research has been predicated upon the 'business-case' for CSR, findings again proving inconclusive due to a general failure to identify a 'definitive' causal link between CSR and profit. Despite the foregoing, firms throughout the world are implementing CER initiatives, often for normative rather than instrumental reasons. While there is a growing awareness of the need to understand what motivates organisations to implement beyond compliance social and environmental initiatives, research is lacking. What research has been conducted has generally been conducted, within larger manufacturing contexts to the exclusion of smaller SME service settings, this being despite the SME sectors' significant collective environmental and economic importance. The tourism sector in general, and the hotel industry in particular, are a case in point, with little research having been conducted into motivations driving CER engagement within an SMTE environment. This is especially the case in Ireland where research is lacking into why hotels implement CER initiatives, this representing a significant research gap.

In the investigation of motivations advancing corporate environmental response, the current study has attempted to address some of the manifest shortcomings associated with prior research into CSR/CSER as outlined in sections 1.1.2.1 to 1.1.2.4, this being the lack of CSR/CER motivations research within SME and service sector organisations, as well as the lack of qualitative research within this subject area. In more detail, this research has attempted to address three of the main shortcomings associated with prior empirical research into motivations advancing corporate environmental response. First, CSR research within SMEs, SMTEs[10], service and within non-manufacturing sectors, as well as within an Irish organisational context, have all been identified as under-researched subject areas. Second, the current study addresses motivations advancing corporate environmental response in general, and hotel CER in particular, a research area which has also been identified as requiring further investigation. Third, in view of the fact that there are surprisingly few qualitative studies in the CSR literature, the current study has used an inductive approach with a view to gaining a better understanding as to the nature of the underlying mechanisms advancing CSR/CER initiatives, the 'how' and 'why' questions, and specifically the motivations underpinning hotel CER engagement.

The current study differs from much prior research by investigating managerial perceptions of the motivations advancing voluntary CER initiatives within a hospitality context, while also focusing upon understanding whether hotel CER motivations differ between chain affiliated and non-chain affiliated hotels. This is a research focus which has been omitted within prior research. In addition, as noted in section 2.3.3.5, in contrast to prior research within a hospitality context, which has focused almost exclusively upon managerial perceptions, the current research also includes accounts from numerous diverse non-hotelier stakeholder groups with significant industry knowledge. Prior research into CSR/CER motivations within a

[10] Small and Medium Sized Tourism Enterprises (SMTE).

hospitality context is notable for only investigating managerial perceptions of CSR/CER motivations to the exclusion of other knowledgeable stakeholder groups. Indeed, while originally included as a means of corroborating and triangulating hotel mangers' perceptions, as well as addressing issues of possible social desirability bias within the sample, the inclusion of non-hotelier participants with important industry knowledge within the sample provides significant additional detail above that which was provided by the hoteliers themselves. As noted in section 3.2.3, in this study accounts have been included from stakeholders including Irish hospitality sector academics, representatives of both the environmental regulator and the national tourism development authority, hospitality sector environmental consultants, a hospitality sector energy consultant, and a hotel group development consultant. Ultimately, these diverse accounts provide additional insights into hotel CER motivations which has hitherto been absent from the extant literature.

While in many respects the accounts and perceptions of non-hoteliers vis-à-vis hotel CER motivations confirmed and corroborated hotel managers' own accounts as to why hotels engaged in voluntary beyond compliance environmental initiatives – primarily with a view to achieving cost savings – as well as the lack of salience attaching to altruism as a hotel CER motivation, the accounts provided by the non-hoteliers also provided significant additional insights over and beyond that provided by the hoteliers themselves. For example, the contention on the part of hoteliers that the hospitality sector environmental consultants promoted hotel CER engagement by emphasising potential instrumental benefits was corroborated by the accounts of the Fáilte Ireland representative, the EPA representative, some of the hospitality sector academics, as well the accounts of the hospitality sector environmental consultants themselves. This is a significant point as it central to both the findings of, and recommendations arising out of this thesis. This is also important as prior research into CSR/CER motivations within a hospitality context has ignored the accounts and perceptions of other influential stakeholder groups. Ultimately, the conclusion drawn in this

thesis is that the promotion of hotel CER initiatives based upon instrumental considerations may in fact be influencing the nature of hotel motivations vis-à-vis corporate environmental response through interaction effects between the motivations of competitiveness and altruism.

In summary, this study investigated corporate motivations advancing voluntary beyond compliance environmental initiatives within an Irish, SMTE and service industry context, specifically, the Irish hotel accommodation sector using an inductive qualitative approach in order to obtain a richer dataset and achieve a better understanding as to what motivates hotels in Ireland to implement CER initiatives.

7.3 Discussion of Research Findings

7.3.1 Theoretical Implications

This section addresses theoretical issues arising from the findings of this research project., these being addressed under two headings. The first section, section 7.3.1.1, discusses the secondary theoretical research question, which revolves around the nature of the relationship between firm-level environmental and economic performance: whether the findings support the contention of much prior ONE research of there being a positive association between firm-level environmental and economic performance, this being predicated upon RBV type processes. The second section, section 7.3.1.2, focuses upon the theoretical implications of the primary research findings relating to hotel CER motivations.

7.3.1.1 Suitability of ONE theoretical constructs in explaining environmental engagement in small service sector organisations.

The findings of the current research have two theoretical implications. First, contrary to the arguments of the 'traditionalist' perspective noted in section 2.1.1.1.1, the findings suggest that implementation of CER initiatives within a service and SME industry context do lead to reduced costs. Second, while the findings suggest a positive association between firm-level environmental and economic performance within the Irish hotel accommodation sector, unlike much of the prior empirical research which provides empirical support for the 'revisionist' theoretical perspective noted in section 2.1.1.1.2, the findings suggest that this positive association between hotel CER engagement and economic performance is not predicated upon RBV type processes.

For example, as noted in section 2.1.1.1.2.2, Sustainable Competitive Advantage (SCA) has been defined by Barney (1991:102) as being when a firm "is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors *and* when these other firms are unable to duplicate the benefits of this strategy". The RBV,

suggests that a firm's internal resources and capabilities have the potential to become a source of firm-level sustainable competitive advantage (SCA) if they possess the attributes of (a) strategic value, (b) rarity, (c) imperfect imitability, and (d) non-substitutability, and have an organisation in place to absorb and apply them, the so called VRIN/O attributes. Thus, the key point is that firm heterogeneity as well as the inimitability of resources, either in firm-specific resources or capabilities, or both, is fundamental to the RBV approaches. The resultant conclusion is that resources and capabilities may have to be generated internally in order to become potential sources of competitive advantage. On the basis of this theory, sustainability of competitive advantage is not of a temporal nature; rather it is a function of whether competitive replication is possible. On the basis of the RBV, contributors such as Aragón-Correa et al (2008), Hart (1995), Judge and Douglas (1998), Klassen and McLaughlin (1996), Russo and Fouts (1997) and Sharma and Vredenburg (1998) have all argued for a positive association between firm-level environmental and economic performance on the basis of proactive firm-level environmental strategies.

While the primary objective of the study was not to ascertain the nature of the association between firm level CEP and CFP, which is something which much ONE research has attempted over the years, the findings are notable in that they do nevertheless suggest a positive association between firm-level environmental performance and economic performance, at least within an SME and service industry context.

As outlined in section 2.1.1.1.1, the 'traditionalist' theoretical perspective, predicated as it is upon neoclassical microeconomic theory with the underlying assumption that pollution-abatement expenditures are non-productive in nature and thus increase costs, implies a uniformly negative association between firm-level environmental and economic performance. This theoretical approach is predicated upon two underlying assumptions: first, pollution control technology is primarily end-of-pipe in nature and therefore non-productive; and

second, that innovations in these technologies were diffused instantaneously and at no cost between organisations, thus negating their potential for becoming potential sources of competitive advantage (Nehrt, 1998:79).

Conversely, RBV theorists suggest that firm level environmental strategies and initiatives hold the potential to become a source of firm-level competitive advantage, the current findings suggest that this may not be the case within an SME and service industry context. As noted in section 2.1.1.1.2.2, Hart (1995) in his Natural-Resource-Based approach has suggested that firms can, through the use of a pollution prevention strategy, obtain a cost based competitive advantage, using the 'key resource' of continuous improvement. Similarly, he argues that a product stewardship strategy can help firms obtain the competitive advantage of competitive pre-emption, through the use of the 'key resource' of stakeholder integration. Hart (1995) claims that these strategies "are rooted in costly-to-copy firm resources and capabilities" (Hart, 1995:999), the causally ambiguous and socially complex nature of these resources and capabilities making them difficult to observe, and thus duplicate (Godfrey and Hill, 1995:522; Hart, 1995:999), this restricting the potential for competitive duplication (Hart, 1995:999).

Much of the ONE research which has identified a positive association between firm-level environmental performance and economic performance has both implicitly and often explicitly, ascribed these positive findings to internal organisational processes which it has been suggested are predicated upon the theoretical constructs such as the RBV and the Natural Resource-Based View. Ultimately, for reasons noted in sections 2.2.2 and 2.2.3.2.2, these studies fail to test whether RBV processes underpin the identified positive associations between CEP and CFP. In addition, as noted in section 2.2.2.9, a lack of any general integrative theoretical framework underpinning prior ONE empirical studies has been noted, while prior empirical research into the RBV has failed to adequately identify and provide

evidence of factors which underpin persistent intra-firm performance differences (Hoopes et al., 2003:897). It has been argued that prior empirical testing of RBV concepts have proven inadequate (Arend, 2006:409,412,417), failing to adequately measure the benefits predicted by the theory, failing to account for the cost of focal resources, failing to adequately address issues of resource value, rarity, inimitability and non-substitutability and finally failing to control for the effects of resource level (Arend, 2006:410-12), with no one study attempting to test all of the theory's theoretical tenets simultaneously (Arend, 2006:418). Correspondingly, as noted in section 2.2.3.2.2, four fundamental theoretical weaknesses have been associated with the RBV: these being the tautological nature of the approach; the external determination of resource value; the imprecise and all-inclusive nature of the resource definitions; and finally, the so called 'sufficiency critique', whereby it is argued that VRIN/O is neither necessary or sufficient in order to explain the source of a firms sustained competitive advantage.

Elements of both theoretical approaches have been confirmed by the current findings. For example, as suggested by the 'traditionalist' approach, due to the use of VEPs in order to promote hotel CER engagement, innovations in environmental knowledge and technologies were diffused instantaneously and at no cost between organisations, thus negating their potential for becoming potential sources of competitive advantage. As noted above, firm heterogeneity as well as the inimitability of resources is fundamental to the RBV approaches, the resultant conclusion is that resources and capabilities may have to be generated internally in order to become potential sources of competitive advantage. The findings indicate that in the case of Irish hotels, both the EPA and the GHA environmental consultants provide environmental knowledge and information at small cost to hoteliers, with the implication that this knowledge and capability is not generated internally to the organisation. Thus, the RBV and Natural RBV perspectives are also unable to explain hotel CER engagement for the same reasons. The low-cost diffusion of environmental knowledge between hospitality sector organisations, as well as the low cost nature of the hotel CER initiatives themselves, limited

as they are to energy, water, and waste management activities, means that competitive duplication is possible and the VRIN/O assumptions upon which the RBV approaches rely for their explanatory power are not met.

Interestingly, while there is little doubt that hoteliers in Ireland achieved cost savings through the use of beyond compliance environmental initiatives, these primarily revolving around, and limited to, energy, water, and waste strategies, it was notable that the hoteliers did not perceive these environmental initiatives and the associated costs savings as providing them with "competitive advantage". Rather these cost saving were characterised as being reflective of common sense and good management. For example, a few non-chain hoteliers variously characterised their CER initiatives which were primarily focused upon energy, water, and waste management, as "Simple common sense. A lot of it is common sense, you know. A lot of it is common sense", "Good practice. Good practice.", "common sense would say it, it, it's, it should be positive", with another hotelier added, that "that which is done is primarily driven by common sense, financial implications."

Here again, the finding of this research differs from the orthodox theories. Again, noting many of the deficiencies associated with the productivity studies of the 1970's, briefly outlined in section 2.1.1.1.1, which were predicated upon the 'traditionalist' theoretical perspective, these findings suggest that beyond compliance environmental initiatives, at least those which are conducted within an SME and service industry context, ultimately do not lead to increased costs. Indeed, the findings are unambiguous in terms of hotelier's beliefs that hotel CER initiatives reduce costs, although the scale and temporal nature of these savings would appear to be questionable. Ultimately, this research suggests that Irish hotels would appear to implement CER initiatives, albeit limited to energy, water, and waste management activities, in order to reduce costs. This suggests the existence of a perceived positive association between firm-level environmental and economic performance on the part of hoteliers. Indeed,

while numerous hoteliers talked of the extra work and paperwork involved in implementing CER initiatives (appendix 8.11, table 8.11.1), it was notable that all participants perceived the benefits, framed in terms of reduced costs, to exceed the inconvenience of implementing CER initiatives framed in terms of additional paperwork, additional work, lack of time, and the need for a fulltime person to manage the process.

Typical comments emphasising the additional workload associated with hotel CER engagement included, “The GHA award, which is great though. It's a lot of admin. A lot of admin….administration can be quite tough because there is a lot of recording to do, but there's no real disadvantages…It has taken a lot of hard work.”, “…and it becomes kind of an enormous task then to do what you would like to do”, “I suppose the negative part would only the fact there's a lot of work for everybody and there's a lot of continuous work”, “because I looked at the criteria…when we got into it, there was a lot of paperwork and so on…Mountains and mountains of paperwork and so on.”, “…paperwork. Yeah, I mean, if you’ve involved in the Green Hospitality thing the amount of flipping paperwork you have to fill in to show that you’re doing the stuff “, “So, they don’t have time to be filling in paperwork, reams of benchmarking practices and your benchmarking, you have to fill in all these forms and all that kind of shite and I don’t have the time to do that.”. Full quotations are noted in appendix 8.11, table 8.11.1.

In summary, while the theoretical perspectives noted in section 2.1.1.1, addressing the nature of the hypothesised association between CEP and CFP, may be capable of explaining organisational environmental engagement in larger manufacturing contexts, the findings of this study suggest that these orthodox theoretical constructs which have often been used to provide the theoretical the basis for the organisations and the natural environment literature, are not capable of explaining, at least within an Irish hospitality context, SMTE engagement in beyond compliance environmental initiatives. Ultimately, these findings suggest that given

the structure of the Irish hotel industry as well as the use of VEPS to encourage hotel environmental engagement, the VRIN/O attributes of the RBV approaches to sustainable competitive advantage are not met. In addition, these findings suggest that the theoretical foundations upon which much of the ONE literature is predicated may not be applicable within smaller service industry contexts, where knowledge of environmental practices can be, and often is, transferred at little or no cost between organisations. In short, Irish hoteliers would appear to neither perceive hotel environmental initiatives as constituting a source of competitive advantage or perceive the cost savings accruing to the implementation of these initiatives as providing 'competitive' benefits.

7.3.1.2 Hotel CER Motivations

This section provides a discussion of how the findings differ from much prior research, specifically regarding the CER motivations of competitiveness, legitimation, and altruism. Differences between chain and non-chain hoteliers relating to primacy of competitiveness and cost savings, the motivation of legitimation, as well as concepts of altruism and social responsibility are discussed. The importance of advocacy and championing activity on the part of individuals to hotel CER engagement is also discussed, before the section concludes by describing contradictions inherent within the findings, as well as possible interaction effects between motivations of competitiveness and altruism.

The salience of different CER motivators

Much prior empirical research, being quantitative in nature, has often provided little more than an ordinal listing of CSR/CER motivations. These motivations, together with their measurement constructs, being simply identified from within the extant literature. Conversely, many of the qualitative studies examined, while providing significant detail regarding the motivations advancing CSR/CER initiatives, have often provided little insight into the relative salience of different CSR/CER motivations. Ultimately, the current research findings differ

significantly from that of prior empirical research. For example, of the limited number of studies which have investigated CSR/CER motivations within a hospitality industry setting, few have identified competitiveness as a first-order CSR/CER motivation, while those hospitality sector studies which have identified motivations of competitiveness as a salient CER motivation, have identified competitiveness as constituting a second-order CSR/CER motivation behind those of legitimation and/or altruism.

The key finding of the current research was that all participants across all participant groups, chain hoteliers, non-chain hoteliers and non-hoteliers alike, were in general agreement that competitiveness in the form of 'cost savings' constituted the primary and most salient hotel CER motivator in Ireland, this being achieved primarily through energy, water, and waste management initiatives. Similarly, all the hoteliers and most of the non-hoteliers also noted a general perception of there being negative association between hotel CER engagement and concepts of guest comfort and experience, these accounts generally being used to emphasise the idea that hotels did not implement CER initiatives with a view to obtaining differential competitive benefits. In addition, the findings are also notable in that participants generally did not cite or refer to many other 'competitiveness' related motivations identified within prior research and outlined in section 2.3.2.2., motivations for engaging in CER initiatives such as productivity improvement, 'economic value', 'strategic intent', competitive differentiation, green marketing, 'higher sales', revenue growth, market success, market positioning and differentiation, product differentiation, trade intensity, the promotion of transactions/partnerships, 'competitive advantage', remaining competitive, increasing exports, avoiding trade barriers or avoiding fines due to non-compliance.

While numerous studies have identified competitiveness framed in terms of cost savings as being the most salient CSR/CER motivator (section 2.3.2.3.1), the findings of the current study were unexpected given the fact that most prior empirical studies which have investigated

CSR/CER motivations within a hospitality context have identified altruism and/or legitimation as being the primary motivations advancing CSR/CER (section 2.3.3.4). Indeed, in hospitality sector studies where competitiveness and cost savings were identified as a salient motivation, this was generally as a second order CER motivator behind those of altruism and/or legitimation (section 2.3.3.4). A feature of the current findings has been the perceived absolute primacy attaching to cost savings as a CSR/CER motivation by all participants, across all participant groups, hoteliers, and non-hotelier alike. While differences were noted between, and across, groups regarding competitiveness sub-themes, such as for example, the relative importance of profitability, mitigation of future cost increases, and the idea of CER derived cost savings influencing hotel and industry 'survival' as salient CER motivators, nonetheless all participants remained in general agreement regarding the perceived absolute primacy of competitiveness framed in terms of cost savings as the primary motivation advancing CER initiatives within Irish hotels.

In addition, unlike much prior empirical research, especially that conducted within a hospitality context, legitimation as a hotel CER motivator was perceived by participants to constitute a distinctly second-order hotel CER motivator in Ireland. Finally, unlike the vast majority of hospitality sector motivation studies, it was notable that altruism was not perceived as constituting a salient hotel CER motivation in Ireland. Conversely, numerous participants across all participant groups, noted the importance of managerial beliefs and advocacy as well as the importance of the 'individual' in 'championing' hotel CER initiatives in Ireland. I shall briefly address these findings in turn.

Competitiveness

Taken at face value, it could be argued that these findings are neither unusual nor unexpected, simply reflecting economic rationality and profit-maximising behaviour on the part of hotels. Indeed, as noted in section 2.3.2.3.1, numerous prior studies have identified the motivation of

competitiveness variously framed in terms of cost reduction, responding to cost pressures, financial cost-benefit, creating 'financial opportunity', 'expected business benefits', enhanced profitability, return on investment, 'enhancing operational efficiency', creating 'value for the company', 'enlightened self-interest', 'increased business performance', avoiding environmental taxes, and strategic intent, as first-level CSR/CER motivators ahead of those of legitimation, altruism, or both legitimation and altruism. Despite the foregoing, as noted in sections 2.3.2.3.2 and 2.3.2.3.3, the fact remains that the majority of prior empirical studies which have investigated CSR/CER motivations have ultimately identified motivations of legitimation and/or altruism as more salient CSR/CER motivators than that of competitiveness.

Another important finding of the current research has been the perceived negative association on the part of hoteliers and non-hoteliers alike, between the implementation of hotel CER initiatives and concepts of guest comfort, this indicative of hoteliers' perception, not only that CER initiatives do not provide hotels with differential competitive benefits, but rather may negatively impact upon concepts of guest comfort and experience (section 4.3). These findings would tend to confirm those of Kasim (2007), who found that hoteliers did not perceive hotel CER initiatives as providing differential benefits. Indeed he identified a perceived incompatibility between engaging in CER initiatives and meeting guest expectations regarding comfort, this being perceived as a barrier to CER implementation, with hoteliers only being willing to engage in CER initiatives where these initiatives did not negatively impact upon guest comfort. Interestingly, low pressure shower heads were raised as a specific issue in the study conducted by (Kasim (2007:692), this also being an issue noted in the current research.

Legitimation

Regarding legitimation, the findings indicate general agreement within and across participant groups that legitimation is, at best, a weak second-order hotel motivator in Ireland, behind that of competitiveness in the form of cost savings accruing to energy, waste and water management and conservation initiatives. Importantly, these findings ultimately fail to confirm, and indeed contradict prior empirical findings as noted in section 2.3.2.3.2 which suggest that legitimation constitutes a first order CER motivator.

As outlined in section 2.3.2.3.2, legitimation type motivators for CSR/CER initiatives identified within prior empirical research include those of improving stakeholder relationships, responding to stakeholder pressure, perceived stakeholder's concern and fulfilling stakeholder expectations. In addition, stakeholder pressure in the form of compliance with institutional norms as articulated by specific stakeholders such as corporate head office, local communities, customers, trade associations, capital providers and government have all been identified as salient CSR/CER motivators within prior research. Similarly, coercive stakeholder pressure in the form of regulatory compliance, regulatory signalling, avoiding regulatory action and the related concept of improving relationships with regulators have also been noted as CSR/CER motivators within prior empirical research. Indeed, a significant body of prior empirical research has identified the motivation of legitimation variously framed in terms of regulatory compliance, mimetic isomorphism, avoiding regulatory action, 'political' motivations, internal coercive stakeholder pressure, regulatory compliance, improving relationships with the local community and fulfilling stakeholder expectations, as constituting more salient CER/CSR motivators than that of competitiveness.

Equally, studies investigating CSR/CER motivations within a hospitality industry context (section 2.3.3.4) have identified the motivation of legitimation in the form of corporate governance and legislation, stakeholder pressure from head-office, stakeholder power and the use of power, social legitimacy, government moves to include hotel environmental

standards within the hotel rating system, improving relationships with the local community, mimetic isomorphism, stakeholder pressure from diverse stakeholders including tour operators, the national tourism authority, government, customers and local authorities and/or motivations of altruism and legitimation as constituting first-order CSR/CER motivations within a hospitality context.

Ultimately, much prior research suggests that firms are motivated to engage in CSR/CER initiatives for reasons of legitimation, yet a key finding of this research, in common with that of Abaeian et al. (2019:2475-81), is that Irish hotels would not appear to be strongly motivated to implement CSR/CER initiatives for reasons of legitimation. That said, these findings suggest that chain and non-chain hoteliers may be motivated differently to implement CSR/CER initiatives vis-à-vis the motivation of legitimation, with chain hoteliers being influenced by internal coercive pressure to implement CER initiatives, while non-chain hoteliers are not. Importantly, these findings do not contradict those of Abaeian et al. (2019:2475-81) noted previously, but rather add to these previous findings. For example, Abaeian et al. (2019) only investigated independent, non-chain hotels in Malaysia, excluding chain hotels from their analysis. Despite this, and unlike the findings of Abaeian et al. (2019), which suggest that hoteliers are not strongly influenced by motivations of legitimation to engage in CSR initiatives, the findings of the current research suggest that Irish hoteliers are motivated by concepts of legitimation as a second-order motivation, behind that of competitiveness and cost saving, these second-order motivations differing between chain and non-chain hoteliers. This is an issue which has not been identified within previous hospitality research.

Altruism and Social Responsibility

As noted in section 2.3.2.3.3, numerous previous studies have identified concepts of altruism and social responsibility as a first-order CSR/CER motivator. Altruism as a CSR/CER motivation has often been framed in terms of organisational environmental values, organisational environmental concerns, ecological responsibility, ecological and social

responsibility, long-term sustainability, ethical motivations, management attitudes towards environmental stewardship, including beliefs in moral responsibility to protect the environment, managers own awareness of sustainability, senior management values, ethics and support and senior managers/founders personal values and beliefs.

In addition, prior studies have also identified the motivation of altruism, variously framed in terms of moral motives, having a responsibility for the environment, environmental concern, and “it being the right thing to do”, as constituting a more salient CSR/CER motivator than that of competitiveness (section 2.3.2.3.3). Studies have also found altruism variously defined in terms of environmental concern, managerial values and beliefs, and believing that it is ‘the right thing to do’, to constitute a more salient CSR/CER motivator than both the motivations of legitimation and competitiveness.

Importantly, within a hospitality context, prior empirical research has generally found altruism to constitute a first-order CSR/CER motivator, with competitiveness, framed in terms of cost savings, operational efficiency, and differential competitive advantage, generally being identified as a second-order motivations behind that of altruism (section 2.3.3.4). Indeed, of the hospitality sector studies reviewed, only three studies suggest competitiveness as a primary first-order CSR/CER motivation ahead of those of either legitimation or altruism. For example, only the studies conducted by Abaeian et al. (2019), Bohdanowicz (2005:193-4), and Boluk (2013:57-8) suggest that hotels are primarily motivated to engage in CSR/CER initiatives for reasons of competitive efficiency (Abaeian et al., 2019:2475-81), cost reduction (Bohdanowicz, 2005:193-4), and differential competitive benefits (Boluk, 2013:57-8).

In addition, while all participant groups, chain, non-chain and non-hotelier alike, invoked concepts of corporate social responsibility as well as hotels having a social responsibility when discussing hotel CER motivations, the most notable feature common to all participant groups

was a general perceived lack of salience attaching to altruism and social responsibility as hotel level CER motivators in Ireland. A key finding of this study has been the fact that the concept of altruism or social responsibility was rarely mentioned by participants - be they chain hoteliers, non-chain hoteliers, or non-hoteliers - as motivators underpinning CER activity within the Irish hotel accommodation sector.

Differences between chain and non-chain hoteliers CER motivations

As noted in section 3.2.2.1, prior empirical research has shown that the nature of hotel ownership and in particular chain affiliation can influence hotel CER engagement. Within a hospitality context the findings of Farmaki (2019:2305-9,2313) suggest the importance of hotel owners to hotel CSR engagement. Despite this, prior research into CSR/CER motivations has generally failed to examine the influence of firm and/or differing ownership structures upon CSR/CER motivations. For example, as noted in section 1.1.2.4, prior research has investigated CSR/CER motivations in larger firms to the exclusion of SMEs or has failed to differentiate between larger firms and SMEs. Indeed, often in cases where firm size has been included in the analysis, it has tended to be included simply as a control variable on the basis of the well hackneyed argument that larger firms are more likely to engage in CER initiatives due to their having greater financial and human resources relative to SMEs. Ultimately, within a hospitality research context, firm size and ownership structure has tended to be excluded from the analysis of hotel CSR/CER motivations. Where included, firm size and ownership structure have aften been used within sample descriptive statistics as opposed to being used in the analysis proper. This study has provided a more nuanced investigation of hotel CER motivations than that of prior research by examining differences in hotel CER motivations between chain affiliated and non-chain affiliated hoteliers. This has provided insights which are absent from prior research.

A key feature of prior research within a hospitality context has been a general failure to differentiate between the environmental attitudes and initiatives of chain and non-chain

independent hotels (Bohdanowicz, 2005:189), this being possibly due to it being assumed that hoteliers the world-over, both chain and non-chain, share similar goals, being those of profitability and the delivery of a high quality of service to customers (Bohdanowicz, 2005:189-90). Indeed, of the studies noted in section 2.3.3.4 which investigated CSR/CER motivations within a hospitality industry context, few studies examined CSR/CER motivations across both chain and non-chain affiliated hotels. Significantly, the findings of Bohdanowicz (2005:196) suggest differences between chain and non-chain hotels vis-à-vis CER engagement. While the current findings appear to confirm those of Bohdanowicz (2005), they also provide additional insights into the differences in hotel CSR/CER motivations between chain and non-chain hoteliers. This is something which is absent from prior research and suggests that the underlying motivations advancing hotel CER initiatives also vary with hotel ownership and management structure.

The primacy of competitiveness and cost savings

Detailed differences were noted within the context of the current study between participant groups with regard to the nature of the rationale used to emphasise and elaborate upon the primacy of competitiveness and cost savings as hotel CER motivators. For example, chain hoteliers were more likely to talk of large-scale cost savings accruing to hotel CER initiatives relative to non-chain hoteliers, while non-hoteliers talked of potential cost savings – as yet unrealised – rather than actual savings achieved through hotel CER engagement. In addition, chain hoteliers were also more likely, relative to non-chain hoteliers, to frame their discussion of hotel CER motivations in terms of mitigation of rising costs, primarily of energy, water, and waste. Compared to chain hoteliers, relatively fewer non-chain hoteliers framed their discussion of hotel CER motivations in terms of cost amelioration and the mitigation of rising costs. Similarly, while all chain participants framed their discussion of hotel CER engagement in terms of enhanced profit and 'the bottom line', relatively fewer non-chain hoteliers – just over a third - did so, this possibly reflective of a less materialistic and more altruistic conception

of hotel CER engagement on the part of non-chain hoteliers. Importantly, all of the hoteliers, both chain and non-chain were in general agreement, noting a negative association between hotel CER implementation and concepts of guest experience and comfort, this being confirmed by numerous non-hoteliers. These are important findings as numerous prior studies suggest that differential competitive benefits constitute either a salient first-order (e.g. Rivera, 2002:349; Santos, 2011:497; Lannelongue et al., 2014:144), or second-order CER motivation (e.g. Hahn and Scheermesser, 2006:157-8; Font et al., 2016b:71; Windolph et al., 2014:280; Murillo and Lozano (2006:233-4;237; Summers Raines, 2002:423).

Differences in relation to the second-order motivation of legitimation

Another interesting feature of the findings was the distinct difference identified between chain and non-chain hoteliers in relation to the second-order motivation of legitimation. This is something which, to my knowledge, has not been identified within prior motivational research within a hospitality context. These findings indicate that chain hoteliers perceived internal group coercive stakeholder pressure as constituting a significant second-order hotel CER motivation behind that of cost savings. Non-chain hoteliers would appear to be motivated differently to engage in CER initiatives, with non-chain hoteliers emphasising the importance of external stakeholder pressure as a salient second-order motivation after cost savings in motivating hotel CER engagement. Indeed, greater emphasis was placed upon stakeholder pressure as a hotel CER motivator by non-chain hoteliers than by chain hoteliers and non-hoteliers alike. The most notable feature of participant citing of stakeholder pressure was the near absence of chain-hotelier references to stakeholder pressure as a salient hotel CER motivator, save for that associated with internal group coercive stakeholder pressure. For example, chain hoteliers failed to cite stakeholder pressure from groups such as local community, trade intermediaries, local authorities, government, and industry when discussing hotel CER motivations. This issue has important implications for government policy as it

suggests the need for different or more nuanced policy approaches between chain and non-chain hoteliers in order to encourage hotel CER adoption.

By way of contrast, non-chain hoteliers variously noted sources of stakeholder pressure in declining order of salience including local community, trade intermediaries, local authorities, customers, suppliers, government and the European Union, while non-hoteliers cited stakeholder pressure such as legislative pressure, local community, local authorities, intermediaries and state support as influencing hotel CER implementation decisions. Significantly, half of the non-chain hoteliers framed CER motivations in terms of local community engagement. Similarly, non-hoteliers also cited local community when discussing hotel CER motivations, the implication being that stakeholder pressure from, and the desire to engage with, local community, appeared to be perceived as a salient CER motivator for non-chain hoteliers and non-hoteliers alike, but not chain hoteliers.

Views on concepts of altruism and social responsibility

Again, while all participant groups were in general agreement that concepts of altruism and social responsibility did not constitute salient hotel CER motivations within an Irish hospitality context, differences in perceptions were again noted between participant groups. For example, chain hoteliers tended to emphasise the primacy of competitiveness framed in terms of cost savings as a CER motivator at the level of the individual hotel whilst suggesting altruism and 'social responsibility' as being a motivation at higher levels within groups and chains. Chain participants often framed their comments regarding altruism as a hotel CER motivator in terms of hotel CER engagement being an issue driven by corporate head office rather than the individual hotel CER initiatives, often being described as being a 'luxury' and something 'nice' to do, where the 'organisation' rather than the individual hotel, was perceived as having a social obligation. Typical comments included "we're a big company and we've got

obligations", a company being "so big that you've got social choices", that "responsibility" was "driven by head office" and "from corporate head office we have a responsibility programme".

Ultimately, chain participants did not perceive altruism/social responsibility to constitute a salient motivator for hotel CER initiatives, the perception among chain hoteliers not being of altruism/social responsibility constituting a hotel-level CER motivator, but rather the idea of altruism constituting a firm or group-level CER motivator. This was a recurring theme throughout the interviews. Where altruism and/or social responsibility was mentioned by chain hoteliers within the context of hotel CER motivations, it was invariably noted as being of lesser salience as a CER motivator to that of competitiveness (cost savings) and/or legitimation.

Related to this was the repeated framing by chain hoteliers of social responsibility as a CER motivator in terms of greater firm size, with many chain participants suggesting that larger firm size was associated with having 'social obligations', the implication being that chain participants did not perceive smaller firms as having a 'social obligation', or at least not to the same extent as larger organisations. Given the predominantly SME based structure of the Irish hotel accommodation sector with the average hotel size being 68 rooms, it would appear that the participants did not perceive individual hotels as having a social responsibility, this being the remit of larger corporates and 'corporate head office'. Indeed, chain hoteliers were notable for tending to discuss altruism/social responsibility not in terms of hotel CER motivations but rather in terms of legitimation in the form of chain coercive pressure to engage in CER initiatives, social responsibility being perceived as being associated with larger chain size and greater resources.

Other chain hoteliers, as did some non-chain hoteliers, framed concepts of 'social responsibility' as being a consequence of – 'a side benefit of' - hotel CER engagement rather than an antecedent motivation. Conversely, non-hoteliers often framed their conception of

'social responsibility' in terms of legitimation, and in particular that of both external and internal stakeholder pressure, rather than in purely altruistic terms.

Non-chain hoteliers, by way of contrast, generally did not frame their comments vis-à-vis altruism/social responsibility as CER motivators in these terms. Rather, non-chain participants tended to frame the concepts of altruism and social responsibility as third-level hotel CER motivators behind those of cost saving and legitimation, with several non-chain hoteliers outlining how they perceived altruism and social responsibility as having a lower salience as hotel CER motivators that competitiveness and legitimation. In addition, non-chain hoteliers, when discussing hotel social responsibility tended to focus upon commercial imperatives, often referring to concepts such as social responsibility and "having a social conscience" in negative terms.

While some non-chain participants talked in terms of hotels having "a corporate responsibility", "environmental and social responsibility", and CER engagement being "something that you should do", and "doing the right thing", other non-chain hoteliers talked of societal benefits such as "a reduction in CO_2 emissions", as a being "side benefit" of hotel CER initiatives – the primary benefit being 'cost savings'. In addition, some non-chain hoteliers were notable for having framed their conception of hotel social responsibility in terms of legitimation rather than in purely altruistic terms, where they referred to "the general environment for the public", and "social responsibility…with the local community". Other non-chain hoteliers talked of social responsibility in terms of consequential benefits rather than in terms of antecedent motivations, social responsibility being perceived as a 'side benefit' of, rather than as a hotel CER motivation in and of itself.

As with both the chain and non-chain participants, non-hoteliers often framed their perceptions of motivations underpinning hotel 'social responsibility' in terms of legitimation, specifically

external and internal coercive stakeholder pressure to engage in hotel CER initiatives, rather than in purely altruistic terms per se.

The importance of advocacy and championing activity on the part of individuals to CER

Notwithstanding the foregoing, a key and possibly contradictory finding has been the perceived importance of advocacy and championing activity on the part of individuals to hotel CER engagement. For example, chain participants variously noted the importance of individuals to hotel CER implementation, the need for senior managerial support, the need for leadership and finally the need for 'green champions' in order to implement CER initiatives. A notable feature of chain participant comment regarding hotel CER engagement revolved around the perceived importance of leadership, advocacy, and championing behaviour in advancing hotel CER implementation. Indeed, many participants talked of the need for a 'believer' in order to advance CER initiatives within a hospitality context.

Likewise, all of the non-chain participants variously emphasised the importance of individual managers 'driving' hotel CER, as well as the importance of individual managers in promoting hotel CER initiatives, the need for managers 'to be convinced' before CER initiatives could succeed, the need for management commitment and support, the need for senior management 'buy-in' to 'drive it', and the need for senior management to 'lead the thing'. Similarly, non-chain participants also noted the requirement for 'a bit of advocacy', the need for 'personal interest' on the part of the individual manager, and the need for a 'believer' in order to implement hotel CER initiatives.

A notable feature of non-chain hoteliers' comment regarding hotel CER engagement was the emphasis on the importance of the individual – generally the owner manager themselves – in advancing hotel CER in non-chain hotels. Unlike the chain hoteliers, non-chain hoteliers tended not to frame their comments in terms of advocacy or championing behaviour, but rather

in terms of the importance of individuals in advancing hotel CER initiatives. In addition, many non-chain hoteliers also implied that the degree of hotel CER implementation was causally linked to individual managers belief systems.

Correspondingly, non-hoteliers, when discussing hotel CER motivations, tended to comment on the 'need for a believer', the need for 'champions' and leadership, that hotel environmental engagement was a 'mindset', and the need to 'buy-in' to CER initiatives, the need for top management support, the importance of the 'individual' and personal motivations in advancing hotel CER initiatives. These are all concepts which suggest the importance of managerial belief systems as facilitators and promoters of hotel CER initiatives.

Interestingly, amongst all participant groups, chain, non-chain, and non-hotelier alike, ultimately, only one participant, the EPA representative, appeared to suggest altruism as a possible hotel CER/CSR motivator, where he talked of one hotel having 'a very strong CSR mentality'. Despite this, his comments were framed in terms of legitimation, with CSR being framed in terms of 'having a very strong relationship with their local community' – rather than in purely altruistic terms.

Contradictions inherent within the findings and interaction effects between motivations

Numerous contradictions were evident in participant response. For example, while all of the hoteliers included within the study perceived that hotels in Ireland engaged in voluntary beyond compliance environmental initiatives for instrumental cost-focused reasons, the importance attached by hoteliers to altruistic concepts such as managerial beliefs and individual advocacy in championing hotel CER initiatives would appear juxtaposed and inconsistent with the central finding of this study, that of cost saving constituting the overarching hotel CER motivator in Ireland.

These findings raise the prospect that Irish hoteliers, especially non-chain hoteliers, may have been at least partly - if not entirely - motivated to engage in CER initiatives for reasons other than that of competitiveness, something which they may have felt unable or unwilling to express within the context of the prevailing instrumental narrative (Sections 1.1.3.1, 1.1.3.2 and 4.2.5). For example, the need on the part of some non-chain hoteliers to justify their actions in overtly instrumental terms, coupled with the perceived importance of managerial beliefs, advocacy, and championing behaviour in advancing hotel CER initiatives suggests that altruism may constitute a more significant hotel CER motivator than the findings would initially suggest. While all participants across all participant groups indicated that hotels in Ireland implemented CER initiatives for instrumental reasons, some non-chain hoteliers, were notable in attempting to justify and rationalise hotel CER engagement in terms of their own personal 'commerciality'. Comments included: "I'd take a chance to try and save myself a couple of bob, whereas [Name] will want to do it right…but that's because there's a bit of business in me…", "commercially, I'm very much a commercial-based person, you know what I mean, the business, you know, so commercially, from a savings perspective, we looked at that [CER]…", and, "Commercially, if you're going to ask me how has it affected me commercially - from a savings perspective…we reckon we're saving approximately €60,000 a year". Indeed, these comments may reflect social desirability bias on the part of these non-chain participants, where some of them, generally those whose hotels had attained the highest GHA levels of environmental certification, appeared to feel the need to explain and justify their actions in terms of the prevailing instrumental and cost-focused narrative as promoted by both the GHA and Irish EPA (section 4.2.5).

The instrumental focus of both the EPA and the GHA consultants reflects the instrumental and profitability oriented approaches to CSR as embodied in both EU CSR, and Irish government environmental policies as evidenced through the various policy documents outlined in sections 2.2.2.1 and 2.2.2.2. On the basis of the foregoing, it is the contention of

this writer that EU and Irish government promotion of CSR and environmental policy initiatives have, in effect, led to the creation of an industry context where the prevailing instrumental narrative surrounding the voluntary adoption of corporate social and environmental initiatives has led to hotel CER engagement being perceived by hoteliers through the lens of instrumental benefits, cost savings, and enhanced profitability, rather than in more altruistic terms.

As noted in noted in section 2.4.1, prior research suggests that organisation environmental response is heavily influenced by managerial belief systems and attitudes towards the environment, this being more pertinent within an SME environment (section 2.4.1.1). Ultimately, from an organisational perspective, these studies highlight the importance of managerial beliefs and environmental attitudes to CER engagement.

Reflective of the foregoing, the current findings suggest that it is individuals within organisations engaging in championing or advocacy type behaviours who are ultimately responsible for formulating and promoting corporate environmental innovation and ecological response within their organisations. This is consistent with the contention of Andersson and Bateman (2000:549) that, “without dedicated champions, organizational innovations usually do not proceed beyond the initial stage”. Despite this, the findings regarding the perceived importance of managerial beliefs and that of ‘individual’ advocacy and championing behaviour in promoting hotel CER initiatives are interesting, especially in light of the finding that Irish hotels do not appear be motivated to engage in CER initiatives for reasons of altruism and social responsibility.

These findings appear contradictory in some respects and, if generalisable to the general population of hotels in Ireland, require explication. For example, the current findings emphasise the importance of the individual, as well as of individual beliefs as manifested through advocacy and championing behaviour as facilitators of hotel CER initiatives in Ireland

(section.6.3) Conversely, these findings also indicate that hotels in Ireland are motivated to engage in CER initiatives primarily for reasons of competitiveness in the form of cost savings (section 4.2.1). Ultimately, the findings suggest that many hoteliers, especially independent non-chain hoteliers, while indicating that their hotels implemented CER initiatives in order to reduce costs, a scenario which corresponds to the instrumental narrative as advanced by the EU, the Irish government, the Irish EPA, and the GHA, may ultimately have engaged in CER initiatives for other normative reasons.

In addition, while the perceived negative association between hoteliers' perceptions of guest comfort and experience and hotel CER engagement has been noted in the findings of the current study (section 4.3), contradictions were also evident. For example, many participants, both chain, non-chain and non-hotelier alike, also noted marketing 'benefits' accruing to CER initiatives. While some participants talked of hotel CER initiatives providing marketing advantages, with CER initiatives constituting a PR tool, these comments invariably indicated that these marketing and PR benefits, were 'benefits' which the hoteliers associated with CER engagement post-implementation, and were not perceived as antecedent motivations encouraging hotel implementation of beyond compliance environmental initiatives. For this reason, these comments were not noted in the empirical chapters.

Furthermore, prior research also suggests that firms may engage in beyond compliance social and environmental initiatives simply as a cynical marketing initiative with a view to attracting guests with false or misleading claims as to the hotels environmental 'credentials', a practice known as 'greenwashing' (Lyon and Montgomery, 2015:225; Khatter et al., 2019:2397) Interestingly, Lyon and Montgomery (2015:240) note that one of the most widespread approaches to eliminating 'greenwashing' is through the use of VEPs which include environmental certification by independent trusted third parties. Possibly reflective of this, and the ubiquity of the Green Hospitality Awards scheme within the Irish hospitality sector, a

notable feature of participant response was the near total absence of any reference to cynical marketing surrounding hotel CER initiatives (section 4.3.2). Indeed, ‘greenwashing’ as an issue did not arise, as hoteliers stated that they engaged in beyond compliance initiatives in order to reduce costs, and not as an attempt to signal inflated levels of environmental performance to stakeholders.

In light of the foregoing discussion and especially the findings of prior empirical research, the findings of this research, reflective as they are of a rational economic approach to CER engagement, are both unusual and unexpected.

Finally, as noted in section 2.3.2.4, few studies have investigated interaction effects between intrinsic and extrinsic motivations for CER. While prior research into CSR/CER motivations in general, as well as specifically within a hospitality context, have identified motivations revolving around the three concepts of competitiveness, legitimation, and altruism as advancing CSR/CER, prior research has singularly failed to identify or indeed address issues of interaction effects between the variously identified motivations. Indeed, it is only more recently that studies such as Chen and Chen (2019), Graafland and Gerlagh (2019), Grimstad et al. (2020), Li et al. (2019), and Muller and Kolk (2010) have started to investigate interaction effects between different CSR/CER motivations on firm CSR/CER engagement. This represents a significant weakness within the extant literature.

The findings suggest an apparent contradiction between the perceived lack of salience of altruism as a hotel CER motivation in advancing hotel CER initiatives in Ireland on the one hand, and the perceptions of all participants regarding the importance of managerial beliefs, advocacy and championing activity on the other. Indeed, the unanimity among all participants across all participant groups, hotelier and non-hotelier alike, regarding the perceived overarching importance attaching to cost savings as a hotel CER motivator, as well as participant perception of the hospitality sector environmental consultants focusing upon the

potential for achieving cost savings through hotel CER initiatives, strongly suggests that Irish hoteliers' motivations for implementing these may have been significantly influenced by the promotional activities of the Irish EPA, the Green Hospitality Awards Scheme and to a lesser extent Fáilte Ireland in promoting the Green Hospitality Awards environmental certification scheme. Importantly, these promotional activities have been shown to emphasise instrumental benefits (specifically that of cost savings) over normative reasons as a means of promoting scheme participation and ultimately hotel environmental engagement in Ireland. In short, the apparent incongruity between the importance of cost savings, and the lack of salience attaching to altruism, as hotel CER motivators, coupled with the overriding emphasis on instrumental benefits by the EPA and the GHA environmental consultants ultimately suggests that instrumental motivations may be 'crowding out' normative considerations vis-à-vis hotel environmental engagement in Ireland. Given the exploratory nature of this research, these findings can only be viewed as tentative. Nevertheless, the findings raise the possibility for interaction effects between the different CSR/CER motivations, something which has hitherto not been addressed within the literature, save for a few very recent studies, this constituting an important area for further research. Ultimately, the current findings highlight the importance of addressing interaction effects between CSR/CER motivations, specifically within an SME and service industry context.

In conclusion, the findings of the current research are notable for several reasons. First, the findings would appear to confirm the findings of prior empirical research in that motivations advancing CSR/CER initiatives would appear to be multiple, revolving around motivations of competitiveness, legitimation, and altruism/social responsibility. Second, the findings advance that of prior research by identifying differing CSR/CER motivations between chain and non-chain affiliated hoteliers, this being an area which has been neglected within prior research. More importantly, these findings also suggest the need to investigate interaction effects between different CSR/CER motivations, this being an issue which has not been adequately

addressed within prior research an issue which has only started to be addressed within the last couple of years.

7.3.2 Practical Implications

Prior to this research, there has been little research into what motivates organisations to engage in beyond compliance environmental initiatives within service and SME industry contexts. In addition, no research has been conducted in Ireland as to what motivates hotels and SMTEs to engage in CER initiatives. Furthermore, prior to this study, there has been a lack of systematic research findings which could be used to inform environmental policy decisions and instruments within a service and SME context. The findings of the study provide insights that are relevant to policy and practice within service SME's, these being outlined in the following section. These findings are especially relevant to the promotion of environmental VEP's, this being demonstrated by reference to the Irish hospitality sector environmental VEP, the Green Hospitality Awards scheme.

Voluntary environmental programs (VEPs) are relatively recent policy instruments which attempt to address weaknesses inherent in command and control type coercive regulatory oversight (Potoski and Prakash, 2004:156; Prakash and Potoski (2012:125). As noted in section 1.1.3, VEPs such as the GHA scheme generally share a number of features such as voluntary membership (Blackman et al., 2014:41; Rivera, 2002:333; Honey and Rome, 2001:5,51-54; Honey, 2003:14-15), as well as the need to provide short-term economic benefits (Rivera, 2002:333-4), which offset the costs of certification and scheme membership, either through greater customer numbers or enhanced margins (Blackman et al., 2014:41). Prior research indicates that firms are more likely to join VEPs where incentives are provided (Potoski and Prakash, 2004:153), these incentives often being based on instrumental considerations to encourage participation (Blackman et al., 2014:41). The Irish EPAs Green Hospitality Award environmental certification is a case in point. As noted in section 4.2.5, the EPA and the GHA have promoted the Green Hospitality Awards environmental certifications

scheme almost exclusively based on the claimed potential for CER initiatives to provide hotels with cost savings.

Taken at face value, and given the key finding of this research that hotels in Ireland are primarily motivated to engage in CER initiatives for reasons of cost saving, focusing upon instrumental benefits in the promotion of CER initiatives in general, and the GHA scheme in particular, would seem to constitute a sensible approach. Prior research has also emphasised the importance of business-case or economic motivations in advancing organisational CER initiatives (e.g. Lisi, 2015:39-41) suggesting that "public policy and business advice should emphasise the business case and economic arguments to foster the integration of environmental concerns into company decision-making and control processes" (Lisi, 2015:41). For example, the findings of Bohdanowicz (2005:193-4) suggests that the greatest 'incentive' for hotels to implement CER initiatives relates to cost reduction, the implication being that in order to introduce environmental sustainability to the hotel sector, "cost savings associated with environment-oriented initiatives must be widely demonstrated within the sector" (Bohdanowicz, 2005:194). This is interesting, as while the current findings would appear to support her findings – that cost savings constitute the most salient hotel CER motivation, the current findings suggest a more nuanced interpretation of these results. From the foregoing discussion, especially that noted in sections 4.2.1 to 4.2.5, there can be little doubt that cost savings accruing to hotel CER initiatives have been "widely demonstrated within the industry". Regardless, despite the use of incentives to encourage VEP participation (Potoski and Prakash, 2004:153), VEPs participation rates have often failed to meet expectations (Potoski and Prakash, 2004:156).

This would appear to constitute a fundamental issue with the GHA programme. Given the commercial sensitivity surrounding the issues of 'membership churn' within the GHA scheme, and therefore the lack of verifiable data save for that included by the EPA in the annual report

for the Irish National Waste Prevention Programme (NWPP), section 4.2.5.1 outlines how many participants, especially the non-hoteliers from EPA, GHA, and Fáilte Ireland perceived ‘membership churn’ to be an issue for the GHA scheme. These participants variously perceived that membership rates varied between 17% and 20% of the Irish hotel stock. Annual membership ‘churn’ was estimated as 40 hotels per annum or about 5% of the Irish hotel accommodation sector, with market penetration remaining constant over the years. In short, participants suggested that Irish hotels often joined the scheme, obtained the benefits of the scheme membership through gaining knowledge in utility benchmarking, often leading to hotels achieving cost reductions in the first few years of membership. As noted in section 4.2.5.1, participants perceived that after a few years, hotels often exited the scheme as subsequent instrumental benefits – primarily in terms of cost saving – were perceived as being lower than the continuing cost of scheme membership. While the reasons remain unknown, it is notable that in 2015, the EPA withdrew public funding from the Green Hospitality Awards scheme after eight years. This is funding which had been previously been provided under the auspices of the National Waste Prevention Programme (NWPP). Subsequent to this date, the decline in GHA hotel membership is noteworthy (table 7.2.1.4.1). Indeed, it is notable that as of May 2020, none of the hotels which had achieved the higher GHA gold and platinum award levels, and whose managers were interviewed as part of this research project, remained in the scheme.

Ultimately, the hospitality sector environmental consultants, the representatives of the Irish EPA, and Fáilte Ireland, have all indicated that the GHA scheme, promoted through the potential for achieving instrumental benefits (primarily that of cost savings), has failed either to obtain significant market penetration within the Irish hotel sector, or to maintain that which was achieved. Instead, the scheme has suffered from significant levels of membership churn as programme members have tended to exit the scheme after a number of years (section 4.2.5.1). In short, the promotion of the GHA through the use of instrumental benefits has

ultimately failed either to attract or maintain hotels within the scheme (section 4.2.51 and table 7.2.1.4.1).

Table 7.2.1.4.1

GHA Membership details by National Waste Prevention Plan Year

NWPP Annual Report Year	NWPP Scheme Year	Total Scheme Membership (GHA)	Total Hotel Members (GHA)	Properties Certified (GHA)	Waste Reduction to landfill (tonnes)	Energy Reduction (kWh)	Water Reduction (m^3)	Carbon Emissions Reduction (tonnes)	Actual and 'Potential ' Cost Savings (€)	GHA Eco Award Member (Number Hotel)	GHA Bronze Award (Number Hotels)	GHA Silver Award (Number Hotels)	GHA Gold Award (Number Hotels)	GHA Platinum Award (Number Hotels)
2008	Year 4	n/a	*Clean Technology Centre and Hospitality Solutions Consulting appointed to develop the Project (Green Hospitality Awards). Recruiting "up to 200*											
2009	Year 5	n/a	140		4,000	18,750,000	285,714	4,067	€3,000,000		30	40	11	
2010	Year 6	200	138	85	6,000	30,000,000	312,000	7,592	€4,680,000	24	n/a	42	19	
2011	Year 7	221	141	125	6,400	38,748,000	352,000	8,407	€5,580,000	33	n/a	67	22	2
2012	Year 8	260	145	150	7,000	41,800,000	380,000	9,000	€6,000,000	n/a	n/a	n/a	n/a	n/a
2013	Year 9	270		180	n/a	n/a	n/a	n/a	n/a	98	n/a	57	18	7
2014	Year 10	270		165*	8,500	45,000,000	500,000,000	10,000	€8,700,000					
2015	Year 11	179		105	**GHA programme no longer funded by the EPA under the auspices of the NWPP**									
2016	GHA Details no longer provided included within the EPA's Green Business Scheme.													
2017														
2018														
2019														
2020	**-**	**108**	**99**	**51**	**0**	**0**	**0**	**0**	**0**	**25**	**0**	**13**	**13**	**0**

Source: Environmental Protection Agency, National Waste Prevention Plan Annual Reports for the years 2008, 2009, 2010, 2011, 2012, 2013, 2015, 2016, 2017. GHA membership for year 2020: Green Hospitality Awards Scheme website: https://greenhospitality.ie/user-by-map/ [accessed 03/05/20]

While, the current findings suggest that hotels are primarily motivated to engage in CER initiatives for reasons of cost savings, with legitimation as a second order motivation, these findings contradict those of previous motivational studies in general, and those within a hospitality context in particular. Also, of note is the fact that these other studies were conducted in countries other than Ireland. The contradiction between the findings of prior research and that of the current study suggest that promotion efforts on the part of the EPA and the GHA, which has emphasised cost savings, hold the potential to influence hoteliers' perceptions vis-à-vis motivations advancing CER. In addition, despite participants' perception that hotels in Ireland are not motivated to engage in CER initiatives for reasons of altruism and social responsibility, it was notable that many participants across all participant groups emphasised the importance of the individual, individual beliefs as well as advocacy and championing behaviour by individuals, as facilitators of hotel CER in Ireland.

As noted in section 2.4.2, motivation crowding theory suggests that instrumental motivations may crowd out normative motivations. This is important as it raises the question as to whether the promotional efforts on the part of the EPA and GHA focusing on instrumental benefits may be in effect 'crowding out' other normative motivations for hotel CER engagement. Further research is required to understand whether promotion of VEP in a hospitality setting using instrumental incentives is indeed 'crowding-out' other normative motivations. The findings of the current study suggest that this is a possibility, this constituting an issue requiring further clarification. Importantly, the design of efficient and effective environmental policy instruments depends upon government and other interested parties in Ireland understanding what motivates organisations to implement CER initiatives. Given the relatively low penetration rates associated with the GHA scheme, as well as the issues of membership churn, there is a need to understand whether the marketing and promotion efforts in support of the GHA VEP have, and are, influencing hoteliers' perceptions vis-à-vis motivations for implementing hotel CER initiatives. While this study has provided some detail on the issue, it has only provided 'one piece of the jigsaw'. Ultimately, the findings raise the issue as to whether promotion of CER initiatives within small service sector organisations should place a greater emphasis upon normative, as opposed to instrumental considerations, this constituting an area for further research.

7.4 Limitations

There are several limitations to the generalisability of this study, the most obvious being the focus on a single industry in a single country. In addition, use of a purposive sampling methodology limits generalisability beyond the sample (Bryman and Bell, 2007:198; Guest et al., 2006:61). Furthermore, the case-study based approach also implies limited generalisability of results (Stake, 1995:7-8). Similarly, the use of an interview-based data collection approach with its inherent biases also mitigates against generalisability. Ultimately, the fact that this study was exploratory in nature, based upon a small purposeful sample in a single industry and country makes the findings limited, non-representative of the population and their generalisability untested (Bryman and Bell, 2007:197-200). Further research is required to validate and develop the findings.

In addition, interviews were conducted with one senior managerial representative from each organisation or hotel, save for two interviews, where both participants worked for the same organisation, albeit in different hotels and roles. An advantage of this approach is that it enables a larger number of organisations to be surveyed, yet it also raises the potential for introducing bias in that it may enable the individual participants, all senior executives, to portray their role in hotel CER initiatives in a more favourable light than other more junior members of their organisation might otherwise do (Bryman and Bell, 2007:197).

The majority of participants were members of the Irish Hospitality Institute (IHI), a professional body of hoteliers. In addition, all of the hotels included in the study were members of the Irish Hotels Federation (IHF), the industry representative body. Indeed, two of the participants were ex-officio members of the IHF. Campbell (2007:959-60) suggests that organisations are “more likely to act in socially responsible ways if they belong to trade or employer associations, but only if these associations are organized in ways that promote socially responsible behaviour”. Brønn and Vidaver-Cohen (2009:106), paraphrase this by commenting that “corporate social

initiatives are typically more robust among members of professional trade associations". This holds the potential to introduce self-selection bias within the sample, this constituting a threat to internal validity (Kidder & Judd, 1986:77-8),as well as limiting inferences and generalisability to other industries, countries and organisational forms. In addition, given the self-reporting nature of the results, social desirability bias cannot be discounted (Kidder and Judd, 1986:226 271-3) and thus the findings should be treated with caution. As has been noted previously, this may be an issue especially in light of the instrumental narrative which surrounds CER engagement within the Irish hotel sector. Finally, other motives may exist for corporate environmental social response, beyond those which have been identified both within the literature and this study.

A final limitation concerns the fact that all participants, save for three, were male. Gender differences in environmentalism, with women reporting stronger pro-environmental attitudes and behaviours than men, are well documented within the literature (Snelgar, 2006:98; Zelezny et al.,2000:443-7), for instance in studies such as those conducted by Steger and Witt (1989), Beutel and Mooney Marini (1995) and Zelezny et al. (2000). Few studies which have examined CER motivations included participant or informant gender as a control variable, yet it is noted that of those which did, no statistically significant association was identified between gender and willingness of SMEs to engage in CSR (Hsu and Cheng, 2012:301), or marketing managers green marketing behaviour (El Dief and Font, 2010:166). Interestingly, the more recent findings of Peña-Miranda et al. (2019:12-15), specifically in relation to CSR application within a hotel industry context, suggests that gender does influence CER implementation. They found that female hotel managers were more likely to implement hotel CSR initiatives than their male counterparts. Despite this, gender influences on pro-environmental behaviour remains an area for further research (Snelgar, 2006:98).

7.5 Future Research

Several research gaps have been identified within the literature, with CSR research within SMEs, SMTEs[11] (section 1.1.2.4), service, and non-manufacturing sectors (sections 1.1.2.1) as well as within an Irish organisational context (section 1.1.2.4), all constituting areas which have been under-researched. Similarly, motivations advancing corporate environmental response in general (section 2.3) and hotel CER in particular (section 2.3.3.4) have been identified as areas requiring further research. Furthermore, prior CER motivation research has been predominantly deductive in nature using quantitative techniques with the effect that little detail is known as to what motivates organisations to implement beyond compliance initiatives, especially within service and SME sectors.

This research has attempted to 'add another piece to this puzzle' by addressing some of these issues, investigating CER motivations within an Irish, service small and medium sized tourism (SMTE) setting using an inductive qualitative methodology with a view to investigate some of the 'why' and 'how' questions not addressed by prior research. Despite this, further research in these areas is required.

As noted previously, while participants indicated that hotels in Ireland are primarily motivated to engage in CER initiatives with a view to reducing cost or mitigate rising costs, these findings differ from that of much of the, albeit limited, research within hospitality investigating hotel CSR/CER motivations, this tending to emphasise the primacy of legitimation and/or altruism as CER motivators. Similarly, participants indicated that hotels were not motivated to implement hotel CER initiatives for reasons of competitive differentiation. While fewer studies have identified competitive differentiation as a salient CER motivator, these findings nonetheless differ from numerous studies noted in sections 2.3.1.1 and 2.3.5.

[11] Small and Medium Sized Tourism Enterprises (SMTE).

The limited body of research which has explicitly examined CER motivations within a hotel context has generally identified motivations of legitimation and altruism as first order CER motivations. Where motivations of competitiveness have been identified, they have invariably been of lower salience to those of legitimation, altruism or both legitimation and altruism. Again, the findings differ from those of prior research.

Significant differences were identified between chain and non-chain hoteliers' perceptions regarding CER motivations. These differences have not been identified within prior research. this requiring explication through further research. This is important as in order to design effective environmental policy instruments for smaller service organisations, there is a need to understand the motivations underpinning CER initiatives. It appears that these motivations may differ between chain and non-chain affiliated hotels.

Motivations Crowding Theory (section 2.4.2) suggests that instrumental motivations may under certain circumstances 'crowd-out' normative motivations. Given the exploratory nature of this research, the findings of this research cannot be definitive on this point, yet they do suggest a need to investigate whether promotion of hotel CER engagement in Ireland based upon instrumental considerations has led to issues of motivation 'crowding-out' between instrumental and normative motivations for hotel CER engagement within the Irish hotel industry. Crucially, little research has to date been conducted into interaction effects between CER motivations in general, with even less having been conducted within a service, and SME context.

Finally, as noted in section 7.4, the findings of this research are limited by the methods used as well as the sampling strategy. Further research is required to confirm the findings of this research as well as to ascertain whether these findings are generalisable to the larger population of hotels in Ireland. In addition, the issue of motivation crowding and the

investigation of potential interaction effects between the various identified hotel CER motivations constitutes an important area for future research. A related research theme could include whether there is a significant association between hoteliers' personal beliefs values regarding the natural environment, their 'ecocentric values', and either the level of hotel CER engagement, or alternatively hotel environmental performance. Despite the fact that hoteliers in the current study did not view altruism as a salient hotel CER motivation, all participant groups emphasised the importance of both the 'individual' and ultimately managerial beliefs, in advancing hotel CER initiatives. It would be useful to understand whether hoteliers' personal beliefs and values regarding the environment have materially influenced hotel CER engagement in Ireland. This could be measured using previously developed scales which have been shown to have predictive, construct, and content validity such as the NEP (New Environmental Paradigm) scale (Dunlap and van Liere, 2000:22), the Connectedness to Nature Scale (CNS) (Mayer and Frantz, 2004) and the Ecocentric and Anthropocentric Scales (Gagnon, Thompson and Barton, 1994). Similarly, and subject to the caveats noted in section 2.2.2, numerous measures have been developed over the years to measure firm-level environmental performance.

Other research could investigate the influence of instrumentally focused VEP promotion upon hotel CER engagement. Research such as this would be a useful first step in understanding whether the instrumental narrative surrounding the promotion of VEPs to Irish hotels has had a significant influence upon hotel CER engagement, while also indicating whether hoteliers personal environmental values and beliefs have influenced hotel CER engagement. Investigation of interaction effects between instrumentally focused VEP promotion and hotel managers environmental values as measured using either the NEP, CNS, or Ecocentric and Anthropocentric Scales would also be instructive in helping understand 'why' hotels in Ireland engage in beyond compliance environmental initiatives

8.0 Appendices

8.1 Durham Business School Ethics in Research Process Flow Chart

Durham Business School

FORM DP7A ETHICS IN RESEARCH

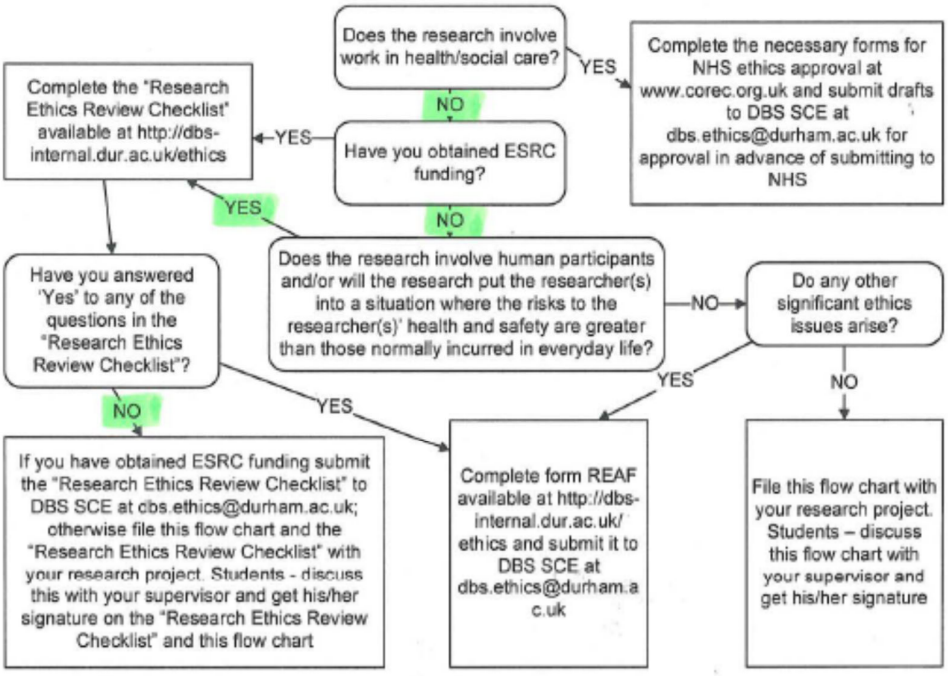
Process flow chart for students and staff undertaking research

Note: all research can potentially raise ethical issues. The focus here is on research involving human participants, but consideration should also be given to ethical issues that may arise in connection with research that does not involve human participants. In all cases research is governed by the University's "Policy for the maintenance of good practice in research" which is available at http://dbs-internal.dur.ac.uk/ethics and should be read in conjunction with this process flow chart. This process flow chart applies to each discrete research project and it is suggested that this flow chart is completed for each such project.

Please complete the details as requested below and highlight either 'YES' or 'NO' after each box to show your route through the flow chart. "DBS SCE" refers to Durham Business School's Sub-Committee for Ethics throughout.

Title of Project: "How does the implementation of proactive-firm level environmental strategies within a service context lead to the development of strategically valuable organisational capabilities? A mixed-methods approach".

Name of Principal Researcher
or anonymous code of student: Tom McDonogh



Signature of Principal Researcher or Supervisor:

8.2 Durham Business School Research Ethics Review Checklist

RESEARCH ETHICS REVIEW CHECKLIST

"DBS SCE" refers to Durham Business School's Sub-Committee for Ethics throughout.

This checklist should be completed for every research project that involves human participants. It should also be completed for all ESRC funded research, once funding has been obtained. It is used for approval or to identify whether a full application for ethics approval needs to be submitted.

Before completing this form, please refer to the University's "Ensuring Sound Conduct in Research" available at http://dbs-internal.dur.ac.uk/ethics/default.aspx–all researchers should read Sections A, B and F; Principal Investigators should also read Section D. The researcher and, where the researcher is a student, the student and supervisor are responsible for exercising appropriate professional judgement in this review.

This checklist must be completed before potential participants are approached to take part in any research.

Section I: Project Details

1. Project title: Initial exploratory research phase of "How does the implementation of proactive-firm level environmental strategies within a service context lead to the development of strategically valuable organisational capabilities? A mixed-methods approach".

2. Start date: 21/06/2013 Expected End date: 15/08/2013

Section II: Applicant Details

3. Name of researcher (applicant)
Or student: Tom McDonogh

4. Status (please delete those which are not applicable)

~~Undergraduate Student/ Taught Postgraduate Student~~/Postgraduate Research Student~~/ Staff~~

5. Email address
(staff only): t.a.m.mcdonogh@durham.ac.uk

6. Contact address: "Ninkasi", The Crescent, Galway, Ireland
……

7. Telephone number: +353 86 6738182

Section III: For Students Only

8. Programme title: Doctorate of Business Administration

9. Mode (delete as appropriate)

~~Full Time /~~ Part Time ~~/ Distance Learning~~

10. Supervisor's or module leader's name: Professor David Greatbatch and Dr Danny Chow.

11. Aims and Objectives: Please state the aims/objectives of the project

The objectiveof the preliminary research phase is to identify salient issues surrounding the implementation of environmental strategies within the context of the Irish hotel accommodation sector. This shall involve interviews with key academic and industry informants possessing significantknowledge of the Irish hotel accommodation sector.

12. Methodology: Please describe in brief the methodology of the research project

In this research phase semi-structured interviews shall be conducted with key academic and industry informants. All participants shall either be senior academics within Irish Institutes of Technologies or senior managers working within the Irish hotel accommodation sector.

13. Will data be collected from participants who have not consented to take part in the study e.g. images taken from the internet; participants covertly or overtly viewed in social places? If yes, please give further details.**NO.**

*Does the research take place in a public or private space (be it virtual / physical)? Please explain: - Explain whether the research is overt or covert: - Explain how you will verify participants' identities: - †Explain how informed consent will be obtained: -

*Ethical guidelines (BPS, 2005) note that, *unless consent has been sought, observation of public behaviour takes place only where people would reasonably expect to be observed by strangers.*

†It is advised that interactive spaces such as chat rooms and synchronous and asynchronous forums be treated as private spaces requiring declaration of a research interest and consent.

Additional guidance on internet research can be obtained at: http://www.bps.org.uk/sites/default/files/documents/conducting_research_on_the_internet-guidelines_for_ethical_practice_in_psychological_research_online.pdf

14. Risk assessment: If the research will put the researcher(s) into a situation where risks to the researcher(s)' health and safety are greater than those normally incurred in everyday life, please indicate what the risks are and how they will be mitigated. (Please note that this also includes risks to the researcher(s)' health and safety in cases of international research and in cases where locally employed Research Assistants are deployed).

Research which will take place outside the UK requires specific comment. (Note that research outside the UK is not automatically covered by the University's insurance. See the DBS intranet site (http://dbs-internal.dur.ac.uk/ethics/default.aspx) for further details).

No specific risks to the researcher have been identified. The research shall be conducted in the Republic of Ireland.

For student research the supervisor should tick the following, as appropriate. The study should not begin until all appropriate boxes are ticked:

☑ The topic merits further research

☑ The participant information sheet or leaflet is appropriate (where applicable)

☑ The procedures for recruitment and obtaining informed consent are appropriate (where applicable)

Comments from supervisor:

We approve of the project as we have discussed this extensively with Tom.

Section IV: Research Checklist

Research that may need to be reviewed by NHS NRES Committee or an external Ethics Committee (if yes, please give brief details as an annex)	YES	NO
1 Will the study involve recruitment of patients or staff through the NHS or the use of NHS data or premises and / or equipment?[12]	☐	X

Footnotes

[12]Research in the NHS may be classified as "service evaluation" and, if so, does not require NHS research ethics approval. In such cases, prior written confirmation that the research is considered to be service evaluation is required from the appropriate authority, and on receipt of this the "No" box may be ticked and this form used for ethics approval. Advice and assistance is available from dbs.ethics@durham.ac.uk

2	Does the study involve participants age 16 or over who are unable to give informed consent? (e.g. people with learning disabilities: see Mental Capacity Act (MCA) 2005). **Please note: -** That with regard to 1 and 2 on the previous page, all research that falls under the auspices of MCA must be reviewed by NHS NRES.	☐	☒
	Research that may need a full review by Durham Business School Sub –Committee for Ethics (DBS SCE)		
3	Does the study involve other vulnerable groups: children, those with cognitive impairment, or those in unequal relationship e.g. your own students? [2]	☐	☒
4	Will the study require the co-operation of a gatekeeper for initial access to the groups or individuals to be recruited? (e.g. students at school, members of a self-help group, residents of a Nursing home)[3]	☐	☒
5	Will it be necessary for participants to take part in the study without their knowledge and consent at the time? (e.g. deception, covert observation of people in non-public places)	☐	☒
6	Will the study involve discussion of sensitive topics? (e.g. sexual activity, drug use)	☐	☒
7	Are drugs, placebos or other substances (e.g. food substances, vitamins) to be administered to the study participants or will the study involve invasive, intrusive or potentially harmful procedures of any kind?	☐	☒
	Research that may need a full review by Durham Business School Sub – Committee for Ethics (DBS SCE) (continued)		
8	Will tissue samples (including blood) be obtained from participants?	☐	☒
9	Is pain or more than mild discomfort likely to result from the study?	☐	☒

Footnotes

Research in the NHS may be classified as "service evaluation" and, if so, does not require NHS research ethics approval. In such cases, prior written confirmation that the research is considered to be service evaluation is required from the appropriate authority, and on receipt of this the "No" box may be ticked and this form used for ethics approval. Advice and assistance is available from dbs.ethics@durham.ac.uk

[2]Vulnerable persons are defined for these purposes as those who are legally incompetent to give informed consent (i.e. those under the age of 16, although it is also good practice to obtain permission from all participants under the age of 18 together with the assent of their parents or guardians), or those with a mental illness or intellectual disability sufficient to prevent them from giving informed consent), or those who are physically incapable of giving informed consent, or in situations where participants may be under some degree of influence (e.g. your own students or those recruited via a gatekeeper - see footnote 3). Where students are perfectly able to choose to be involved and to give informed consent then, so long as there is no impact on assessment, the "No" box may be ticked.

[3]This applies only where the recruitment of participants is via a gatekeeper, thus giving rise to particular ethical issues in relation to willing participation and influence on informed consent decisionsparticularly for vulnerable individuals. It does *not* relate to situations where contact with individuals is

established via a manager but participants are willing and able to give informed consent. In such cases, the answer to this question should be "No."

		YES	NO
10	Could the study induce psychological stress or anxiety or cause harm or negative consequences beyond the risks encountered in normal life?	☐	X
11	Will the study involve prolonged or repetitive testing?	☐	X
12	Will the research involve administrative or secure data that requires permission from the appropriate authorities before use?	☐	X
13	Does the research involve members of the public in a research capacity (participant research)?	☐	X
14	Will the research involve respondents to the internet or other visual / vocal methods where methods are covert, intrude into privacy without consent, or require observational methods in spaces where people would not reasonably expect to be observed by strangers?[4]	☐	X
15	Will the research involve the sharing of data or confidential information beyond the initial consent given?	☐	X
16	Will financial inducements (other than reasonable expenses and compensation for time) be offered to participants?[5]	☐	X

Section V: What to do next

If you have answered '**No'** to all of the questions:
Undergraduate and Postgraduatetaught students should discuss this with their supervisor, obtain his or her signature and submit it with their business project or dissertation.
DBA / MPhil / PhD students should discuss this with their supervisor, obtain his or her signature and submit it as part of the transfer / 9 month review process and with their thesis.
Work that is submitted without the appropriate ethics form may be returned un-assessed.
Members of staff should retain a copy for their records, but may submit the form for approval by DBS SCE if they require approval from funding bodies such as ESRC. *In such cases, the letter of invitation to participate, Participant Information Sheet, Consent Form and, where appropriate, the access agreement should also be submitted with this form.*
Please note that DBS SCE may request sight of any form for monitoring or audit purposes.

If you have answered '**Yes**' to any of the questions in Section IV, you will need to describe more fully how you plan to deal with the ethical issues raised by your research.This does not mean that you cannot do the research, only that your proposal will need to be approved by the DBS SCE.

Contact the Chair of the DBS SCE in the first instance to discuss how to proceed. You may need to submit your plans for addressing the ethical issues raised by your proposal using the ethics approval application form REAF, which should be sent to the committee at dbs.ethics@durham.ac.uk.

(Continued overleaf)

Footnotes

[4] This does not include surveys using the internet providing that the respondent is identifiable only at their own discretion.

[5] In experiments in economics and psychology in particular it is common to pay participants. Provided such payments are within the normal parameters of the discipline, the answer to this question should be "No."

(Form REAF can be obtained from the School Intranet site at **http://dbs-internal.dur.ac.uk/Pages/Default.aspx** or using the student / visitor access:-

http://dbs-internal.dur.ac.uk/ethics

Username: **dubs\ethicsvisitors**
Password: **durham**

If you answered 'yes' to Questions 1or 2 in Section IV, you will also have to submit an application to the appropriate external health authority ethics committee, but only **after** you have received approval from the DBS SCE. In such circumstances complete the appropriate **external** paperwork and submit this for review by the DBS SCE to dbs.ethics@durham.ac.uk**.**

Please note that whatever answers you have given above, it is your responsibility to follow the University's "Ensuring Sound Conduct in Research" and any relevant academic or professional guidelines in the conduct of your study. **This includesproviding appropriate participant information sheets and consent forms, abiding by the Data Protection Act and ensuring confidentiality in the storage and useof data.**

Any significant change in research question, design or conduct over the course of the research project should result in a review of research ethics issues using the "Process Flow Chart for Students and Staff Undertaking Research" and completing a new version of this checklist if necessary.

Declaration

Signed
(staff only, students insert anonymous code): **Tom McDonogh**

Date: 18/06/2013

Student / Principal Investigator

Signed: ……Dr. Danny Chow (electronic) …….

Date: …21 June 2013……

Supervisor or module leader (where appropriate)

8.3 Example of GHA Promotional Case Study – Energy

greenhospitality.ie
clár tóla glóla

Energy — Combined Heat and Power

Cost Savings...€70,000 / Annum
Investment.....€210,000
Payback.....Less than 3 Years

Environmental Benefits:
CO_2 reduced: 507 Tonnes p.a.

Combined Heat and Power System and Fuel Switching Saves €70,000 Per Annum

TULLAMORE COURT HOTEL

Description of Property
The Tullamore Court Hotel, located on the outskirts of Tullamore, is a 4 star hotel that has 104 guest rooms, bar, restaurant, leisure centre, and conference facilities. The hotel has received Environmental Certification from the Green Hospitality Programme and has been a member of the programme since 2005.

Project Description
In 2006 the hotel underwent an expansion, adding 32 new rooms, a new kitchen, and 9 new meeting rooms. As part of this expansion it was decided switch from LPG to Natural Gas and to install a Combined Heat and Power (CHP) unit to reduce energy costs. While Natural Gas had become available in the town it had not been connected to the hotel. Natural Gas costs at the time were half those of LPG.

The CHP plant was installed to generate electricity in-house using natural gas, at a lower price than offered by grid suppliers. The added bonus was free hot water produced by the CHP plant, which was used to heat the pool and guest accommodation.

The Results
The CHP unit provided 122kW in electrical output and 196kW in heating output. The savings achieved by the CHP unit were in excess of €70,000 per annum. The payback for this project was less than 3 years. Consequently the hotel also reduced its CO_2 emissions by 507 tonnes per year.

Following the expansion of the hotel by 32 new rooms, a new kitchen and 9 new meeting rooms; the energy bills only rose by 7% due to the installation of the CHP unit. The CHP plant has been of huge benefit to the hotel.
Philip O'Brien - General Manager

TOP TIP - To understand energy costs calculate fuel costs in cent per kWh. (Tullamore Court Hotel was paying 6 cent/kWh for LPG, but when they switched to natural gas they paid 3 cent/kWh.)

Source Details:
Green Hospitality Programme www.greenhospitality.ie

epa BeGreen
PREVENTING WASTE & SAVING MONEY

Source: www.greenhospiatlity.ie/XXXXXX. Accessed:29/06/2019

8.4 Example of GHA Promotional Case Study – Water

greenhospitality.ie
cóir fáilte glas

Water Leak Detection

Cost Savings...€30,000 / Annum
Investment.....€3,000
Payback.....1.2 months

Environmental Benefits:
Water reduced: 13,140m³ p.a.

Leak Detection Saves €30,000 on the Annual Water Bill

THE RIVERBANK HOTEL- WEXFORD

Description of Property
The Riverbank Hotel is a 3 star hotel located in Wexford, offering 23 elegant bedrooms, meeting and banqueting facilities, restaurant, bar and leisure centre. The hotel gained certification to the Green Hospitality Programme in 2010.

Project Description
When management at The Riverbank Hotel benchmarked water consumption against the Green Hospitality national benchmark for water consumption, they realised that water consumption at the hotel was greatly above that of the Irish benchmark. The hotel then commissioned a leak detection survey to investigate possible water leaks on site.

The Results
As a result of the leak detection survey, four leaks were identified and subsequently repaired by the Hotel.

Period	Average Daily Demand	Minimum Night Flow	Estimated Annual Water Bill
Pre-Survey	75 m³/day	0.489 l/s	€62,960 p.a.
Post-Survey	39 m³/day	0.078 l/s	€32,740 p.a.
Reduction	**36 m³/day**	**0.411 l/s**	**€30,220 p.a.**

The table above presents the water consumption data before and after leak repair. The reduction in consumption is as a result of the remedial work carried out to repair the reported leaks and the shutting down of one metered water supply which was leaking into the ground.

The resultant cost savings for the hotel were €30,220 / annum which was 50% of the annual water bill. The hotel reduced its annual water consumption by 13,100 m³.

The Green Hospitality Programme taught us that it is crucial to monitor and measure one's consumption in order to manage costs.
Colm Campbell - General Manager

TOP TIP - Benchmarking your water consumption against industry standards can identify over consumption, which in many cases can be attributed to leaks.

Source Details:
Green Hospitality Programme www.greenhospitality.ie

BeGreen
PREVENTING WASTE & SAVING MONEY

24

Source: www.greenhospiatlity.ie/XXXXXX. Accessed:29/06/2019

8.5 Example of GHA Promotional Case Study – Waste

greenhospitality.ie

Waste | Waste Prevention

Cost Savings....€59,000 / Annum
Investment.....€4,500
Payback.....1 Month

Environmental Benefits:
Waste reduced: 295 Tonnes p.a.

Waste Prevention Saves €59,000 Per Annum

RADISSON BLU ROYAL HOTEL - DUBLIN

Description of Property
Radisson Blu Royal Hotel is a city centre hotel located in Dublin with 150 rooms and suites, restaurant and bar. The hotel presents 15 well-equipped meeting facilities, including six contemporary meeting rooms, two dedicated boardrooms, one exclusive video-conferencing suite, three corporate syndicate rooms and an elegant ballroom. The Hotel is a member of the Green Hospitality Programme and has achieved the Gold award.

Project Description
Radisson BLU Royal Hotel implemented a new waste management programme when they joined the Green Hospitality Programme in 2007. A review by the GHP suggested opportunities for improved waste management.

GHP suggested:
- Good waste separation throughout all departments in the hotel
- Monitoring of waste collection company

The Green team started to monitor how much waste was been generating through different operations of the hotel and ways to reduce it:
- Clear waste bags were used to make waste separation and monitoring more visible.
- Started to closely monitor waste streams and identified ways to reduce and improve management of each stream separately.
- In order to minimise incoming waste-packaging, better planning of food purchasing and delivering was implemented.
- Wooden pallets were collected for free by agreement with several suppliers.
- Product ordering and food preparation processes were revised, which offered a possibility to reduce food waste.
- Introduced close monitoring of waste separation in the departments where most of the waste is generated, in order to identify and reduce these wastes.
- Waste room is looked at all times so that waste collections can be monitored more easily.
- Water bottling system was purchased to minimise glass waste.

The Results
The results of this waste reduction programme are quite impressive when considering that the only investment was the purchase of a water bottling system which delivered savings of €35,000 per annum. The rest of the savings are achieved by reducing waste before it is even delivered to the hotel.

TOP TIP - Reducing and preventing waste at source, before it even gets to the hotel, is best!

Source Details:
Green Hospitality Programme www.greenhospitality.ie

BeGreen
PREVENTING WASTE & SAVING MONEY

19

Source: www.greenhospiatlity.ie/XXXXXX. Accessed:29/06/2019

8.6 Example of Participant Information Sheet

The Crescent
Galway, Ireland

Mr/Mrs/Ms [Participant Name]
[Participant Title]
[Organisation Name]
[Address Line 1]
[Address Line 2]
[City]
Ireland [Date]

Dear Mr/Mrs/Ms [Participant Name],

I am currently undertaking a part-time Doctorate in Business Administration (DBA) at Durham University Business School, part of Durham University in the UK. My research interest revolves around the organisational impacts associated with implementation of proactive environmental strategies, specifically within a service industry setting.

I am conducting the first phase of a three-phase research study with a view to identifying salient issues surrounding the implementation of environmental strategies within the context of the Irish hotel accommodation sector. This preliminary exploratory research phase shall involve interviews with individuals, both academic and industry practitioners who have significant knowledge of the Irish hotel accommodation sector. Information identified from these interviews shall be used to ensure the use of suitable sampling techniques within subsequent research phases, validate potential interview questions for use within these phases as well as to ensure adequate coverage of the research topic while also identifying potential issues for further research.

Request for an Interview
As part of my research, I would be most grateful if you would agree to be interviewed regarding your opinions and perceptions relating to this subject area.

Research outline
A significant body of research exists examining the effects of enhanced firm-level environmental proactiveness upon both financial and competitive performance within manufacturing industries, yet little research has examined these issues within a service industry context. An emergent body of literature has started to examine the effects of strategic environmental proactivity within a service context, and the hotel accommodation sector in particular, often focusing upon the Spanish hotel accommodation sector. The aim of the current research is to add to this body of knowledge by examining these issues specifically within the context of the Irish hotel accommodation sector.

My research interest focuses on evaluating managerial perceptions as to the influence proactive approaches to organisational environmental management may have upon organisations within the Irish hotel accommodation sector.

Format of questions, information sought during the conversation.
The interview will follow a semi-structured format, enabling the issues and themes outlined above to be explored. To this end I have developed a set of open-ended questions or themes which I would appreciate being able to discuss with you.

The questions shall revolve around your perceptions of the environmental issues facing the Irish hotel accommodation sector in general, how, and why Irish hotels have addressed these issues and ultimately your perceptions as to their effects upon the Irish hotel accommodation sector.

Time for interview
It is foreseen that the interview should take approximately one hour.

Your Permission is requested to tape the interview.
Unless you have an objection, I would like to record the interview using a dictation recorder, this enabling subsequent content analysis.

Anonymity
Excerpts from the interview may be used or quoted within my research but these comments or views shall at all times be referred to anonymously and at no time shall anything you say be attributed to you without your prior consultation, consent and specific agreement.

Interviewees' right to terminate interview or not answer questions.
It is understood that you as interviewee may not wish to answer specific questions and that you may wish to terminate the interview at any stage without providing reasons.

Summary of research findings
Should you have an interest in this research area, I would be delighted to provide you with a summary copy of the research findings in due course should you wish.

Your assistance in this exploratory research phase would be greatly appreciated.

Thanking you in advance

Best regards

Tom McDonogh
DBA Candidate
Durham University Business School

8.7 Example of Interview Guide used in the study

Table 3.6

Interview Guide

1.0	Do hotels in Ireland engage in beyond compliance environmental initiatives? If yes, why? If no, why not?
1.1	What motivates hotels to engage in these activities?
2.0	Have any competitive benefits been associated with the implementation of these practices? If so, what has been the source of these benefits? If not, why not?
2.1	Have hotels obtained any internal organisational benefits from implementation of these environmental initiatives? If so, what has been the source and nature of these internal organisational benefits? If not, why not?
2.2	Have any other benefits aside from competitive or internal benefits accrued to hotels through implementation of beyond compliance environmental initiatives?
2.3	Are these competitive benefits sustainable over time? If so, how and in what way? If not, why not?
3.0	Have any competitive disadvantages been associated with hotel implementation of beyond compliance environmental initiatives?

	If so, why? If not, why not?
3.1	Has implementation of hotel beyond compliance environmental initiatives had a negative impact upon internal organisational processes and structures?
3.2	Has implementation of these practices had a positive or negative effect on hotel operations? If so, why? If not, why not?
4.0	Is a lack of knowledge and/or awareness of environmental issues an issue in hotel implementation of beyond compliance environmental initiatives? If so, why? If not, why not?
4.1	How important has the Green Hospitality Awards (GHA) scheme been in driving hotel environmental awareness?
4.0	Does hotel size influence a hotels likelihood of adopting beyond compliance environmental initiatives?
4.1	Does hotel category rating influence a hotels likelihood of adopting beyond compliance environmental initiatives?
4.2	Does chain membership influence a hotels likelihood of adopting beyond compliance environmental initiatives?

8.8 Exemplar Quotations – Competitiveness

Table 8.8.1

Chain Hoteliers
Exemplar Quotations – Cost Savings

Exemplar Comment	Full Quotation
"a happy by-product of that, we have the savings on the environment" "…it's not about the environment per se – it's happy coincidence – it's about cutting costs"	"It is if you're coming from my background and, we'll say, Financial Controller, General Manager. As a happy by-product of that, we have the savings on the environment. Do you know what I mean? Because if you reduce energy, you do reduce your carbon emissions. If you recycle more, you've less waste to landfill. So, like, you are, as a side line, but it isn't in our case, well, in my personal case and I would have no doubt any General Manager, it's not about the environment per se – it's happy coincidence – it's about cutting costs. Can we reduce costs?" [AN]
"we drove it and drove it and drove it. Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again"	"So, like, I suppose I drove it here probably a lot further than a lot of, well, I would say any hotel in the country. Do you know what I mean, like? As in we drove it and drove it and drove it. Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again. Do you know what I mean, like? And you go again, and you keep going." [AN]
"It's the same as counting money that comes in behind the till as far as we're concerned"	"Every month, I will send in a report…but we monitor and everything. It's the same as counting money that comes in behind the till as far as we're concerned. We monitor exactly the same." [AN]
"Definitely positive. I mean again, in the first two years, you can really see the savings" ", we need to be smart about this. We need, if we recycle more, our costs will go down.' So, it just makes sense to do it"	"Definitely positive. I mean again, in the first two years, you can really see the savings, you know. With cost of landfill as well going up, it makes you go, 'Okay, well listen, we need to be smart about this. We need, if we recycle more, our costs will go down.' So, it just makes sense to do it. Just makes perfect sense." [DE]
"Generally, what'll motivate them is, I think, first of all, energy is a big cost for your business. Right. That's the first thing" "the hotel industry predominantly has been driven by this drive to try and get their energy under control and through that almost they've looked at green ways of dealing with that"	"Generally, what'll motivate them is, I think, first of all, energy is a big cost for your business. Right. That's the first thing. So I would suggest that, say, things like electricity, gas, water - the utilities, for want of a better word - are a massive problem for us and over the years…I think, I would say the hotel industry predominantly has been driven by this drive to try and get their energy under control and through that almost they've looked at green ways of dealing with that, turning off more and all the rest of it. We probably realise we can't do a lot about the price of energy, but we can do a lot about the usage and that's where the focus has been, you know." [SMcP]
"Starting from a top down, there's a financial incentive." "people are more cost conscious and that's what's driving them into looking at energy costs"	"Starting from a top down, there's a financial incentive. So, you know, that's a very easy measure. You know, the less you consume, generally speaking the less you spend...I think people are more cost conscious and that's what's driving them into looking at energy costs because they're [energy costs] on a steep curve upwards." [TY]

Table 8.8.2

Non-Chain Hoteliers
Exemplar Quotations – Cost Savings

Exemplar Comment	Full Quotation
"The sector is quite good in general terms… they're responsible because, because there's a cost saving"	"The sector is quite good in general terms. I would say they are quite responsible. Uh, they're responsible because, because there's a cost saving" [JF]
"I would think primarily, ah, simply financial, ah, the economics of it… people in the industry have been, ah, getting more and more involved in environmental because it's, makes good economic sense most of the time"	"Ah, I would think, I would think primarily, ah, simply financial, ah, the economics of it. Ah, energy costs have risen and keep rising, ah, and, um, there are other pressures now…ah, people in the industry have been, ah, getting more and more involved in environmental because it's, makes good economic sense most of the time and, um, and therefore that is, in present climate, that's essential." [GOhC]
"I got involved with the Green Hospitality or the Cleaner Greener Production Programme and that showed me that, ah, I could save money, ah, by being more, ah, sustainable, being more, ah, green…"	"Well, [inaudible] it started with an ISO 14001 programme that we got involved in for both health and safety and environmental practice around 10 or 12 years ago. And, um, now, we never really completed it because I found, again, ah, it's back to profit, ah, it was too expensive. I didn't have the resources, really, to bring that on board. Um, and to be fair then, I got involved with the Green Hospitality or the Cleaner Greener Production Programme and that showed me that, ah, I could save money, ah, by being more, ah, sustainable, being more, ah, green, if you, I don't like the word 'green'. I think, ah, environmentally-focused and sustainable." [MN]
"My bill last year, and I'm just thinking for, for refuse was 63,000 last year. Believe it or not, it was up 15,000 on the year before… I've put a re-emphasis on my green team going to work and working this out…"	"My bill last year, and I'm just thinking for, for refuse was 63,000 last year. Believe it or not, it was up 15,000 on the year before and it had nothing to do with the, a price increase. It had to do with the makeup of my business where I've created a lot of apartments, where people are bringing in their own foodstuff now, and it's self-catering as well. So that's costing me 15 grand. Now, I've put a re-emphasis on my green team going to work and working this out, so it's subconsciously going on in the background." [SN]
"green makes you mean, makes you think about your bills right, so you're, you know, you're, you're cost-driven…, there's no wastage...it makes you mean…"	"Yeah, yeah, mean, green makes you mean, makes you think about your bills right, so you're, you know, you're, you're cost-driven and, em, but you, there's no wastage, you know?... it makes you mean…" [PI]
"…think a lot of hotels… would be involved in environmental practices …simply from a financial point of view…they'd be driven primarily by I suppose cost savings in some ways…and operational cost savings.	"But, um, I think a lot of hotels, depending on the culture, would be involved in, in environmental practices where they've become from, simply from a financial point of view, you know, just having low energy bulbs or you know, um, to, um, light sensors to water-saving, uh, facilities, um, you know, to, you know, putting in energy-saving efficiencies all over, all over the place. They're the, they're the ones and they'd be driven primarily by I suppose cost savings in some ways. Right? And operational cost savings. Um, and then they, and, and the operational cost savings is flipping to, you know, using less electricity, gas, so in that way, you know, theoretically be more environmental-friendly." [JT]
"…it has a very positive effect because in the first instance, when it does happen…there's a goal to be achieved...there is a saving to be made."	"I think it has a very positive effect because in the first instance, when it does happen, by and large, there's a goal to be achieved. And by and large, in most of this area, there is a saving to be made." [MW]

Exemplar Comment	Full Quotation
"…I always say the reason why we got involved in it was…it was probably threefold, okay?...commercially, I'm very much a commercial-based person, you know what I mean, the business…so commercially, from a savings perspective, we looked at that…primarily commercial. Savings more than anything else rather than making money. So, that was the reasons why, that's the reason we initially did it…"	"Em, I always say the reason why we got involved in it was, em, it was probably threefold, okay? Em, commercially, I'm very much a commercial-based person, you know what I mean, the business, you know, so commercially, from a savings perspective, we looked at that…primarily commercial. Em, savings more than anything else rather than making money. Em, so, that was the reasons why, that's the reason we initially did it…you see again it goes back to the two sides of the coin. It goes back to the savings and can you make any money out of it? Now, my problem is the savings are easy to quantify." [SD]
"he's, he's a kind of bit of social conscience at times…, I'd take a chance…, I'd take a chance to try and save myself a couple of bob, whereas Gearoid will want to do it right"	"Well, I'd hope, I'd hope we, we're, we're still on the button, the two of us, you know. Now, he might be a bit more on the green, ah, wash than I am, but, um…but, ah, I, I just know because he's, he's a kind of bit of social conscience at times. You know, I wouldn't, I'd take a chance, ah, and, ah, and it's kind of going back to that, ah, thing you asked there about the, ah, hot, ah. It's hard to give an example, but I just know probably, ah, it's more of a mental thing than, than anything else, you know. Ah, I, I'd take a chance to try and save myself a couple of bob, whereas Gearoid will want to do it right, you know. You know, um, but, ah…" [ML: 116-120]

Table 8.8.3

Non-Hoteliers
Exemplar Quotations – Cost Savings

Exemplar Comment	Quotation
"…they're mostly aware of them because of costs – not so much general costs to society or the environment or this but a cost in form of water rates or in costs of in relation to refuse…" "…in my experience their motivation might not just be societal or environmental or anything else, you know. It could be pure euro."	"…but overall, I would say is that, in my view is that many of them [hotels] are aware of some of the issues and they're mostly aware of them because of costs – not so much general costs to society or the environment or this but a cost in form of water rates or in costs of in relation to refuse, that kind of thing. I think that makes people very much aware of what's going on in relation to how it is…but in my experience their motivation might not just be societal or environmental or anything else, you know. It could be pure euro." [SF]
"…they just see it [CER] only as a cost-saving measure."	"…so, I think there's a couple of reasons around it, but I think fundamentally, in the corporate market as well, some, like I wouldn't say who, but some businesses in Ireland would see it [CER] as a cost-saving measure. Now, I'm not saying, now, some people would be more cynical, and they'd say they just see it [CER] only as a cost-saving measure." [CP]
"There are a couple of reasons for that. One, and probably the overriding one and the overriding motivation is some sort of an economic cost…and if any of them can be reduced…it's a bottom line saving and that is the prime driver."	"Okay. There are a couple of reasons for that. One, and probably the overriding one and the overriding motivation is some sort of an economic cost, right? So, it's either the cost of energy, the cost of disposal of waste products, the cost of cleaning agents and chemicals, right, and if any of them can be reduced, therefore, it's a bottom line saving and that is the prime driver." [AH]
"they're - focused, 'tis more important than the front of house…they're reaping the benefits of it because their costs are down to, they're down there."	"You have some places then, take the likes of, we'll say the Rochestown [hotel], The Woodlands House Hotel in Adare, eh, there's seven-eight more of them [Hotels] I could think of, where they're - focused, 'tis more important than the front of house. 'Tis the opposite way around and they're reaping the benefits of it because their costs are down to, they're down there." [TN]
"definitely a positive effect…you know, so there's no doubt about that, you know. But obviously its very cost driven."	"Oh, definitely a positive effect…you know, so there's no doubt about that, you know. But obviously its very cost driven. But again because the costs are easy to measure. Well, they should be easy to measure, you know." [KR]
"others then would, I'd imagine, be doing those sort of cost savings just as a matter of common sense, you know, pragmatic financial management of their business, they'd be looking to reduce energy, waste and water costs…"	"…it would be wrong I think to make the assumption that only those within the programme like that are pursuing environmental measures to the end, with cost-saving objectives in mind…others then would, I'd imagine, be doing those sort of cost savings just as a matter of common sense, you know, pragmatic financial management of their business, they'd be looking to reduce energy, waste and water costs which are the three main, I think, cost areas." [PO]

Table 8.8.4

Chain Hoteliers
Exemplar Quotations – Profit and the 'bottom line'

Exemplar Comment	Quotation
"Energy cost saving goes directly to the bottom line. Directly. There's no - nothing comes out of it…and if you've reduced, it's pure profit."	"But sustainability is now about becoming staying in business. It's sustaining the business. So, we can, like, our costs have reduced significantly. Like, our energy consumption is down 25% since we started. Now, if we had to, like, I'm sure, look, you know about business. Energy cost saving goes directly to the bottom line. Directly. There's no - nothing comes out of it…and if you've reduced, it's pure profit." [AN]
"if we recycle more, our costs will go down.' So, it just makes sense to do it. Just makes perfect sense. Whatever about the environment, it just makes sense to the bottom line of the hotel."	"Definitely positive. I mean again, in the first two years, you can really see the savings, you know. With cost of landfill as well going up, it makes you go, 'Okay, well listen, we need to be smart about this. We need, if we recycle more, our costs will go down.' So, it just makes sense to do it. Just makes perfect sense. Whatever about the environment, it just makes sense to the bottom line of the hotel." [DE]
"…you just see the P&L. You can see the results straight away…"	"I mean it's only in the first couple of years is, you know, you just see the P&L. You can see the results straight away, which is fantastic; disappointing when you don't meet your targets. We've had really no disadvantages." [DE]
"So there definitely is the bottom line…., we've made savings, you know. Tremendous savings."	"So there definitely is the bottom line. We don't much talk about it as such. We're, I suppose that's one of our problems in Jurys is we don't really talk about the, we've made savings, you know. Tremendous savings." [SV]
"…they're nearly all financially driven…is it financially viable? Am I going to make money out of it as well as be the green king?"	"…because they're nearly all financially driven. You know. And it comes back to that key one – is it financially viable? Am I going to make money out of it as well as be the green king?" [SMcP]
"…clearly there's a financial gain… so it already populates your head…Don't think of about elephants'.	"It's hard to say. I mean, you see, clearly there's a financial gain to be mindful of this, so it already populates your head. You know, it's almost like, you know, 'Don't think of about elephants'. You know. It's, like, you know, whether you want to or not, it's there now, like." [TY]

Table 8.8.5

Non-Chain Hoteliers
Exemplar Quotations – Profit and the 'bottom line'

Exemplar Comment	Quotation
"first and foremost, we're businesspeople and we're driven by profit…Unashamedly…and I don't mind what'll drive that…we moved on a little bit that from just being green to look at that corporation social responsibility"	"At the end of the day, first and foremost, we're businesspeople and we're driven by profit. Okay? Unashamedly. Right? And I don't mind what'll drive that. Um, but we got on, we got, we, I suppose we, we, we moved on a little bit that from just being green to look at that corporation social responsibility." [JF]
"…we're not particularly green, but we're particularly good at telling the story…So, we're marketing. And at the very beginning, we're still profit-driven."	"…but you know what? And it's, uh, we're not particularly green, but we're particularly good at telling the story. And that's who we are. Right? So, we're marketing. And at the very beginning, we're still profit-driven." [JF]
"…at the end of the day, it comes on your balance sheets…it's just, it falls to the bottom line…the sector [Irish Hotel Industry] is quite good in general terms…they're responsible because, because there's a cost saving. Right? In other words, it's, it improves your bottom line. It improves your margin"	"Uh, but look, at the end of the day, it comes on your balance sheets. I mean I've 1,887 light fittings in the hotel here. Right? And I would say 98% of them are now, not low energy, but LED. We're gone through CFC. So, we're on to, so you know, there's a few still like here that we wouldn't be great on, but all, anything that's on for any significant period, they're all sorted. Um, because it's just, it falls to the bottom line…the sector [Irish Hotel Industry] is quite good in general terms. I would say they are quite responsible. Uh, they're responsible because, because there's a cost saving. Right? In other words, it's, it improves your bottom line. It improves your margin…I suppose, when the recession really hit us, that everybody was looking at to try and make savings, you know. Um, and the green thing kind of was, it was greenwashing a little bit on it…" [JF]
"…the first environmental thing that you saw in hotels was you saw this whole idea of a reutilisation of towels. And the proposition was we were going to save water. Well, the proposition was we were going to save [money] on hiring linen. That was the proposition for us. It got marketed as saving water and detergent and all that kind of stuff. So, it was, it did have an immediate effect on bottom line."	"Yeah, I suppose in terms of energy is, I suppose is one of the key areas, for instance, reducing electricity bills. It's one of the, I won't say it's a high cost, but it is a big cost item. In the past, you see, most of hotels, the biggest cost in hotels is labour. Labour is about 40% to 44% cost at the moment, but you can't really, it's always known as a variable cost, but it really is a fixed cost, and more so now with various legislations that have been passed. So, you're looking at other areas on the expense line that you can actually make an impact. And I suppose it started way back with the whole idea of, for instance, the first environmental thing that you saw in hotels was you saw this whole idea of a reutilisation of towels. And the proposition was we were going to save water. Well, the proposition was we were going to save [money] on hiring linen. That was the proposition for us. It got marketed as saving water and detergent and all that kind of stuff. So, it was, it did have an immediate effect on bottom line. So that was one of the first that I know that was there." [MW]
"…it's back to sustainability, is, is profit…"	"Very, very few that I believe, you know. Ah, I, I, now, you can say maybe I could promote it and advertise it better, but my main, and again, it's back to sustainability, is, is profit, you know." [MN]
"Dalata, the biggest group in Ireland now would be very involved in it … because of profit…"	"…but I know, um, Dalata, the biggest group in Ireland now would be very involved in it and they have environmental people there and, ah, I know their, their, their top people are into it because, ah, but again, it's for, it's because of profit, you know?" [MN]

Exemplar Comment	Quotation
"…, it all washes straight down to the bottom line."	"And so, while none of this [environmental engagement] is mandated by law, in terms of energy conservation, manpower, logistics, purchasing, it all washes straight down to the bottom line." [POH]
"…what drives a lot of it is this, so it adds to your, your efficiency and your bottom line…and that's the seller"	"...a lot of it is going back to your question, what drives it? Uh, what drives a lot of it is this, so it adds to your, your efficiency and your bottom line, you know, and that's the, and I suppose that's the seller…" [JT]

Table 8.8.6

Non-Hoteliers
Exemplar Quotations – Profit and the 'bottom line'

Exemplar Comment	Quotation
"They'll do a nod towards it and they will do it because there's either funding available or it means something for them in the bottom line and they can go with it."	"I think the extreme case of fully managing the environment and manage the impact and appealing to customers, that's quite niche really to do it to that degree. My view is that many of the hoteliers would go nearly middle of the road. They'll do a nod towards it and they will do it because there's either funding available or it means something for them in the bottom line and they can go with it." [SF]
"if they're done correctly, they will affect the bottom line positively and there could be a marketing/PR element out of it"	"Oh, I think overall that they would have a positive impact in the sense that if they're done correctly, they will affect the bottom line positively and there could be a marketing/PR element out of it." [SF]

Table 8.8.7

Chain and Non-Chain Hoteliers
Exemplar Quotations – 'Survival' and 'Saving the Business'

Exemplar Comment	Quotation
"But sustainability is now about becoming staying in business. It's sustaining the business…our costs have reduced significantly… but on the ground here we're doing it to save money, to save jobs, to save the business…but sustainability is now about becoming staying in business. It's sustaining the business."	"So, we've a sign up saying we're in the Green Hospitality Award and we're doing this and tick all those boxes. But sustainability is now about becoming staying in business. It's sustaining the business. So, we can, like, our costs have reduced significantly…there is that responsibility driven by Head Office but on the ground here we're doing it to save money, to save jobs, to save the business…but sustainability is now about becoming staying in business. It's sustaining the business. So, we can, like, our costs have reduced significantly. Like, our energy consumption is down 25% since we started. Now, if we had to, like, I'm sure, look, you know about business. Energy cost saving goes directly to the bottom line. Directly. There's no - nothing comes out of it." [AN]
"I would say we could conservatively say we're saving about €100,000 a year - from the bottom line, ah, of cost …that's, that's, that's €1 million over the last 10 years. It's probably one of the reasons why we're still in business."	"Um, I would say we could conservatively say we're saving about €100,000 a year - from the bottom line, ah, of cost, you know, or of cost. So that's going to bottom line, you know. So that's probably, that's, that's, that's €1 million over the last 10 years. It's probably one of the reasons why we're still in business." [MN]

Table 8.8.8

Non-Hoteliers
Exemplar Quotations – 'Survival' and 'Saving the Business'

Exemplar Comment	Quotation
"…and I'm thinking of those guys trying desperately to try and bloody survive… If I could keep the bloody doors open. But am I clever enough to have realised that I could have added to the bottom line if I had used less energy or fixed more leaks?"	"…I'm trying to think of the other end of the market and I'm thinking of those guys trying desperately to try and bloody survive, you know, in small rural Ireland or, you know, the Munster Arms in Bandon. If I could keep the bloody doors open. But am I clever enough to have realised that I could have added to the bottom line if I had used less energy or fixed more leaks or something?" [AH]
"that the Irish hotel industry in 2005 was wasting, paying €100 million too much per annum for their waste, water and energy. That is almost, in 2015 that'll have been a €1 billion opportunity, which to date they've saved, of the €1 billion, they've saved €21 million… if this industry this year to date, 2013, had €800 million more in its pocket, it would not be insolvent. It is insolvent"	"Environmental efficiencies is waste, water and energy, the three together. So, the energy figure was staggering. Effectively, it showed that the Irish hotel industry in 2005 was wasting, paying €100 million too much per annum for their waste, water and energy. That is almost, in 2015 that'll have been a €1 billion opportunity, which to date they've saved, of the €1 billion, they've saved €21 million. Now, if you want to talk about leadership and opportunity, we identified an area where if this industry this year to date, 2013, had €800 million more in its pocket, it would not be insolvent. It is insolvent." [MD]
"…there's a marginal difference between a hotel that's certified and one that isn't certified in terms of… I mean, a hotel might be making those savings anyway. They're certainly forced to do so now within the economic climate. So, if a hotel is surviving now it probably has most of that cracked to a large extent…"	"And again it comes back to this point that I mentioned earlier about the eco-tourism, you know, about having something where you put a label on it where it's probably operating at, you know, it doesn't, you know, there's a marginal difference between a hotel that's certified and one that isn't certified in terms of…bar maybe the energy, waste and water, I mean, a hotel might be making those savings anyway. They're certainly forced to do so now within the economic climate. So, if a hotel is surviving now it probably has most of that cracked to a large extent, you know?" [PO]
"So, of course then reducing utilities is important, but it's still not important enough to say is that the overall success of the hotel."	"And you'll find all these studies that say, 'Yes, there is a payback.' Why? Because the question that we asked them is 'Do you recycle? Do you reduce energy? Do you reduce waste? Do you reduce water?' Well, yeah. I mean clearly all of that makes you more money. The other thing is that some of these things are, even though utilities are the second-highest cost in a hotel, well, if we assume that your mortgage is paid, the highest cost in your hotel is staffing and the second highest is utilities. Okay? So, of course then reducing utilities is important, but it's still not important enough to say is that the overall success of the hotel." [XH]

Table 8.8.9

Chain-Hoteliers
Exemplar Quotations – 'Large' Cost Savings

Exemplar Comment	Quotation
"And we saved €90,000 in the first year without spending a penny…. After three years, we had saved €0.25 million." "As in we drove it and drove it and drove it. Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again"	"And we saved €90,000 in the first year without spending a penny. Do you know? After three years, we had saved €0.25 million. We spend about €0.25 million a year. So, like, we were getting one year free without spending any money…so, like, I suppose I drove it here probably a lot further than a lot of, well, I would say any hotel in the country. Do you know what I mean, like? As in we drove it and drove it and drove it. Because we saw, like, €90,000 in year one. You see €90,000 in year one, you're going again. Do you know what I mean, like? And you go again, and you keep going." [AN]
"My team just go into the rooms and they segregate the waste because that's another huge cost saving if we do that at that stage."	"So, what we do in the letter is asking our guests if they like to take part, they can recycle by putting their wet waste in the bathroom and their dry waste. And if they don't do it, we do it anyhow. My team just go into the rooms and they segregate the waste because that's another huge cost saving if we do that at that stage." [DE]

Table 8.8.10

Non-Chain Hoteliers
Exemplar Quotations – 'Large' Cost Savings

Exemplar Comment	Quotation
"…we reckon we're saving approximately 60,000 a year, 50,000 to 60,000 a year on, on everything…So, so floating between 60,000 and 70,000 a year we're saving every year going to the bottom line…"	"Commercially, if you're going to ask me how has it affected me commercially - from a savings perspective, em, we, we did an exercise a few years ago, around two years ago and we reckon we're saving approximately 60,000 a year, 50,000 to 60,000 a year on, on everything. I mean, when you add in the 25,000, even if you're conservative, like, the people that put in the CHP plant and the air absorption chiller they say we're saving 60,000 alone on our energy bill. So, say, if you, if you deflate that because, you know the way people in Ireland have a habit in inflating things, yeah, so say you deflate that to maybe 40,000 and then you add in definitely the 25,000 I was paying for the water, so you're back up to 65,000 a year. So, so floating between 60,000 and 70,000 a year we're saving every year going to the bottom line…" [SD]
"we could conservatively say we're saving about €100,000 a year - from the bottom line, ah, of cost, you know, or of cost. So that's going to bottom line…, that's €1 million over the last 10 years…"	"Um, I would say we could conservatively say we're saving about €100,000 a year - from the bottom line, ah, of cost, you know, or of cost. So that's going to bottom line, you know. So that's probably, that's, that's, that's €1 million over the last 10 years. It's probably one of the reasons why we're still in business." [MN]
"…it was €120,000… I would say in five years, we nearly had the money back. We did a whole complete thing."	"So, we did kind of a cost on it and brought in a company, had a look and said, 'Look, if we spend like €0.25 million replacing the main infrastructural pipes.' And we looked at it. In actual fact, the number wasn't €0.25 million - it was 120,000, I think, was it, but I would say in five years, we nearly had the money back. We did a whole complete thing." [MP]
"…we took our kitchen out last year and we put a new kitchen in, which is all electric. Okay? So, induction cooking, electromagnetic. That's going to cost us, or sorry, save us in energy bills about eight grand a year."	"With the latest things we did in terms of green energy, and it sounds counterintuitive here, is that we took our kitchen out last year and we put a new kitchen in, which is all electric. Okay? So, induction cooking, electromagnetic. That's going to cost us, or sorry, save us in energy bills about eight grand a year." [POH]

Table 8.8.11

Non-Chain Hoteliers
Exemplar Quotations – 'Large' Cost Savings

Exemplar Comment	Quotation
"90% of the hotels that are still available to do energy projects…'tis 30,000 or 40,000 a year could be saved"	"But, like, 90% of the hotels that are still available to do energy projects, like, in any given boiler house they could do any major piece of equipment 'tis 30,000 or 40,000 a year could be saved there." [TN]
"One hotel in Dublin is wasting approximately €200,000 worth of food that they purchase…they're wasting €200,000, you know. So, there's huge opportunities."	"One hotel in Dublin is wasting approximately €200,000 worth of food that they purchase, and you know, they heat it and treat it and whatever. That costs them, we, our estimation is one tonne of food waste is equivalent to €3,000 or €3 a kilogramme. So, they're wasting €200,000, you know. So, there's huge opportunities." [JJ]
"…a great case study is always the Riverbank in Wexford…there's the business of the water leak. You know, they had this big water leak that was costing them 30 grand a year and they'd been paying that for donkeys years…, they were paying for the water and it was just puttering away into the estuary…it's great because just with the stroke of a pen almost they saved, you know, 30 grand a year…not every hotel has a huge big win like that…"	"…a great case study is always the Riverbank in Wexford. You know, they do what most people, they pay the bills every year. You know, bill comes in and they pay the bill. They don't really, you know, without benchmark data, they've no idea whether they're using too much energy, too little. You know, and there's the business of the water leak. You know, they had this big water leak that was costing them 30 grand a year and they'd been paying that for donkeys years, you know, without even, and the water wasn't even going into the hotel because the leak was at the meter. So, they were paying for the water and it was just puttering away into the estuary. You know, I think it's great because just with the stroke of a pen almost they saved, you know, 30 grand a year. You know, it's not a big hotel, so you know, it's that sort of thing. You know, I mean not every hotel has a huge, big win like that, but you know, once they understand their own performance, then they can start to identify where they can make efficiencies." [KR]
"…, I know that Joe Dolan in the Bush Hotel in year one alone saved 100,000 clean…and Maurice would say that the average saying in year one of a hotel doing, implementing some low and no cost practices would be anywhere north of 30,000, you know, so that 30,000 would be a good minimum for savings in hotels. And then you're saving that year-in-year as well…"	"I think financially it's been very, very good and Maurice [Managing Director, GHA Scheme] has figures to show. I mean, I know that Joe Dolan in the Bush Hotel in year one alone saved 100,000 clean, you know, so certainly when you look at that, and Maurice would say that the average saying in year one of a hotel doing, implementing some low and no cost practices would be anywhere north of 30,000, you know, so that 30,000 would be a good minimum for savings in hotels. And then you're saving that year-in-year as well, you know, and maybe making some improvement on that as the years go on." [PO]

Table 8.8.12

Chain Hoteliers
Exemplar Quotations – Mitigating rising Costs

Exemplar Comment	Quotation
"…but without realising it they've reduced energy and they've reduced their costs. They mightn't see it on a bottom line because the price has gone up…" "I could be at €0.75 million saved now after five years purely because that's what I would have had to spend over the last five years if I didn't reduce. It didn't mean I got €0.75 million into the bank; it meant that we just didn't have to spend it, which again is bottom line."	"And without knowing it after a couple of years you've now got a really good environmental policy and some places will only be using maybe the likes of a HR Manager, might be, you know, looking after it, but without realising it they've reduced energy and they've reduced their costs. They mightn't see it on a bottom line because the price has gone up. Like, I had a Financial Controller that said to me at the start, you know, I was here a couple of months and that's why we've reduced consumption by 10%. 'Well, Andrew, our costs are the same as last year'. I said 'Well, there you go'. And she was like 'What do you mean "There you go"?' I said 'Well, the price has increased by 15%'. So, you know, if you pay the same this month as you did last year, we're winning...and because of the way energy is accounted for, like, the savings, like, I could be at €0.75 million – no thanks, no – I could be at €0.75 million saved now after five years purely because that's what I would have had to spend over the last five years if I didn't reduce. It didn't mean I got €0.75 million into the bank; it meant that we just didn't have to spend it, which again is bottom line." [AN]
"The cost, we'll say, electricity and all is rising all the time. So, it's unfair…to be looking at the cost factor all the time, so you look at the consumption factor. And if you look at the consumption factor then, you have, you can see the variations because when you put it into the, into cost perspective then, you may not be able to see that because the cost about…increased dramatically"	"Now, I, the other thing, two ways of looking at it. One is obviously the cost. The cost, we'll say, electricity and all is rising all the time. So, it's unfair for, you know, to be looking at the cost factor all the time, so you look at the consumption factor. And if you look at the consumption factor then, you have, you can see the variations because when you put it into the, into cost perspective then, you may not be able to see that because the cost about…increased dramatically, yeah. So there definitely is the bottom line. We don't much talk about it as such. We're, I suppose that's one of our problems in Jurys is we don't really talk about the, we've made savings, you know. Tremendous savings." [SV]
"…our goal in the company is to reduce our energy consumption by 25% over five years. And even then, we still think we'll be paying more for energy in five years' time than we were today because we anticipate rising costs of 30% over five years…"	"It could be any one of a number of reasons. But our goal in the company is to reduce our energy consumption by 25% over five years. And even then, we still think we'll be paying more for energy in five years' time than we were today because we anticipate rising costs of 30% over five years…so you know, if we weren't consciously making an effort to reduce it without having an effect on service and so on, we would see much higher costs in years to come." [TY]

Table 8.8.13

Non-Chain Hoteliers
Exemplar Quotations – Mitigating rising Costs

Exemplar Comment	Quotation
"primarily, ah, simply financial, ah, the economics of it. Ah, energy costs have risen and keep rising"	"Ah, I would think, I would think primarily, ah, simply financial, ah, the economics of it. Ah, energy costs have risen and keep rising, ah, and, um, there are other pressures now." [GOhC]
"...we've seen the reduced cost…unfortunately, we've seen energy prices rise way up as well, so even though we've done that, you know, electricity bills still go up…."	We've invested in all the lighting and we've seen the reduced cost. Um, unfortunately, we've seen energy prices rise way up as well, so even though we've done that, you know, electricity bills still go up, you know." [FOJ]
"…it's a positive, it is a positive thing… it's going to get more positive…but then I suppose as things get more efficient… the knock-on effect…is continually going to be that your, your, your [inaudible] you're, you're going to be saving on your usage so that your costs are stabilised…"	"There are, there are, it's a positive, it is a positive thing, you know. Um, and you kind of think it's going to get, it's going to get, it's going to get more positive, you know, but then I suppose as things get more efficient, as boilers get more efficient, air conditioners get more efficient or lighting gets more efficient and you know, it's, the, the knock-on effect is going, is, is continually going to be that your, your, your [inaudible] you're, you're going to be saving on your usage so that your costs are stabilised, you know." [JT]

Table 8.8.14

Chain Hoteliers
Exemplar Quotations – Cost focus of Environmental Consultants

Exemplar Comment	Quotation
"if Maurice Bergin [Managing Director, GHA scheme] walks into your property today, when he walks out you'll have given him €300 and he'll have left you €1,000 at least…in energy saving ideas…but he will save you money…Immediately."	"And the question is always, like, 'Yes. But we've to spend €300 there to join the Green Hospitality Award…but all these, they're saying '€300, whatever it is, membership and, sure, what can we get out of that?' And I say 'Well, if Maurice Bergin [Managing Director, GHA scheme] walks into your property today, when he walks out you'll have given him €300 and he'll have left you €1,000 at least - do you know what I mean? – in energy saving ideas… So, he'll walk into any property. And he'll even come in here and say 'Andrew' and I'd be like 'Maurice', but – do you know? – we'll haggle over it. But he will save you money. But they kind of see this €300 as wasted money when in actual fact they'll get it back. Do you know? Immediately." [AN]
"The problem with calling in the consultant is they'll give you the report and the report is obviously cost related, so if you don't do A and B, it's a waste of time… There's a cost element to it…"	"The problem with calling in the consultant is they'll give you the report and the report is obviously cost related, so if you don't do A and B, it's a waste of time. And that's what happened with the reports that, all the reports we've got. There's a cost element to it and they don't tell you that…" [SV].
"Maurice [Managing Director, GHA Scheme] is a hotelier, so he's quite good at getting these points across and he's quite good at getting people to understand 'Look. There's savings here… so, you'd save a lot of money as well as driving the [environmental] agenda."	"I think it's been good. Maurice [Managing Director, GHA Scheme] is a hotelier, so he's quite good at getting these points across and he's quite good at getting people to understand 'Look. There's savings here…but I have to be fair to him. He's definitely driven on a lot of it…so, you'd save a lot of money as well as driving the [environmental] agenda.' [SMcP]

Table 8.8.15

Non-Chain Hoteliers
Exemplar Quotations – Cost focus of Environmental Consultants

Exemplar Comment	Quotation
"I'm saying, 'Maurice, I'm getting tired…I mean, being a platinum award they, I mean, corporate responsibility, I mean, it moved from saving money, then, then they tipped a little bit into the sales side of things because I was at them about the fact that we're not getting any customers because we're green… getting hoteliers to save money is easy…em, so to convince the hotelier to save money is easy. So, that's done, we've been doing that with Maurice for the last 10-15 years."	"I've known Maurice [Managing Director, GHA Scheme] for 25 years and I'm saying, 'Maurice, I'm getting tired…I mean, being a platinum award they, I mean, corporate responsibility, I mean, it moved from saving money, then, then they tipped a little bit into the sales side of things because I was at them about the fact that we're not getting any customers because we're green, the question you asked me, and then they're talking about corporate responsibility…but the millions that are coming in are Tourism Ireland so that's the marketplace. So, that's where, that's where Maurice should be to improve his business. Because getting hoteliers to save money is easy…em, so to convince the hotelier to save money is easy. So, that's done, we've been doing that with Maurice for the last 10-15 years. The next development, as far as I'm concerned, is for Tourism Ireland to link in with Maurice and say, 'How can we put a strategic plan to give that message that we're…?' You know the way they say Ireland, the green island." [SD]
"…I got involved with the Green Hospitality or the Cleaner Greener Production Programme and that showed me that, ah, I could save money, ah, by being more…environmentally-focused and sustainable."	"Um, and to be fair then, I got involved with the Green Hospitality or the Cleaner Greener Production Programme and that showed me that, ah, I could save money, ah, by being more, ah, sustainable, being more, ah, green, if you, I don't like the word 'green'. I think, ah, environmentally-focused and sustainable." [MN]
"…a lot of people would have said you'd need to, you would need to have been involved[?] in the whole thing when people come and they're trying to sell you this, they're, they're looking at return on investment. They're looking at, you know, cost saving and benefits to it, and that's what sells it."	"Um, I suppose coming back to it, a lot of people would have said you'd need to, you would need to have been involved in the whole thing, you know, but when people come and they're trying to sell you this, they're, they're looking at return on investment. They're looking at, you know, cost saving and benefits to it, and that's what sells it." [JT]
"they're consultants, um, to do with money… the GHA would have been driving financial benefit first and foremost."	"I suppose they'd be, you know, they're, they're, they're consultants, um, to do with money...the GHA would have been driving financial benefit first and foremost." [JF]

Table 8.8.16

Non-Hoteliers
Exemplar Quotations – Cost focus of Environmental Consultants

Exemplar Comment	Quotation
"…I was asked to go in there and do a survey in the G Hotel…if the units didn't go in in the first place they'd be saving themselves about 50,000 a year by putting in one of them."	"Five years ago, six years ago I was asked to go in there and do a survey in the G Hotel. I gave a survey to them in the G Hotel and the answer that came back at the time, 'Sure the new one is only six years old'. But if, if they, if the units didn't go in in the first place, they'd be saving themselves about 50,000 a year by putting in one of them." [TN]
"…the equivalent of that particular unit there that you're looking at there in Rochestown Park at the time was, was consuming 182 kilowatts of electricity every time it ran. 'Tis now doing it with 2.5 kilowatts. Do the sums…"	"Like, like, the beauty that him and Rochestown have now is that when their heating demand goes off the law of average is their cooling demand comes on so that thing, the one that was done in Rochestown, and that's why it is so ideal for every hotel, the equivalent of that particular unit there that you're looking at there in Rochestown Park at the time was, was consuming 182 kilowatts of electricity every time it ran. 'Tis now doing it with 2.5 kilowatts. Do the sums, as the fella says." [TN]
"Maurice [Managing Director, GHA Scheme] does that very well. He will almost come into you and guarantee you to save you 30 grand either on water or energy or something…"	"And, indeed, Maurice [Managing Director, GHA Scheme] does that very well. He will almost come into you and guarantee you to save you 30 grand either on water or energy or something…I would say there are a lot of people out there who would be able to tell you that changing that resulted in a saving of X annually. There'd be, no, that is where the data probably is, and I would say Maurice would lead on that." [AH]
"…we estimate that the savings a hotel can achieve are up to €2,000 per bedroom in the first year of getting involved in such a programme [the GHA]. So, you know, it's significant. Very significant."	"Now, there's loads of opportunities [for reducing costs]. You know about LED lights. Do I have the, I must get you the, I have it here? There's a case study booklet which I'll give you. We produced this last year and then there's about 20 case studies here of how hotels can actually reduce their costs by being more resource efficient. And I mean we've got reducing waste, reducing water and energy generally is the big one. Like replacing lights, one hotel can save €34,000 by just replacing their lights with LED lights. So, lots of opportunities….well, we estimate that the savings a hotel can achieve are up to €2,000 per bedroom in the first year of getting involved in such a programme [the GHA]. So, you know, it's significant. Very significant." [JJ]
"…and the argument in Ireland is, going green in our sector saves you money…"	"So, identifying the green consumer is in that way, through booking engines, is a tough one. Which comes first? Do you market yourself as being green or do you wait for your customers to ask you? I would say, and the argument in Ireland is, going green in our sector saves you money, therefore the intelligent route is tell your customer. Go tell your customer and satisfy a need they have without them knowing they have it already." [MD]
"GHP [Green Hospitality Programme], with the information we have about properties…there's gigawatts of energy to be saved like that. That multiplies into [cost] savings."	"Now, GHP [Green Hospitality Programme], with the information we have about properties, and I even looked at it this morning, you know, the benchmark figure we have, there's gigawatts of energy to be saved like that. That multiplies into [cost] savings." [MD]
"…positive because we've seen it. We've worked with them. We've done it. 50% of the savings are known low-cost. The low-hanging fruit are so low you're picking them off the ground. So, it's so easy. It just is so easy."	"Positive. Well, positive because we've seen it. We've worked with them. We've done it. 50% of the savings are known low-cost. The low-hanging fruit are so low you're picking them off the ground. So, it's so easy. It just is so easy." [MD]
"…a business mustn't lose sight of its core target, which is making a profit… sustainability is linking profitability with your social and environmental area, so you've got to make a profit."	"I will always argue that fundamentally a business mustn't lose sight of its core target, which is making a profit. You know, sustainability is linking profitability with your social and environmental area, so you've got to make a profit." [MD]

Exemplar Comment	Quotation
"if you're a business and going green *saves* you money and *could* generate new customers, if you don't do it, you're stupid."	"And bottom line is if you're a business and going green saves you money and could generate new customers, if you don't do it, you're stupid. Would that be a fair? If you're managed, you should be fired and if you're owned, you should have a good talking to yourself." [MD]
"The marketing side of it [the GHA scheme], as all the green business ones are predominantly on economic savings, rather than environmental drivers because obviously it's a bigger hook to businesses…"	"So that was where it, sort of the initial idea came from. It just so happened that we had a project already on the shelf, which is Greening Irish Hotels, which is an old CGPP [The EPA Cleaner Greener Production Programme] project. And I basically took it, had a look at it and thought, 'Well, if we can put money into this, we could turn a regional pilot programme into like a national scheme.' Because at the time, there weren't any suitable schemes in Ireland. There still aren't, really, apart from ours.…The marketing side of it [the GHA scheme], as all the green business ones are predominantly on economic savings, rather than environmental drivers because obviously it's a bigger hook to businesses to say, 'Look, you can save money by doing this and PS we also get our environmental advantages from that.'" [KR]
"…the exception rather than the rule that they would go and do this stuff off their own bat. But if they're [hotels] approached [by the GHA] in the right way with the information to show exactly what they can save, then they generally are quite willing."	"So, you know, generally speaking, hotels probably, it would be the exception rather than the rule that they would go and do this stuff off their own bat. But if they're approached [by the GHA] in the right way with the information to show exactly what they can save, then they generally are quite willing." [KR]
"that in GreenBusiness, there's no certification involved, so when we identify potential savings, they only remain that, potential savings, not actual savings. In this scheme [GHA], we're reporting actual savings because obviously you have to go and be audited before you get your award."	"…one thing that the project produces is excellent benchmarks. And the good thing about our hotels project versus the normal GreenBusiness project is that in GreenBusiness, there's no certification involved, so when we identify potential savings, they only remain that, potential savings, not actual savings. In this scheme [GHA], we're reporting actual savings because obviously you have to go and be audited before you get your award." [KR]

Table 8.8.17

Chain-Hoteliers
Exemplar Quotations – Lack of Perceived Differential Competitive Benefits Accruing to Hotel CER initiatives

Exemplar Comment	Quotation
"…but we're here to make money. That's the bottom line. So as for corporate business coming here purely because of our green thing, I would say no. You're booking a hotel. The first thing, is it in the place you want to go? Is it in Cork? Yes. Is it near all the factories I want to visit? Yes. You know what I mean? Have we a corporate contract with them so we get the best deal available? Yes. Right. Maybe down at the bottom, is it a sustainable hotel? Yes."	"Like, that we will do enough to get by but we're here to make money. That's the bottom line. So as for corporate business coming here purely because of our green thing, I would say no. You're booking a hotel. The first thing, is it in the place you want to go? Is it in Cork? Yes. Is it near all the factories I want to visit? Yes. You know what I mean? Have we a corporate contract with them so we get the best deal available? Yes. Right. Maybe down at the bottom, is it a sustainable hotel? Yes. Do you know?" [AN]
"I would say the environmental success of the hotel is a nice perk for them to say 'Well, we're using sustainable hotels. …I don't think we've gotten an extra room night out of it, which is bottom line. But what we have got is the savings associated with being environmentally friendly."	"I would say the environmental success of the hotel is a nice perk for them to say 'Well, we're using sustainable hotels. But, like, look, we've won pretty much every award that can be won in this country, you know, for environmental matters and I don't think we've gotten an extra room night out of it, which is bottom line. But what we have got is the savings associated with being environmentally friendly." [AN]
"Recession comes in and everyone's cutting skin and hair again and then [the sort of?] price. No, no. It's about price."	"No. I think it was going well for them in terms of there was a big drive on it before the recession. Recession comes in and everyone's cutting skin and hair again and then [the sort of?] price. No, no. It's about price. 'What's the price? What's the price?' You know. So, they were very price conscious, I suppose, you know." [SMcP]
"I don't think there's a revenue enhancement from it. It's probably a selling tool but I think for the most part the people… want…a good price and a good location…they're buying then into the different star grading, into our base and what your preference is. So, I don't think there's a revenue enhancement from it."	"I don't think there's a revenue enhancement from it. It's probably a selling tool but I think for the most part the people who are doing business with you they want, you know, a good price and a good location and, you know, they're buying then into the different star grading, into our base and what your preference is. So, I don't think there's a revenue enhancement from it. [TY]
"I think it really comes down to price… No. I think most companies pay lip service to it."	"I think it really comes down to price. I think there are certain companies that do, I mean, what we have in hotels is you have an RFP – refer for proposal – system where companies, let's say, for example, that, you might have Diageo round the corner and their whole travel management in all of Europe is run by a company called HRG. So, what happens is Diageo might have, like, 1,000 rooms going into the city and what they'll say is you can quote for the business. So, you'll put in 'Look, guys, we'll charge you €200' and you have to tick sort of a whole lot of things, 'Do you charge commission? Does it include breakfast?' and dah----. Now, some companies actually put in eco-label or some companies actually put in, you know, you actually comply with local health and safety standards and so on. It's kind of a generic line. And really all you're doing is covering probably travel insurance with their employees. They don't drop you into a war zone or something, like…I don't think so. No. I think most companies pay lip service to it." [TY]

Table 8.8.18

Non-Chain Hoteliers
Exemplar Quotations – Lack of Perceived Differential Competitive Benefits Accruing to Hotel CER initiatives

Exemplar Comment	Quotation
"Paddy go, 'That's all lovely, but I still want my modern comfort.'…you can go too far with it…not to the extent it affects…the customer's comfort herself. Definitely not. He won't pay for it…you read about these people who go on green things and so on. I've yet to meet them, that'll sacrifice comfort or pay extra, by the way, for a, for a greener experience. I don't see that."	"Paddy go, 'That's all lovely, but I still want my modern comfort.' Right? So, um, you can go too far with it, but, um, not, if not to the extent it affects the, the, the customer's comfort herself. Definitely not. He won't pay for it. Uh, I have seen, you read about these people who go on green things and so on. I've yet to meet them, that'll sacrifice comfort or pay extra, by the way, for a, for a greener experience. I don't see that. [JF]
"I would sell more, yes. I wouldn't get any more money for them. Well, our profile, our activities enhance our profile in the market, which attracts more enquiries, which translate into more bookings"	"I would sell more, yes. I wouldn't get any more money for them. Well, our profile, our activities enhance our profile in the market, which attracts more enquiries, which translate into more bookings" [JF]
"…generally speaking, there is a lot of, a lot of people come just because they know it's a green hotel."	"I would, yes, it's, it's not easy to quantify it, but I would say, ah, generally speaking, there is a lot of, a lot of people come just because they know it's a green hotel." [GOhC]
"…, guests wouldn't notice it, but, ah, I mean, I would notice it, you know. Everybody would. I mean people would, people would, people who knew would know, do you know, so - there is that. It's a competitive thing."	"Ah, well, we're gold and we're silver in different categories, you know. Ah, well, it's, it's not the end of the world, ah, and, ah, guests wouldn't notice it, but, ah, I mean, I would notice it, you know. Everybody would. I mean people would, people would, people who knew would know, do you know, so - there is that. It's a competitive thing." [GOhC]
"…there was two aspects to it I thought that, the fact that commercially we'd saved money… the simple answer to it is, no, I don't think being green has got me more customers; I honestly don't think so… they're not coming here just because we're green, okay? It's a pity."	"Like, there was two, initially there was two aspects to it I thought that, the fact that commercially we'd saved money and then the other, the flipside of that is making money, yeah?... And the simple answer to it is, no, I don't think being green has got me more customers; I honestly don't think so. Em, I've no trackers, I've no, we don't ask the question, 'Did you come here because we're green?', and I guarantee you, em, I'd know by the customer and the Irish customer. They're not coming here just because we're green, okay? It's a pity." [SD]
"There is a bit of PR to it, ah, but I can tell you, the 55,000 customer bed nights I had last year, I would say less than 0.001% of them really have mentioned too much, ah, about, ah, being green, that was the reason why they, they came to my hotel…I don't think it's overly important. I could count on my, back of my hand over last year how many people came to me because of my sustainable drives…"	"And some people are probably taking all this environmental thing because I haven't mentioned the word PR. There is a bit of PR to it, ah, but I can tell you, the 55,000 customer bed nights I had last year, I would say less than 0.001% of them really have mentioned too much, ah, about, ah, being green, that was the reason why they, they came to my hotel…I don't see the research. I don't, ah, well, I, I, I've been told research, but I don't, in my own research with my own customer base, ah, I, ah, I would contradict it. I don't think it's overly important. I could count on my, back of my hand over last year how many people came to me because of my sustainable drives, you know. [MN]
"…I don't see the competitive advantage immediately there, but I think it is going to be there in the future. There's no advantage. There's no advantage to trading with that credential currently."	"The idea originally was coming back from, say, Fáilte Ireland was that the European markets, in particular the Germans, were very appreciative of this kind of thing and that in the future eco-tourism would dovetail into eco-practices within providers and that in effect the eco-tourist wouldn't stay anywhere unless it was an eco-friendly place and had environmental-friendly practices. I don't necessarily think that's become true on the ground…so, I don't see the competitive advantage immediately there, but I think it is going to be there in the future. There's no advantage. There's no advantage to trading with that credential currently. Maybe there will be in the future, but I'm not too sure that, you see, it's still going to impact on the price that people are willing to pay for the goods or service." [MW]
"But that's because it saves them money. What they're lacking is the warm and relevant PR opportunities…because they have probably reduced their energy costs here by 20% year on year, the commercial guest staying here doesn't give a toss.	"I mean they've got quite a responsible target of energy monitoring system in this property actually, as it happens, where they can get real time consumptions by area. But that's because it saves them money. What they're lacking is the warm and relevant PR opportunities, you know. Where because they have probably reduced their energy costs here by 20% year on year, the commercial guest staying here doesn't give a toss. [POH]

Table 8.8.19

Non-Hoteliers
Exemplar Quotations – Lack of Perceived Differential Competitive Benefits Accruing to Hotel CER initiatives

Exemplar Comment	Quotation
"I'm sceptical…If it is also green maybe a benefit but certainly will not be the game breaker…if I was told the green one next door was dearer would I still buy it to which the answer is probably not…the first thing I look for is, kind of, atmosphere, quality of facilities and services…if I look at it as a marketing question, will I sell more because I have it? In my opinion the answer is no."	"I'm sceptical…If it is also green maybe a benefit but certainly will not be the game breaker, okay? And a bigger question than the one you asked me was, and if I was told the green one next door was dearer would I still buy it to which the answer is probably not, okay? I think the first thing I look for is, kind of, atmosphere, quality of facilities and services and then I would like to think, right? But, no, if I look at it as a marketing question, will I sell more because I have it? In my opinion the answer is no." [AH]
"… if I take Dublin as a perfect example, 120+ hotels, 23 of which are certified. Yet all 120 will have received the same RFTs… they will all have answered environmental questions. That hasn't transferred into a desire by them to get certified…"	"… if I take Dublin as a perfect example, 120+ hotels, 23 of which are certified. Yet all 120 will have received the same RFTs from the same companies. So, they will all have answered environmental questions. That hasn't transferred into a desire by them to get certified. So, there's a challenge in there." [MD]
"Not in hotels. It's really down in the eco-tourism side…"	"Not in hotels. It's really down in the eco-tourism side, down to the Burren eco-tours and the Loop Heads, the John Brennans down in Dromquinna in Kenmare, of The Park in Kenmare, with his new – and he's got glamping." [MD]
"We allude to a competitive advantage, but the problem is it's difficult to get any sort of quantitative information to say that hotels are winning business… But it's the most difficult to prove… because ultimately price is still going to be the ultimate determinant."	"We allude to a competitive advantage, but the problem is it's difficult to get any sort of quantitative information to say that hotels are winning business because…But it's the most difficult to prove or to, you know, to sort of like get a hard idea of, you know… because ultimately price is still going to be the ultimate determinant." [KR]
"a hotel in Portlaoise who were in the scheme and they got two big conferences and a number of meetings from ourselves, purely because they were in the scheme…, they dropped out of the scheme. So, we rang them to find out and they said, 'Oh well, we didn't win any business because of it.' You know, obviously once they've got the savings… but drop out of the scheme if they don't see the value of having the Green Hospitality Award itself."	"You know, a good example would be, I don't want to name them, but a hotel in Portlaoise who were in the scheme and they got two big conferences and a number of meetings from ourselves, purely because they were in the scheme because I've been, you know, when I started doing this, I tried to do our own green procurement thing to say that the EPA should only be booking services through Green Hospitality or equivalent hotels. And that's quite a difficult sell, actually…So, this particular hotel won a significant amount of business on that strength and then the year after, they dropped out of the scheme. So, we rang them to find out and they said, 'Oh well, we didn't win any business because of it.' You know, obviously once they've got the savings, they can still carry on doing that stuff, but drop out of the scheme if they don't see the value of having the Green Hospitality Award itself." [KR]
"their motivation we're a little unclear about, both the motivation for getting involved in the scheme… I mean, it is primarily cost…but some of them do it also because they feel it opens up a new market segment to them which we really have no evidence for… particularly in the leisure market. There's some evidence in the business market, you know, business tourism… certainly there's no clear evidence that they will do on the leisure side…"	"Others then would, I'd imagine, be doing those sort of cost savings just as a matter of common sense, you know, pragmatic financial management of their business, they'd be looking to reduce energy, waste and water costs which are the three main, I think, cost areas. But they seem to be doing, their motivation we're a little unclear about, both the motivation for getting involved in the scheme… I mean, it is primarily cost, you know. But some of them do it also because they feel it opens up a new market segment to them which we really have no evidence for, you know, particularly in the leisure market. There's some evidence in the business market, you know, business tourism…So, they [hotels] would expect both to get the cost savings which is within their own gift and also expect to get increased visitor numbers. And they might do on the business side of it, the business tourism side but they're unlikely to do, or certainly there's no clear evidence that they will do on the leisure side, you know?" [PO]
"…so, the award was something that was felt that might be appropriate for the tourism industry because maybe it…would be perceived would generate visitor interest,… But since there's no evidence of that it's something that, bar the CSR supply chain stuff on the business side maybe it's something that might be better off...emulating what the EPA do with the ordinary Green Business	"What the EPA are doing with their general green business programme is that, without the award, you know, so the award was something that was felt that might be appropriate for the tourism industry because maybe it likes its awards or maybe it's something that was, would be, would be perceived would generate visitor interest, you know? But since there's no evidence of that it's something that, bar the CSR supply chain stuff on the business side maybe it's something that might be better off going down, you know, emulating what the EPA do with the ordinary Green Business Award

Exemplar Comment	Quotation
Award or Green Business Scheme and not having an award but just having the information available, you know, and the know- and the expertise…"	or Green Business Scheme and not having an award but just having the information available, you know, and the know- and the expertise, you know? [PO]
"We haven't measured it so we've no data on it. …so, we don't know whether hotels are actually benefiting, vis-à-vis their competitors on that, sort of, tourism business for corporations that would have CSR policies."	"We haven't measured it so we've no data on it. We hear anecdotally stuff like the Radisson and Kellogg's and stories like that that would be fed back to us through Maurice maybe. Maurice might have some more indication but probably anecdotal I'd imagine. We haven't done a survey, maybe we should, you know, to see…so, we don't know whether hotels are actually benefiting, vis-à-vis their competitors on that, sort of, tourism business for corporations that would have CSR policies." [PO]
"…what we knew is that the hotels that had the green logo were getting 5% more click-throughs and 6% higher than average occupancy rates. What we couldn't say is whether it was because it was a green hotel."	"When we looked at this with Visit Britain a few years ago when there was a green filter, we didn't find out how many people came through the green filter, but what we knew is that the hotels that had the green logo were getting 5% more click-throughs and 6% higher than average occupancy rates. What we couldn't say is whether it was because it was a green hotel. So, it's a typical thing of correlation, but not regression. Yeah. I mean there's also correlation between children being driven to school in an expensive car and getting good marks" [XH]
"…even our own members that are certified, they haven't gone to the bother of going in to their details on the TripAdvisor and changing them to say, 'We are a certified green hotel' which they can do….so they're not exploiting the green credentials."	"one of the things we found is that even our own members that are certified, they haven't gone to the bother of going in to their details on the TripAdvisor and changing them to say, 'We are a certified green hotel' which they can do. So that's something we try and promote as well, so they're not exploiting the green credentials." [JJ]

Table 8.8.20

Chain Hoteliers
Exemplar Quotations – Perceived Negative impacts of Beyond Compliance Environmental initiatives on Guest Experience

Exemplar Comment	Quotation
he [hotel General Manager] wants you to save money without affecting guest comfort. So, I have to have hot water, I have to have heating, I have to have cooling. There are certain things you expect in a four-star hotel…So we would look at, we have to look at everything and how can we do it without affecting our Radisson standards? And then that the guest won't notice.	"Like, he [hotel General Manager] wants you to save money without affecting guest comfort. So, I have to have hot water, I have to have heating, I have to have cooling. There are certain things you expect in a four-star hotel…So we would look at, we have to look at everything and how can we do it without affecting our Radisson standards? And then that the guest won't notice. [AN]
"…so I did struggle with it [CER] at the beginning…because it was in my head that it would be perceived as a cheap…we didn't compromise on quality at all…so that's something that we've done that didn't interfere with the quality."	"Yes, so I did struggle with it at the beginning. I'm like, 'Oh, it's going to be…' Because it was in my head that it would be perceived as a cheap. Oh, there's a way of doing it. We didn't compromise on quality at all…so that's something that we've done that didn't interfere with the quality." [DE]
"And the whole idea, of course, is not to, to show there is a benefit obviously to the hotel and to all the sections when we talk about the PR section and we talk about the staff and we talk about the bottom line. But also, that it will have a, not a negative effect on any of the guests that will come into the hotel. And that's key."	"And the whole idea, of course, is not to, to show there is a benefit obviously to the hotel and to all the sections when we talk about the PR section and we talk about the staff and we talk about the bottom line. But also, that it will have a, not a negative effect on any of the guests that will come into the hotel. And that's key." [SV]
"…there is a bit of reluctance, I have to say, to do too much. People will allow me and everybody else to push it as much as we can, push out the boundaries and see what's in there and see how far we can go."	"Big cost in energy. The next big one, yeah. Yeah. So, it's a huge one. Now, everybody understands that it's, there's very little you can do with it because it's a standalone…very little you can do about it. And you know, there is a bit of reluctance, I have to say, to do too much. People will allow me and everybody else to push it as much as we can, push out the boundaries and see what's in there and see how far we can go." [SMcP]
"…we had 19 litres of water per minute coming out of the shower. Now, he said to me 'You can get that down to eight'. But I was concerned about quality as well, so this is where the balance comes in. 'Look. I think eight's a bit mean… If I go back to our business, the three main things would be the TV, the shower, the bed. They're, that's the three things that have to work. So, the shower, now, this is somebody threatening that component."	"I remember two years ago when a guy came into me and said to me, you know 'Look at your water. I want, I think I can save you some money' and of course we said 'Yeah. Let's see what we can do, sir'. So, I remember going up to one of the bedrooms with him and we had a bucket and we had a stopwatch and we turned the water on, and we had 19 litres of water per minute coming out of the shower. Now, he said to me 'You can get that down to eight'. But I was concerned about quality as well, so this is where the balance comes in. 'Look. I think eight's a bit mean', you know. If I go back to our business, the three main things would be the TV, the shower, the bed. They're, that's the three things that have to work. So, the shower, now, this is somebody threatening that component. But we managed to reduce a lot of them down to 10 and 11 litres, so we compromised a fair bit, but we also took our water usage down an awful lot, even putting restrictors in taps and sinks, you know." [SMcP]
"if we weren't consciously making an effort to reduce it without having an effect on service and so on, we would see much higher costs in years to come…and so, we wouldn't damage that level of service by cutting, going too far over the horizon on that…so, you've got to make it reasonable as well…I've been to some hotels which have gone too far over the edge, but for the most part I think people have been much more sensible and as a result of that you don't see it."	"if we weren't consciously making an effort to reduce it without having an effect on service and so on, we would see much higher costs in years to come…and so, we wouldn't damage that level of service by cutting, going too far over the horizon on that…so, you've got to make it reasonable as well…I've been to some hotels which have gone too far over the edge, but for the most part I think people have been much more sensible and as a result of that you don't see it." [TY]

Table 8.8.21

Non-Chain Hoteliers
Exemplar Quotations – Perceived Negative impacts of Beyond Compliance Environmental initiatives on Guest Experience

Exemplar Comment	Quotation
"'That's all lovely, but I still want my modern comfort'…so, um, you can go too far with it [CER], but, um, not…to the extent it affects the, the, the customer's comfort herself. Definitely not. He won't pay for it. Uh, I have …read about these people who go on green things…I've yet to meet them, that'll sacrifice comfort or pay extra, by the way, for a, for a greener experience. I don't see that."	"Paddy go, 'That's all lovely, but I still want my modern comfort.' Right? So, um, you can go too far with it, but, um, not, if not to the extent it affects the, the, the customer's comfort herself. Definitely not. He won't pay for it. Uh, I have seen, you read about these people who go on green things and so on. I've yet to meet them, that'll sacrifice comfort or pay extra, by the way, for a, for a greener experience. I don't see that." [JF]
"I said no to one or two things in relation to the guest experience, in relation to showers and things like that…they wanted me to put…restrictors on, on the showers. I didn't mind so much doing it on the taps but not the showers because if you go too far with the green thing the aspect of your guest experience, you know… You have, I mean, being environmentally friendly, the guest experience has, has to come first…it's a business. If the guest is not having a good experience because you want to be really, really green you won't have a lot of guests…"	"If you, if you, if, some hoteliers might, I, I said no to one or two things in relation to the guest experience, in relation to showers and things like that, you know? Em, they wanted me to put, em, what do you call it, restrictors on, on the showers. I didn't mind so much doing it on the taps but not the showers because if you go too far with the green thing the aspect of your guest experience, you know… You have, I mean, being environmentally friendly, the guest experience has, has to come first. I hate to say it but because it's a business. If the guest is not having a good experience because you want to be really, really green you won't have a lot of guests because every guest in the world, you know, unless you're, unless you're, you're talking to a majorly green person that would have suffered through the hotel experience just to be green…" [SD]
"…they have probably reduced their energy costs here by 20% year on year, the commercial guest staying here doesn't give a toss. But if he also can't read because there's insufficient lighting in his room, it'll actually be a negative story."	"But that's because it saves them money. What they're lacking is the warm and relevant PR opportunities, you know. Where because they have probably reduced their energy costs here by 20% year on year, the commercial guest staying here doesn't give a toss. But if he also can't read because there's insufficient lighting in his room, it'll actually be a negative story. And he'll say, 'I couldn't read my reports last night sitting in bed because the reading light is so bad.' And then he sees, 'We probably have reduced energy costs for the environment.' Well, that's great." [POH]

Table 8.8.22

Non-Hoteliers
Exemplar Quotations – Perceived Negative impacts of Beyond Compliance Environmental initiatives on Guest Experience

Exemplar Comment	Quotation
"I have this phrase that I use, 'Save me from the energy management'…and I have this idea in my head that if I see they have a gold or platinum award for energy it's going to be frigging cold because of the environmental man it's going to be dark because they took out all the bulbs and turned down the heating… Michael Lennon up in Westport said it to me that quite often he gets on guests' comment cards, 'And it was actually warm', right? Because somehow or other they thought when they saw all his environmental credentials that it wasn't going to be warm...I think there is the slight perception…Will the place be cold…Will they have all the bloody lights turned off?...Would it stop me going to a place? It's this kind of perception of, oh, they're all into energy, …You need to put on two woolly jumpers, you know? Or it'll be dull, or they'll have taken out the light bulbs or…"	"I have this phrase that I use, 'Save me from the energy management', right, so, you know, and I have this idea in my head that if I see they have a gold or platinum award for energy it's going to be frigging cold because of the environmental man it's going to be dark because they took out all the bulbs and turned down the heating, you know? And in a way, and somebody said that to me, Michael Lennon up in Westport said it to me that quite often he gets on guests' comment cards, 'And it was actually warm', right? Because somehow or other they thought when they saw all his environmental credentials that it wasn't going to be warm, right? I think there is the slight perception that I mentioned earlier. Will the place be cold, you know, that kind of thing? Will they have all the bloody lights turned off? Would it stop me going to a place? It's this kind of perception of, oh, they're all into energy, you know. You need to put on two woolly jumpers, you know? Or it'll be dull, or they'll have taken out the light bulbs or…" [AH].
"…it somehow gets associated with a sort of a negative…potential impact on the guest experience. And people think that it's somehow…you're going to have, you know, ultra-recycled toilet paper and everything's not going to be as good as it would be if you went to a, you know, a hotel that wasn't as environmentally friendly…there's absolutely…no real evidence or anything I've ever seen to say that it diminishes from the guest experience because hotels aren't stupid. They aren't going to do anything that would endanger that.	"The only one that I would immediately think of is that it somehow gets associated with a sort of a negative, you know, potential impact on the guest experience. And people think that it's somehow, you know, you're going to have, you know, ultra-recycled toilet paper and everything's not going to be as good as it would be if you went to a, you know, a hotel that wasn't as environmentally friendly. But I mean there's absolutely no, you know, no real evidence or anything I've ever seen to say that it diminishes from the guest experience because hotels aren't stupid. They aren't going to do anything that would endanger that. But it can be, you know, the whole tree hugging thing can be…" [KR]
"Is there a negative? Is there a negative? I can say hand heart I haven't found one yet. You can go over the top. You can insult your customers. You can insult their intelligence. You can do stupid things…and if you go too far, you can actually reduce the quality of service…It's about not going too far, being stupid."	"Is there a negative? Is there a negative? I can say hand heart I haven't found one yet. You can go over the top. You can insult your customers. You can insult their intelligence. You can do stupid things…we say to our members use energy-efficient lighting. And if you go too far, you can actually reduce the quality of service…It's about not going too far, being stupid." [MD]
"there's only a certain niche who would be willing to go somewhere and pay something and then basically being given everything that's recycled if you want to go to an extreme. Right? Whereas the people who'd go and stay in a hotel and whether they want to nod towards the environmental impact, they still might want a bit of luxury. So, if it means there's hot water on tap and I can use as many fluffy towels as I want or – you know, or that kind of thing or, you know, or I'm paying all this money so I want the carpet and the air conditioning and all that kind of thing… My view is that many of the hoteliers would go nearly middle of the road. They'll do a nod towards it [the environment]"	"But there comes a point because there's only a certain niche who would be willing to go somewhere and pay something and then basically being given everything that's recycled if you want to go to an extreme. Right? Whereas the people who'd go and stay in a hotel and whether they want to nod towards the environmental impact, they still might want a bit of luxury. So, if it means there's hot water on tap and I can use as many fluffy towels as I want or – you know, or that kind of thing or, you know, or I'm paying all this money so I want the carpet and the air conditioning and all that kind of thing…There is a paradox to a degree because of what they're doing. I think the extreme case of fully managing the environment and manage the impact and appealing to customers, that's quite niche really to do it to that degree. My view is that many of the hoteliers would go nearly middle of the road. They'll do a nod towards it [the environment]" [SF]

Exemplar Comment	Quotation
"So, a hotel that I advised that said, 'All of our water now for your showers is heated through solar panels.' And the bookings for winter reduced and basically customers thought, 'Well, I'm going to have cold showers in winter. I can only stay there in the summer.'"	"So, a hotel that I advised that said, 'All of our water now for your showers is heated through solar panels.' And the bookings for winter reduced and basically customers thought, 'Well, I'm going to have cold showers in winter. I can only stay there in the summer.'" [XH]
"…the visitors perceived that there was, it was all…hemp and discomfort and they didn't wash their sheets enough…and that there was a perceived direct correlation between the greener you are the less comfortable you are…or there's a loss of luxury…certainly in the mind of the visitor…there's a reluctance from the hotels' point of view because they think that that's what visitors would think…"	"…that the visitors perceived that there was, it was all, you know, hemp and discomfort and they didn't wash their sheets enough, you know, and that there was a perceived direct correlation between the greener you are the less comfortable you are, you know, or there's a loss of luxury…So, there certainly seems to be that, yeah, certainly in the mind of the visitor… but the hotels would, there's a reluctance from the hotels' point of view because they think that that's what visitors would think, you know?" [PO]
"God, imagine now you have to tell them, 'Communicate this'…these hotels… they're saying, 'I can't possibly communicate it to my market. What am I going to communicate to my market? That now I'm using less energy?' So what? They're going to think either that my room is going to be cold or parallel, if you're spending less money on electricity, you should be giving me a discount on my room."	"God, imagine now you have to tell them, 'Communicate this'. And because these hotels have been told time and time again that sustainability is this first part, it's not surprising they're saying, 'I can't possibly communicate it to my market. What am I going to communicate to my market? That now I'm using less energy?' So what? They're going to think either that my room is going to be cold or parallel, if you're spending less money on electricity, you should be giving me a discount on my room." [XH]
"There is this perception in hospitality that if you tell your customer that you're green, they'll think you're mean, that being green is being mean. There's this, you know, Sierra Club type, 'I'm wearing sandals and a woolly shirt, and I sleep under the stars and wash in rivers'…but there are the broader, down the chain, three and four start that they're afraid. They're afraid to tell the customer 'We're green'".	"There is this perception in hospitality that if you tell your customer that you're green, they'll think you're mean, that being green is being mean. There's this, you know, Sierra Club type, 'I'm wearing sandals and a woolly shirt, and I sleep under the stars and wash in rivers', yet the Westin is a platinum member. Dromoland Castle is a platinum member and carbon neutral. We've got members, world-class, five-star luxury properties who are at our highest certified level, but there are the broader, down the chain, three and four start that they're afraid. They're afraid to tell the customer 'We're green' or their marketing people are saying 'Nobody asks us and because we're not asked how would we respond?' That's a real marketing challenge." [MD]
"…the consumer hasn't yet learned, or we haven't communicated what it's in for him…You know, you're telling somebody, 'Stay in a green hotel.' They don't know what they're getting."	"I think it still is. And I think it is in part because the consumer hasn't yet learned, or we haven't communicated what it's in for him. You know, so in the same way that years ago, you and I bought a microwave and we've, when we first bought one, they had to give us a recipe book to know how to use it. I think that we're still here. You know, you're telling somebody, 'Stay in a green hotel.' They don't know what they're getting." [XH]
"…it's probably still considered a bit left field…if a large hotel in a particular…, broke ranks, stuck its head up and started doing this sort of thing, set themselves up as some sort of, you know, the most environmentally friendly hotel in the west of Ireland and linked in with some local eco-tourism experiences and got the message out there, just being better for the environment doesn't necessarily mean, you know, sackcloth and ashes…, that property would benefit from that approach, but I think it's probably, particularly in the current climate, seen as high risk."	"I think that it's probably still considered a bit left field for the sort of sector as a whole to actually, you know, if somebody, you know, if a large hotel in a particular, you know, like out in the Burren or somewhere like that, broke ranks, stuck its head up and started doing this sort of thing, set themselves up as some sort of, you know, the most environmentally friendly hotel in the west of Ireland and linked in with some local eco-tourism experiences and got the message out there, just being better for the environment doesn't necessarily mean, you know, sackcloth and ashes. I think that probably, you know, that property would benefit from that approach, but I think it's probably, particularly in the current climate, seen as high risk. And you know, I think people just want to, you know, stick with the status quo." [KR]

Table 8.8.23

Chain Hoteliers
Exemplar Quotations – GHA Membership Churn

Exemplar Comment	Quotation
"I don't even know what hotels are still involved with Maurice so much. Like, not that many hotels outside of, like, again of course my experience is Radisson, but not that many."	"So, I don't even know what hotels are still involved with Maurice so much. Like, not that many hotels outside of, like, again of course my experience is Radisson, but not that many. Like, certainly Group-type we're the only Group that are with Maurice, as far as I know. That the whole Group is with…I think Clarion has come back in now in Cork, but they were out for a while…" [AN]
"But I have to be fair to him. He's definitely driven on a lot of it. I think he's suffering probably now. The SEI and the grants and that are not there"	"But I have to be fair to him. He's definitely driven on a lot of it. I think he's suffering probably now. The SEI and the grants and that are not there. I think when that was around, he was invaluable help to people. So, you'd save a lot of money as well as driving the agenda." [SMcP]
"And if you talk to Maurice, for example, about the greening thing, he'll tell you that he's lost a lot because of receiverships. They simply won't renew or 'Stop that. We can't afford that'."	"And if you talk to Maurice, for example, about the greening thing, he'll tell you that he's lost a lot because of receiverships. They simply won't renew or 'Stop that. We can't afford that.' Because the first thing they say is 'Look. I need to cut costs here by €50,000, how do I do that, you know?" [SMcP]

Table 8.8.24

Non-Chain Hoteliers
Exemplar Quotations – GHA Membership Churn

Exemplar Comment	Quotation
"…the Green Hospitality, which is only 20% successful, ah, in get, in membership…"	"…and that's why I think the Irish Hotels Federation and the Green Hospitality, which is only 20% successful, ah, in get, in membership, ah, has to do more." [MN]
"…,if, if in five years' time, every single hotel is religiously practising all of these things and you've taken a step back and slid back because of the sake of a membership fee or an assessment fee, then, then I think you're at a disadvantage in that sense, more so than you might be at an advantage having it, if you know what I mean."	"I think as well you buy into something like that, you, you stay in it because why walk away from something like that? It wouldn't be; that's where you'd start maybe to have a negative impact. You know, if, if in five years' time, every single hotel is religiously practising all of these things and you've taken a step back and slid back because of the sake of a membership fee or an assessment fee, then, then I think you're at a disadvantage in that sense, more so than you might be at an advantage having it, if you know what I mean." [ED]
"you'll find immediately that the ones that aren't members are the ones, the two, three star, small hotels that, you know, either don't see a value, or not so much that they don't see a value, but they can't afford maybe to undertake, you know, or if they see it as a cost issue. So, there's been some degree of attrition in that in the meantime..."	"probably when you drill into those, you'll find immediately that the ones that aren't members are the ones, the two, three star, small hotels that, you know, either don't see a value, or not so much that they don't see a value, but they can't afford maybe to undertake, you know, or if they see it as a cost issue. So, there's been some degree of attrition in that in the meantime..." [MW]

Table 8.8.25

Non- Hoteliers
Exemplar Quotations – GHA Membership Churn

Exemplar Comment	Quotation
"…I think that GHA, Fáilte Ireland and all the others, they need to change their messages. There's one message to get companies started, but the moment they get to a certain point, they need to offer a different message."	"But also, I think that GHA, Fáilte Ireland and all the others, they need to change their messages. There's one message to get companies started, but the moment they get to a certain point, they need to offer a different message." [XH]
"we have touched on approximately 25% of the hotels in Ireland…"	"Well, I'd answer that by saying we have touched on approximately 25% of the hotels in Ireland. So, we would say that those 25% are somewhat proactive because they've engaged with us. The other 75% are maybe proactive themselves and they have just not decided to work with us because of our fee or whatever reason, but I would say there's a good chance that there's at least 70% that are not." [JJ]
"…this particular hotel won a significant amount of business on that strength and then the year after, they dropped out of the scheme. …once they've got the savings, they can still carry on doing that stuff, but drop out of the scheme if they don't see the value of having the Green Hospitality Award itself"	"So, this particular hotel won a significant amount of business on that strength and then the year after, they dropped out of the scheme. So, we rang them to find out and they said, 'Oh well, we didn't win any business because of it.' You know, obviously once they've got the savings, they can still carry on doing that stuff, but drop out of the scheme if they don't see the value of having the Green Hospitality Award itself." [KR]
"…the churn rate and the projects has remained remarkably constant. We generally lose about 40 properties a year and gain about 40 properties a year. You know, the amount of hotels obviously has dropped significantly. I think we have about 800 hotels, you know, so we have about 20, upwards of 20% of the hotels as members and we have obviously because of, we tend to get the bigger ones, we have a bigger proportion of bed, you know, the beds. I think we have about 33% of the beds…"	"I mean it's difficult because the churn rate and the projects has remained remarkably constant. We generally lose about 40 properties a year and gain about 40 properties a year. You know, the amount of hotels obviously has dropped significantly. I think we have about 800 hotels, you know, so we have about 20, upwards of 20% of the hotels as members and we have obviously because of, we tend to get the bigger ones, we have a bigger proportion of bed, you know, the beds. I think we have about 33% of the beds or something like that. So, you know, the penetration is significant. You know, the penetration is about 8% or 9% compared with about 2% for Nordic Swan. But obviously, demonstrating the value of the actual certification is critical because we don't want people to drop out of the scheme." [KR]
"…you can be in the scheme for two years, learn all the techniques, change all your shower heads and your bulbs and what have you, then just drop out…"	"But her project's a very small one, but it's trying to find initiatives like that locally that we can link into so that hotels would start to understand the value that they are getting some extra work because they are in the scheme, not necessarily because they're doing environmentally good things, because, you know, as I said, you can be in the scheme for two years, learn all the techniques, change all your shower heads and your bulbs and what have you, then just drop out, you know, so." [KR]
", 'Are these in the scheme?' No, but they were for two or three years and they dropped out, sort of thing, you know, but obviously they still maintained the performance, even though they weren't in the scheme any more…"	"And then there was another hotel I went into that was superb. You know, and it was one in Waterford. And I did everything. Everything I looked for, I found. So, I rang, 'Are these in the scheme?' No, but they were for two or three years and they dropped out, sort of thing, you know, but obviously they still maintained the performance, even though they weren't in the scheme anymore, so you know, those two, I think you'd get the guts of what you need from those two things." [KR]
"if I take Dublin as a perfect example, 120+ hotels, 23 of which are certified. Yet all 120 will have received the same RFTs from the same companies. So, they will all have answered environmental questions. That hasn't transferred into a desire by them to get certified."	"Now, we come to the nub of the immediately[?] problem is. Some of the salespeople are aware of it. Some of the hoteliers are aware of it. I would know, I mean, if I take Dublin as a perfect example, 120+ hotels, 23 of which are certified. Yet all 120 will have received the same RFTs from the same companies. So, they will all have answered environmental questions. That hasn't transferred into a desire by them to get certified. So, there's a challenge in there." [MD]
"we've approximately 150 hotels as members of the Green Hospitality Programme right now…It's about 20% of the bed stock, so we have a greater proportion of larger properties, greater savings."	"So, we've approximately 150 hotels as members of the Green Hospitality Programme right now…It's about 20% of the bed stock, so we have a greater proportion of larger properties, greater savings." [MD]

Exemplar Comment	Quotation
"…, we're kept being asked 'Why are people leaving?' and we've a simplistic answer. One, financial pressure. And you will not believe, but certain accountants will refuse to pay membership of €400 because they can't see a return."	"we haven't done direct research on. I suppose that's something that I'm working on to get primary research done on. Why? You know, we're kept being asked 'Why are people leaving?' and we've a simplistic answer. One, financial pressure. And you will not believe, but certain accountants will refuse to pay membership of €400 because they can't see a return. But that's accountants. Churn in management. So, the leader leaves, the green manager leaves, the new manager comes in and, boof, there's no leadership and drive. Failure to monitor and measure and maintain their data. Yeah. They why is really important. You know, if you can understand why…" [MD]
"they may come back and say 'Why? We'll we weren't getting enough service from Green Hospitality.' And all I would say is, at that question, the follow-question should be 'Well, you know, how much are you paying?' I mean, you know, what do you expect for €395 or €495 a year? You know, with all due respect. It's a certification programme…"	"they may come back and say 'Why? We'll we weren't getting enough service from Green Hospitality.' And all I would say is, at that question, the follow-question should be 'Well, you know, how much are you paying?' I mean, you know, what do you expect for €395 or €495 a year? You know, with all due respect. It's a certification programme and there is an element in there, they're mixing the two. They're not understanding the two. The difference between consulting, energy management, and a certification programme. But, yes, we'd love feedback." [MD]
"Given that that's been demonstrated and fairly widely publicised among the industry Maurice in particular and ourselves and Ciaran in the EPA would be quite surprised that the uptake of the award has kind of plateaued a little bit at maybe, was it 10% or 12% or something like that…"	"Given that that's been demonstrated and fairly widely publicised among the industry Maurice in particular and ourselves and Ciaran in the EPA would be quite surprised that the uptake of the award has kind of plateaued a little bit at maybe, was it 10% or 12% or something like that, you know? But it seems to be the same in other countries as well and we probably have a higher percentage of the total hotel stock within the environmental scheme like that, within a formal scheme, you know?" [PO]
"Certainly, it didn't result in any great increase in uptake on Maurice's scheme. And he would say, I mean, I think he's quite baffled at why there isn't a stronger uptake…"	"Certainly, it didn't result in any great increase in uptake on Maurice's scheme. And he would say, I mean, I think he's quite baffled at why there isn't a stronger uptake but then it seems to be common across all European countries whereby they have, be it the Nordic Swan or, you know, the Green Key in France or the Green Tourism Business Scheme in England, they've all kind of plateaued at a certain level which is quite a low percentage and it's just difficult to know why that is." [PO]
"Maurice had found they were dropping out after a few years so once they got the knowledge of how to do it themselves they didn't see any great benefit in having the certification and displaying it and once they knew how to make the cost savings they exited the scheme…"	"Some of the hotels I think Maurice had found they were dropping out after a few years so once they got the knowledge of how to do it themselves they didn't see any great benefit in having the certification and displaying it and once they knew how to make the cost savings they exited the scheme and just kept on doing it themselves, you know?" [PO]
"once they've, they're down what they think is the bone of their costs they probably achieved what they set out to achieve, you know? It's probably at that stage that they decide to exit a scheme…"	"I'm not sure what the next level is because I think once they've, they're down what they think is the bone of their costs they probably achieved what they set out to achieve, you know? It's probably at that stage that they decide to exit a scheme…" [PO]

8.9 Exemplar Quotations – Legitimation

Table 8.9.1

Non-Chain Hoteliers
Exemplar Quotations – Credibility among Industry Peers

Exemplar Comment	Quotation
"…guests wouldn't notice it…I would notice it, you know…people who knew would know…there is that. It's a competitive thing".	"Ah, well, we're gold and we're silver in different categories, you know. Ah, well, it's, it's not the end of the world, ah, and, ah, guests wouldn't notice it, but, ah, I mean, I would notice it, you know. Everybody would. I mean people would, people would, people who knew would know, do you know, so - there is that. It's a competitive thing". [GOhC]
", I think it's, ah, focused more on the trade…they see it, I don't think, I don't think the, the consumer…but I think it's still a trade thing…"	"I'd say, I think, I think, I think it's, ah, focused more on the trade, really. Um, and Maurice [MD of the GHA scheme], Maurice is, ah, at these guys. They see it, I don't think, I don't think the, the consumer, even though we have it as part of our mission statement. We have it, ah, all over the place, ah, and, ah, but I think it's still a trade thing…" [MN]
"…it's good kudos because in our industry especially, you know, it's no harm in sharing it."	"But, no, it's good kudos because in our industry especially, you know, it's no harm in sharing it. One, one general manager always said that if you go in and you know nine things and you share two of them that you learn one, now you know 10 things" [PI]
"I'm trying to bring all the hotels here in town, ah, to focus on it…and they all slag me, 'Oh, you're the green giant'".	"Well, it is an issue from the point of view of what I see as an issue is I'm trying to bring all the hotels here in town, ah, to focus on it, ah, and they all slag me, 'Oh, you're the green giant'". [MN]
"…and I've had people, people ringing us, writing us, emailing us, 'Can you please send us one, a signed one?' A signed one. I'm nearly a celebrity".	"Ah no, no, we've been at it. Like, we would have done a booklet [relating to the hotels beyond compliance environmental initiatives]. I think I see it there. Yeah. Uh, and that, that's okay. That's cheap and cheerful on recycled paper and out there and everyone gets it…Uh, and I've had people, people ringing us, writing us, emailing us, 'Can you please send us one, a signed one?' A signed one. I'm nearly a celebrity". [JF]

Table 8.9.2

Non-Hoteliers
Exemplar Quotations – Credibility among Industry Peers

Exemplar Comment	Quotation
"Competition maybe, you know. Well, that goes back to the label and the fact that their colleagues are doing it. Actually, there's a, you know, the hotel down the road is involved in that programme and they've talked highly of it, so let's do it. For that reason alone."	"Competition maybe, you know. Well, that goes back to the label and the fact that their colleagues are doing it. Actually, there's a, you know, the hotel down the road is involved in that programme and they've talked highly of it, so let's do it. For that reason alone." [JJ]

Table 8.9.3

Non-Chain Hoteliers
Exemplar Quotations – Credibility in the Marketplace

Exemplar Comment	Quotation
"the hotel is 220 years old. … like a lot of hotels, they had their own gardens and fruit and veg and meat and all that…it was self-sustainable…There's, there's credibility and passion."	"There was nothing special about it and so on. Um, but you see, what that is, the hotel is 220 years old. It started its life as an inn and 200 years ago, it was a, like, like a lot of hotels, they had their own gardens and fruit and veg and meat and all that. So, it was self-sustainable…There's, there's credibility and passion. Right?" [JF]
"…and those competitive advantages extend across just capturing customers. They also extend into capturing staff, getting the right staff, getting credibility in the market with suppliers because it's all about how well you're regarded."	"Yeah. Very much. Yeah. And that, thank you very much, and those competitive advantages extend across just capturing customers. They also extend into capturing staff, getting the right staff, getting credibility in the market with suppliers because it's all about how well you're regarded." [POH]

Table 8.9.4

Chain Hoteliers
Exemplar Quotations – Group Internal Coercive Stakeholder Pressure

Exemplar Comment	Quotation
"…we're mandated by Head Office that we must have accreditation. Every Radisson in the world must have an eco-label of some sort." [AN]	"You see, we're mandated by Head Office that we must have accreditation. Every Radisson in the world must have an eco-label of some sort. So, in Ireland Green Hospitality is what's there or an ISO, and an ISO, you know…" [AN]
"…we're not involved in the Irish one [environmental certification programme] here per se. We have aligned ourselves with a UK-based one only that we have, the only reason is we have majority of our hotels in the UK."	"Well, in, two things on that, I suppose, we're not involved in the Irish one [environmental certification programme] here per se. We have aligned ourselves with a UK-based one only that we have, the only reason is we have majority of our hotels in the UK. And we have six hotels here and 26 in the UK. Or 25 in the UK and one in Czechoslovakia. However, it's the same idea. Now, we did think of it. We couldn't bring the Irish one over to the UK, but what we could do is bring the Irish, UK one over here." [SV]
"We have a coordinator in each hotel…but we've a Vice President in Brussels in our kind of admin office in Brussels and she coordinates it [environmental initiatives] for all of Europe."	"We have a coordinator in each hotel. It generally tends to be additional duties on top of what they currently do. But we've a Vice President in Brussels in our kind of admin office in Brussels and she coordinates it [environmental initiatives] for all of Europe." [TY]

Table 8.9.5

Non-Chain Hoteliers
Exemplar Quotations – Group Internal Coercive Stakeholder Pressure

Exemplar Comment	Quotation
"…a chain would be because it could come from, it would be, it would be a, a decision made at the top of the chain."	"INTERVIEWER: Yeah. Let me put it this way, would a, would a chain affiliated hotel be more likely to engage in these practices than a non-chain affiliated hotel? PARTICIPANT: "I, I would imagine a chain would be because it could come from, it would be, it would be a, a decision made at the top of the chain." [SD]
"…there are some chains out there that, um, that do preach about their, their green policies…you'd have to ask the likes of, likes of Four Seasons or Sheraton or InterContinental, I think, um, is very strong on green policies."	Um, well, there are some chains out there that, um, that do preach about their, their green policies and, um, it's, you know, it's said that that is going to give them a competitive edge in the future. Um. You know, at the moment, at the moment, you'd have to ask the likes of, likes of Four Seasons or Sheraton or InterContinental, I think, um, is very strong on green policies. [FOJ]
"If…they decide overnight to adopt a green policy, it's going to get rolled out because people do what they're told basically."	"If you've a chain affiliate and they decide overnight to adopt a green policy, it's going to get rolled out because people do what they're told basically." [POH]

Table 8.9.6

Non-Hoteliers
Exemplar Quotations – Group Internal Coercive Stakeholder Pressure

Exemplar Comment	Quotation
"If it's a chain of hotels, they won't vary because it will be a group practice…"	"If it's a chain of hotels, they won't vary because it will be a group practice…But I think yeah, I think if it's a chain, it should be a standard practice. It should be a standard SOP throughout the company." [CP]
"We're sitting in a hotel where they're multinational. They have a CSR policy, procedures. Irrespective of Green Hospitality or other any other certification programme, they would still be doing their good CSR and good environmental."	"We're sitting in a hotel where they're multinational. They have a CSR policy, procedures. Irrespective of Green Hospitality or other any other certification programme, they would still be doing their good CSR and good environmental." [MD]
"…another reason, pressure would be groups…the Radisson Group now put a pressure on all their hotels to have green certification…"	"…or another reason, pressure would be groups. For example, the Radisson Group now put a pressure on all their hotels to have green certification…" [JJ]
"Chain affiliation, yes. Every major hotel chain in the world has CSR as part of their principle. Their implementation in Ireland has been appalling, the chains, with the exception of Radisson…their Responsible Business programme has been a mandatory part of their…"	"Chain affiliation, yes. Every major hotel chain in the world has CSR as part of their principle. Their implementation in Ireland has been appalling, the chains, with the exception of Radisson. From day one, their Responsible Business programme has been a mandatory part of their – and it's a mandatory part and they fund it." [MD]
"Well, actually, we have a Maldron hotel in our programme. We have Dalata hotels in our programme, but they're not committed. Managers are committed. …I was in Trusthouse Forte. When we decided on something, everybody did it. There was no messing. And then everybody did it to the same level…And if you don't, you're in trouble. That's what brands are about…So, yeah. [Inaudible] Stephen, so, he's his right-hand man. He's his Ops man…if Stephen decides it's going to happen, it will happen." [MD]	"Well, actually, we have a Maldron hotel in our programme. We have Dalata hotels in our programme, but they're not committed. Managers are committed. The Group…Yeah. But this is [some time?]. This is the [inaudible]. How can you have three or four hotels in the programme and then you let the others not do it? And I come from a brand management background. I mean, I was in Trusthouse Forte. When we decided on something, everybody did it. There was no messing. And then everybody did it to the same level. You were all going to achieve eco this year, all silver next year, all gold end of. And if you don't, you're in trouble. That's what brands are about…So, yeah. [Inaudible] Stephen, so, he's his right-hand man. He's his Ops man. That's more, to be honest, on the – if Stephen decides it's going to happen, it will happen." [MD]

Table 8.9.7

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Local Community

Exemplar Comment	Quotation
"The practical side of it, that was kind of voiced by the staff…So quite a few of them had expressed quite a bit of interest in it [CER], doing different things, and they also saw it [CER] as a very strong way of interacting with the local community…So, it [hotel CER engagement] was important…so, there's quite a kind of a footprint, if you like, of local people are involved with it then."	"The practical side of it, that was kind of voiced by the staff and I have quite a big staff here. Between the two properties now, we have just under 400 staff at the moment, between Ardee[?] at the moment, which we bought fairly recently, and here. So quite a few of them had expressed quite a bit of interest in it [CER], doing different things, and they also saw it [CER] as a very strong way of interacting with the local community because I mean like the heartbeat of this hotel probably live within a 10-mile radius of the hotel. Probably in actual fact, you would cut that down to five or, five, six. So, it [hotel CER engagement] was important. We've a lot that the parents have worked here, the kids have worked here, so there's quite a kind of a footprint, if you like, of local people are involved with it then." [MP]
"…that would be broadly speaking I suppose are twofold. One is market driven…and the other is kind of a social responsibility I suppose with the local community."	"But I mean that would be broadly speaking I suppose are twofold. One is market driven by, dictating what the market wants to do, and the other is kind of a social responsibility I suppose with the local community." [MP]
"…we moved on a little bit that from just being green to look at that corporation social responsibility. We're very good at that, so it's not just green. It's community, supporting arts, sports, disadvantage, culture, education, whatever. Right? Whatever makes us look good."	"And we started going a wee bit on from that, do you know, because the horses. At the end of the day, first and foremost, we're businesspeople and we're driven by profit. Okay? Unashamedly. Right? And I don't mind what'll drive that. Um, but we got on, we got, we, I suppose we, we, we moved on a little bit that from just being green to look at that corporation social responsibility. We're very good at that, so it's not just green. It's community, supporting arts, sports, disadvantage, culture, education, whatever. Right? Whatever makes us look good. That's what, why we sponsor Leitrim GAA. We get more mileage out of it than Dublin get out of sponsoring Dublin, um, by being clever and shouting about it." [JF]
"…I'm trying to get restaurants and pubs involved in this Ecolabel going forward, you know, for the town because we have the Tidy Town awards, ah, which is an environmental kind of thing actually…. You know, the benefits that can be got from that."	"And that's what I'm trying to get restaurants and pubs involved in this Ecolabel going forward, you know, for the town because we have the Tidy Town awards, ah, which is an environmental kind of thing actually. The, the reason we're trying to focus on the Ecolabel is to, ah, the sustainability [or, you know?], the scoring for the Tidy Towns has risen from, ah, 15 points to 50 points from next year. So the, the, there's, um, there's a business, like that to me would probably be more important for, ah, the, the, ah, for, for, for, for small businesses, like three star, you know, to answer your three star, four star, five star hotel. The, the, the, the, the macro level there would probably be way, way more important, you know. You know, the benefits that can be got from that." [MN]

Table 8.9.8

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Local Community

Exemplar Comment	Quotation
"…they see that the local community is as important to the survival of the hotel than Mr and Mrs Smith from Albuquerque or what have you."	"So, and one year, I had the guy in from the Garryvoe and interviewed him and it was very obvious, in fact, I think he probably won it, that it's just something about, you know, they see that the local community is as important to the survival of the hotel than Mr and Mrs Smith from Albuquerque or what have you. So, they put a lot of effort into like, you know, providing rooms for like the local GAA clubs to have their meetings in and all this sort of stuff." [KR]
"…if a hotel was seen as, you know, acting in a disrespectful or cavalier way [to the environment], it would certainly not attract as much business from the local community as it might normally do. And again, that's what the Garryvoe said…it tries to future-proof its business from the recession is not just to rely on the tourist…"	"I certainly think that say for example, if a hotel was seen as, you know, acting in a disrespectful or cavalier way [to the environment], you know, it would certainly not attract as much business from the local community as it might normally do. And again, that's what the Garryvoe said. It said, you know, how it tries to future-proof its business from the recession is not just to rely on the tourist, but to also get the weddings and the meetings and everything." [KR]
"We're sitting in a hotel where they're multinational. They have a CSR policy, procedures... They also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do."	"We're sitting in a hotel where they're multinational. They have a CSR policy, procedures. Irrespective of Green Hospitality or other any other certification programme, they would still be doing their good CSR and good environmental. So, in fact, they've a new policy that, Think Planet, which is Rezidor, 25% reduction in energy over the next five years, mandatory across the Group. So, it's a cost. They also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do." [MD]
"the whole community, the community the hotel is in, that kind of idea from an environmental point of view…but Mark would have a very strong sense of that now…but a lot of it is people coming from surrounding areas. It's very much the local industry…and see, that's part of the product.	"…I mean the whole community, the community the hotel is in, that kind of idea from an environmental point of view… but Mark would have a very strong sense of that now. He sponsors lots of things around, but a lot of it is people coming from surrounding areas. It's very much the local industry…and see, that's part of the product. Same as Parknasilla [Hotel name] now is famous for that." [PJT]

Table 8.9.9

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Intermediaries

Exemplar Comment	Quotation
INTERVIEWER: But is it a case of that if you don't have the environmental practices in place, that you won't get their custom? PARTICIPANT: I don't think so, no. INTERVIEWER: It's more of it's nice to have for them? PARTICIPANT: It's nice to have, yeah."	INTERVIEWER: On the point of tour operators and that, is there a move towards green procurement at a corporate level? PARTICIPANT: Not in Ireland, but there is. You, you, you take, um, DER, DER Touristik. It's the biggest travel agent, uh, high street travel agent in Germany, would, you need to give them your environmental credentials every year, as well as your - INTERVIEWER: And do they audit them or is it just a case of any hotel could make them up? PARTICIPANT: Well, I think they will, don't know. They look for your environmental stuff, but they also look at your health and your safety and your fire and all that sort of stuff. I mean they've just gone over the top. Um, do they audit them? No. Um, they come round, maybe something like that if we're featuring in some programme or other programme, they may or may not, than having someone round on a fan trip or something like that, he might come in and look round, but… INTERVIEWER: But is it a case of that if you don't have the environmental practices in place, that you won't get their custom? PARTICIPANT: I don't think so, no. INTERVIEWER: It's more of it's nice to have for them? PARTICIPANT: It's nice to have, yeah." [JF]
"It'll never go into tour operators. Tour operators are, are rate, rate, rate and after that it's, it's location and, and what services are on offer…the tour operator is a middleman, don't forget…the lower the rate, the more, the more margin he's going to make...."	"It'll never go into tour operators. Tour operators are, are rate, rate, rate and after that it's, it's location and, and what services are on offer, but yeah. The tour operator is a middleman, don't forget. I mean he, he's not the, he's selling to, to people overseas. Um, so you know, the lower the rate, the more, the more margin he's going to make and so forth. Um, and the, unless the, unless the people overseas are telling him that, 'I only want green hotels.' Um, well, then okay, now he has to just look to those green hotels, but, um, we've never, I can't see a tour operator only looking for green hotels. Yeah." [FOJ]

Table 8.9.10

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Intermediaries

Exemplar Comment	Quotation
"the marketplace isn't seeking it out ['green accommodation'] in a thorough basis…the domestic market, the Irish people, they don't have any interest. the German bus tours, for example, like DR Tours do look for green accommodation…it's hard to know. I can't say. I mean I'm only talking anecdotally that there is an interest there."	"…the marketplace isn't seeking it out ['green accommodation'] in a thorough basis. It's more of a yeah, some people are, I mean certainly I think with the domestic market, the Irish people, they don't have any interest. That's my view anyway. The German people, the German bus tours, for example, like DR Tours do look for green accommodation. So, and we're on their website as, you know, so it is a, it's hard to know. I can't say. I mean I'm only talking anecdotally that there is an interest there." [JJ]
"An element of, the driver in hotels, one of the drivers is the requirement by corporations, companies, tour operators, groups tours, business tours asking for 'What's your CSR policy?'…The other answer is that it is, being green is not the overriding concern of business or holidaymakers; it is a major influencer."	"An element of, the driver in hotels, one of the drivers is the requirement by corporations, companies, tour operators, groups tours, business tours asking for 'What's your CSR policy?'. So, for example, KPMG have a very strong CSR policy, part of that, and all major buyers of hotel accommodation who have CSR policies, they operate a cascade principle that they want to buy from CSR-responsible companies so that you cascade it down. So, they're getting a lot of requests for tenders – RFTs, which is a jargon – they have environmental questions in them…The other answer is that it is, being green is not the overriding concern of business or holidaymakers; it is a major influencer." [MD]

Table 8.9.11

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Local Authorities

Exemplar Comment	Quotation
"…mainly because of pressures that were coming to them from city council for segregation of waste and the privatisation of commercial waste collection. So that had a dramatic effect on the cost and then the pay by weight for waste…"	"And mainly because of pressures that were coming to them from city council for segregation of waste and the privatisation of commercial waste collection. So that had a dramatic effect on the cost and then the pay by weight for waste, that had an immediate effect as well." [MW]
"In Galway…the County Council…are so strict and they…especially the waste management…they've exited the business …Walsh Waste [Third Party Contractor] and all these places are driving it and, you know, so you're nearly compliant by, by the service provider…and they penalise it and you get your invoice for the month and you go, 'Jesus, you know, how did we jump €800?' …And they give you certs every month so, so their, their invoice doubles up as a certification…"	"In Galway…the County Council…are so strict and they…especially the waste management end of it…they're exit, they've exited the business, you know, about 10 years ago…Walsh Waste [Third Party Contractor] and all these places are driving it and, you know, so you're nearly compliant by, by the service provider, you know, they just segregate. And they penalise it and you get your invoice for the month and you go, 'Jesus, you know, how did we jump €800?' …And they give you certs every month so, so their, their invoice doubles up as a certification so…So, you're certified that you, …" [PI]

Table 8.9.12

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Local Authorities

Exemplar Comment	Quotation
"Other environmental like water consumption, waste-water because…you charge for what goes in and you're also going be charged what comes out…so it's like a double charge…people are getting clever doing now…they're actually monitoring their waste, metering their waste as well as what's coming in…"	"Other environmental like water consumption, waste-water because, as you're probably aware here now in the UK, you charge for what goes in and you're also going be charged what comes out…so it's like a double charge…people are getting clever doing now…they're actually monitoring their waste, metering their waste as well as what's coming in…" [SE]
"…Competitive disadvantage, of course, is if the council get you…they have created the economic incentive without a doubt. If they catch you, they charge you…"	"…Competitive disadvantage, of course, is if the council get you…for example, things like water and our grease going into the water system. The councils are dipping that now so there is, they have created the economic incentive without a doubt. If they catch you, they charge you, yeah." [AH]

Table 8.9.13

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Legislative Pressure

Exemplar Comment	Quotation
"…there is no major requirement in law in relation to emissions…, there is a certain amount of refuse, to do with refuse and segregation of refuse and having a, having a, a qualified contractor to collect the refuse and all that kind of stuff. But, no, from an emissions perspective… they [Hotels] do it for their own reasons…there's no incentive, legal incentive or requirement in relation to being environmentally friendly…"	"Some do, some do, em, some do. Em, there is no major requirement in law in relation to emissions, as far as I can see. No, no government body ever came to me and said that you're, measured our emissions, em, or our carbon usage and all that kind of stuff so there's no legal, eh, incentive to, to be environmentally friendly in Ireland. Em, there is a certain amount of refuse, to do with refuse and segregation of refuse and having a, having a, a qualified contractor to collect the refuse and all that kind of stuff. But, no, from an emissions perspective, no, there is no, they do it for their own reasons…no, there's no, that's, that's what I'm saying; there's no incentive, legal incentive or requirement in relation to being environmentally friendly, as far I know." [SD]
"…you are mandated now to test your water…at least monthly or bimonthly the County Councils had to issue a wastewater licence to hotels and restaurants, but effectively it isn't policed at all…"	"In the cities now, they've licensed that to a third party. And so, you are mandated now to test your water I think at least monthly or bimonthly. We had to issue, the County Councils had to issue a wastewater licence to hotels and restaurants, but effectively it isn't policed at all because the councils find it's very expensive for them to send somebody out and then to analyse." [MW]
"…energy costs have risen and keep rising, ah, and, um, there are other pressures now. There's environmental pressures. There's pressure from the EU and pressure from government and carbon taxes…"	"Ah, energy costs have risen and keep rising, ah, and, um, there are other pressures now. There's environmental pressures. There's pressure from the EU and pressure from government and carbon taxes and stuff, so, so sometimes willingly and sometimes, ah, not." [GOhC]
"…there definitely is, ah, both, um, a moral duty and, um, a moral and I suppose, um, there, there's a statutory duty that, um, you, you, you, you want your, your, um, your, your, your grease and, ah, what do they call it? There, there's a, there's a name on it anyway, and all that is very, very important, you know. Ah, and like one, the, they go hand in hand, you know. You, you can't be environmentally friendly without looking after that,	"I, I can't say, um, there's too many disadvantages. Now, well, there, there's one there now, which is the whole area of effluence. Ah, and because we have a knowledge of that, there definitely is, ah, both, um, a moral duty and, um, a moral and I suppose, um, there, there's a statutory duty that, um, you, you, you, you want your, your, um, your, your, your grease and, ah, what do they call it? There, there's a, there's a name on it anyway, and all that is very, very important, you know. Ah, and like one, the, they go hand in hand, you know. You, you can't be environmentally friendly without looking after that, you know." [MN]

Table 8.9.14

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Legislative Pressure

Exemplar Comment	Quotation
"…what a lot of people have done is they've become conscientious in that a lot of hoteliers have become quite conscientious in that they see that they have a responsibility to do something about that area, but then very often local authorities will have various restrictions in place…if you have a hotel and you have it in a location close to a lake or river, there's very strict regulations in place about how you dispose of your wastewater or any of your waste materials." [CP]	"So I think what a lot of people have done is they've become conscientious in that a lot of hoteliers have become quite conscientious in that they see that they have a responsibility to do something about that area, but then very often local authorities will have various restrictions in place. If you, in particular, if you have a hotel and you have it in a location close to a lake or river, there's very strict regulations in place about how you dispose of your wastewater or any of your waste materials." [CP]
"…some people would be more cynical, and they'd say they just see it only as a cost-saving measure…but there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules and regulations, and some see it in order to meet customers' expectations…" [CP]	"Now, I'm not saying, now, some people would be more cynical, and they'd say they just see it only as a cost-saving measure. You know, for example, like reusing towels - that saves the business money, but it does a lot more than that. So, I think it depends on which hat you're looking at it. But there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules, and regulations, and some see it in order to meet customers' expectations because meeting customers' expectations is huge. You know, I pay a price for the room, but what I get outside of that price is equally important." [CP]
"…primarily the primary drive is saving…So they tend to be fundamentally focused on legislation and cost saving and we're trying to, we're using that as a vehicle, the cost saving and the legislation, to get them in some ways to recognise that there is a market for green business ..." [MD]	"…primarily the primary drive is saving money and that's where this whole process programme started back in the early 2000s with waste management costs increasing. So they tend to be fundamentally focused on legislation and cost saving and we're trying to, we're using that as a vehicle, the cost saving and the legislation, to get them in some ways to recognise that there is a market for green business and that there's an ethical and a moral requirement for all businesses, anyway." [MD]
"…I suppose I want to start by saying the legislation required is not that onerous…I mean we're talking about packaging regulations…and they've got to comply with wastewater discharge licences. There's very little legislation in regard to energy management or energy use…the use of water - there's no regulation on that. So, there's limited legislation. I would say most hotels will adhere to the legislation, and how many are proactive is another question."	"Okay. I suppose I want to start by saying the legislation required is not that onerous, as you know yourself. I mean we're talking about packaging regulations, you know, that they have to separate the packaging. They've got to separate their food waste. They've got to be conscious of wastewater discharges and they've got to comply with wastewater discharge licences. There's very little legislation in regard to energy management or energy use and from our experience, this is where the biggest emissions are, actually, $C0_2$ emissions from the burning of fossil fuels. The use of water - there's no regulation on that. So, there's limited legislation. I would say most hotels will adhere to the legislation, and how many are proactive is another question." [JJ]
"I want to start by saying that the legislation is not that onerous…were talking about packaging regulations and they've got to comply with wastewater discharge licences. There's very little legislation in regard to energy management or energy use…The use of water - there's no regulation on that. So, there's limited legislation."	"Okay. I suppose I want to start by saying the legislation required is not that onerous, as you know yourself…there's very little legislation in regard to energy management or energy use and from our experience, this is where the biggest emissions are, actually, $C0_2$ emissions from the burning of fossil fuels. The use of water - there's no regulation on that. So, there's limited legislation. I would say most hotels will adhere to the legislation, and how many are proactive is another question." [JJ]
"…so, I think it's cost and it's also the product and to whatever extent it's required by regulation, you know."	"Now, anecdotally, hoteliers will tell you that Americans are far less. I mean Americans don't take any notice of the, you know, the thing hang your towels up rather than throw them in the bath. You know, generally, they don't, you know, do that. But I, so I think it's cost and it's also the product and to whatever extent it's required by regulation, you know." [PJT]
"…So, I'd imagine the environmental thing would be very tightly managed. And probably initially from a regulatory point of view."	"…some of the chains, see, the chain, where we would deal with chains would be we'd have very strong into different groups replacement, so with Starwood, which are Sheraton, Meridien, all those with the Four Seasons, with Ritz-Carlton and different ones then come and go. An awful lot of them would be very tightly managed, you know. So, I'd imagine the environmental thing would be very tightly managed. And probably initially from a regulatory point of view." [PJT]

Table 8.9.15

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – State Support

Exemplar Comment	Quotation
"…there's a good bit of incentives out there…there's tax, um, incentivisation too."	"I mean you have that like the cleaner hotels and programmes and all that sort of stuff and there's, there's a good bit of incentives out there. You know, there's, there's, there's tax, um, incentivisation too." [JF]
"…, it's out of money. Uh, the programme is probably still there, but there's no funds."	"INTERVIEWER: The Sustainable Energy Ireland stuff? PARTICIPANT: All that sort of stuff, yeah. INTERVIEWER: Is that still there? PARTICIPANT: Um, no, it's probably not. Okay? It's probably, it's out of money. Uh, the programme is probably still there, but there's no funds. Okay? Uh, but look, at the end of the day, it comes on your balance sheets." [JF]
"…the funding like that was serious, it was 50% funding, em, funding off their, em, off their, em, off their capital costs for putting in, em, a CHP in it which was a massive, massive saving."	"So, it was just, the right place at the right time they got in on it. But they said, em, that the funding like that was serious, it was 50% funding, em, funding off their, em, off their, em, off their capital costs for putting in, em, a CHP in it which was a massive, massive saving. Eh, and brought the payback, brought it all back down to it in two-two and a half years of payback which is, for them was, is what they, their… If they, if they can't deliver within two and half years, they don't consider the project, do you know." [PI]
"…, I think that green business in Ireland, the regular green business in Ireland will not increase unless Tourism Ireland embrace it and put some money behind it… they're not rewarding any hotelier that is doing it…"	"I think that, I think that, I think that green business in Ireland, the regular green business in Ireland will not increase unless Tourism Ireland embrace it and put some money behind it. That's, now you can quote me on that because I think that, that unless Tourism Ireland fully engage in it and say, okay, 'Fine, we've got 60 hotels', and fully engage with the Green Hospitality people…Nothing. And they're not rewarding any hotelier that is doing it. They're not, in their sales plan, they're not saying, 'Oh, we have 25 hotels in Ireland that really manage their environment and look after the green environment that we have, beautiful rural Ireland'. There's no sales pitch there." [SD]
"…I wouldn't have, no. I wouldn't have done it. The, the grant was, ah, but, but I don't think that grant was, you know, it was, ah, re, what was it called? Refit or something. Ah, it was a pilot kind of scheme. That was one of the reasons why I spent."	"PARTICIPANT: Ah, monitoring and control was very important, ah, and the wood pellets helped because when we kind of, we were going down the wood pellet, we were a pilot scheme where we got €0.25 million from, ah, SEI to develop these areas and it was more a political kind of thing because I used politics to, ah, get in there and be in early, an, an innovator in it." [MN] INTERVIEWER: Was that fundamental to you doing that or would you have done it without the grant? PARTICIPANT: Oh, I wouldn't have, no. I wouldn't have done it. The, the grant was, ah, but, but I don't think that grant was, you know, it was, ah, re, what was it called? Refit or something. Ah, it was a pilot kind of scheme. That was one of the reasons why I spent." [MN]
"…and we did get grants from SEAI now, they were good to us, SEAI, they were good to us in, in, for the capital expenditure… It wasn't fundamental, no…they [SEAI grants] helped, yeah. I mean, I'll take money from anybody…"	PARTICIPANT: But I mean, em, the only other, the other aspect, so that's the savings side of things. Em, and we did get grants from SEAI now, they were good to us, SEAI, they were good to us in, in, for the capital expenditure. Now, we had to go through a lot of hoops and forms – INTERVIEWER: Is that fundamental? I mean, if you, if it wasn't – PARTICIPANT: It wasn't fundamental, no. INTERVIEWER: If it wasn't for the grants would you still have done it? PARTICIPANT: Oh, Christ, yeah. INTERVIEWER: Yeah, okay, right. But they, they helped, they helped?

Exemplar Comment	Quotation
	PARTICIPANT: They helped, yeah. I mean, I'll take money from anybody, yeah.
"I wouldn't have, no. I wouldn't have done it. The, the grant was…that was one of the reasons why I spent."	INTERVIEWER: Was that fundamental to you doing that or would you have done it without the grant? PARTICIPANT: Oh, I wouldn't have, no. I wouldn't have done it. The, the grant was, ah, but, but I don't think that grant was, you know, it was, ah, re, what was it called? Refit or something. Ah, it was a pilot kind of scheme. That was one of the reasons why I spent." [MN]

Table 8.9.16

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – State Support

Exemplar Comment	Quotation
"…I've seen that people will do it from the point of view of competitive advantage, to be the first in an area to do it or there may be some form of funding to support them in doing it."	"In some cases, I've seen that people will do it from the point of view of competitive advantage, to be the first in an area to do it or there may be some form of funding to support them in doing it. And this was about the idea of – what's it called now? There was European funding for best environmental practices and the Bush Hotel in Carrick on Shannon – I don't know whether you've seen that as an example…" [SF]
"…again I don't want to appear cynical, but a lot of the initiatives from the industry are tied closely with some form of funding."	"Now, what I would say is, and again I don't want to appear cynical, but a lot of the initiatives from the industry are tied closely with some form of funding. So, if there is seen to be some form of funding for a particular market or a particular endeavour or a particular development, there will be resources given towards that. "[SF]
"So, sometimes it's linked to an initiative that might have been linked to some form of funding."	"So, sometimes it's linked to an initiative that might have been linked to some form of funding. And I'm not aware how strongly Fáilte Ireland, for example, are promoting this kind of thing at the moment because they've some key projects going on and it seems to be that once awareness is heightened or there's funding available or there's workshops available people will row in behind that. But whether the SME in and of itself under its own initiative could embrace this is an issue." [SF]
"…then it [hotel environmental practices] has been linked to funding in relation to whatever tax incentives or whatever funding there is for whatever type of heating or environmental or whatever it would be. That would be it."	"Also, then it [hotel environmental practices] has been linked to funding in relation to whatever tax incentives or whatever funding there is for whatever type of heating or environmental or whatever it would be. That would be it. And there's a much tighter, as you know, chain of command or decision-making process. It's much smaller. So, they can make these decisions. If the Kelly's or the McEniff's that do the Westport Woods, if they decide today, they can to this. You know. And then what they will do is they have the wherewithal then to take this as an advantage and use it for PR purposes. You know, they would feel it's very important." [SF]
"…the meeting went on for about an hour and at that stage the guy from Bord Gáis turned around and said, 'Lads, 'tis getting late, I'm fed up of all this to-ing and fro-ing, we will fund every bit of equipment that Tony was talking about…"	"So, to be fair to him, he left there, he went out and he arrived back with the bills to the point the meeting went on for about an hour and at that stage the guy from Bord Gáis turned around and said, 'Lads, 'tis getting late, I'm fed up of all this to-ing and fro-ing, we will fund every bit of equipment that Tony was talking about and agree a rate with you for a pay-back period if you want to go down that road we've so much confidence in the way he's talking about this'. And the boys were asked there and then to produce an invoice on Monday morning, and they'd be paid, and would I take over the job and that's where it started." [TN]
"have you spoken to the crowd in the SEAI?... The hotel, there's one or two fellas that are supposed to be assigned to the hotel but, like, they're supposed to be the leader of the pack in driving it from the government perspective. …but there's a, they seem to be, kind of, okay, if it happens it happens, kind of an attitude, like, and there's no such thing as drive on, like, and this is what you have to do, do this or do that."	"PARTICIPANT: Em, have you spoken to the crowd in the SEAI? INTERVIEWER: No, I haven't. PARTICIPANT: They'd be worth – INTERVIEWER: Do they have much to do with the hotel industry? I know they are big into, you know – PARTICIPANT: The hotel, there's one or two fellas that are supposed to be assigned to the hotel but, like, they're supposed to be the leader of the pack in driving it from the government perspective. But I have a major issue with it from the point of view, now I know a lot of them there and I have to deal with them, but there's a, they seem to be, kind of, okay, if it happens it happens, kind of an attitude, like, and there's no such thing as drive on, like, and this is what you have to do, do this or do that. Sorry." [TN]
"There is grant aid for CHP but, you see, no matter what with the grant aid…the whole thing is costing me [far less?], like, 150k, sure I'm getting 25% or I'm getting 30%', and the amount of red tape and it could go on for six months. And then what the SEAI have it down to a fine art is, which drives people bananas and rightly so, you would apply for the grant far in fecking January or February when the grants come out. You could be waiting until April or	"There is grant aid for CHP but, you see, no matter what with the grant aid, especially through the bad times, the, with the, with the normal fellas they'll be saying, 'Jeez, the whole thing is costing me [far less?], like, 150k, sure I'm getting 25% or I'm getting 30%', and the amount of red tape and it could go on for six months. And then what the SEAI have it down to a fine art is, which drives people bananas and rightly so, you would apply for the grant far in fecking January or February when the grants come out. You could be waiting until April or May to be told that you're getting the grant or not but then if you look at the fine print for the job to be completed for June. Or they might notify you in September the job to be completed for October. It takes 12 weeks to order even the basic CHP on it. If the CHP if it is a big boiler it could 11 weeks delivery. [TN]

Exemplar Comment	Quotation
May to be told that you're getting the grant or not…"	
"…there's no initiative, no – No-one pushing it."	"No, no. Like, you have, you still have hotels around the country, you have ways of generating domestic hot water. There, there's a certain gas-fired system out there, even when they're coming out of the factory as brand new the factory will tell you the best you can expect is 63% efficiency. Modern-day stuff is 92%-93% and they're still inside in places. But there's no initiative, no – No-one pushing it." [TN]
"We're [Irish Government] not really bothered about it.' You know, when you have an, you know, you have a sitting target, you know, and you're still missing it, you know, it becomes a concern."	"PARTICIPANT: Well, what we wanted to do, and we only came in to this relatively late, last September, is say, 'Well, for a start, we should say that the two main hotels, the Herbert Park and whatever the other one was, should be green hotels and all the venues that they're having meetings at, they should be using green hotels.' And - INTERVIEWER: I think the Herbert Park has 14001, doesn't it? I think it does. PARTICIPANT: I'm not sure that it does. It certainly doesn't have Green Hospitality. Well, it does now, but we fast-tracked it. We put, we gave money to put extra time into getting their accreditations done. But you know, the, even though we gave the ball to the Department of the Environment, you know, ultimately the Department of the Taoiseach and the Department of Foreign Affairs told them to feck off sort of thing and said, 'Oh well, the Danes did this two presidencies ago. We're not really bothered about it.' You know, when you have an, you know, you have a sitting target, you know, and you're still missing it, you know, it becomes a concern." [KR]
"…I mean there seems to be a lack of leadership from the national tourism authorities, like Fáilte Ireland, the Hotel Federation, the trade bodies. They're not clued in. They're not promoting it [Hotel CER] enough…"	"And there's, sorry, one thing, I mean there seems to be a lack of leadership from the national tourism authorities, like Fáilte Ireland, the Hotel Federation, the trade bodies. They're not clued in. They're not promoting it enough, you know. They're worrying about VAT and products and stuff instead of worrying about this incredible amount of waste, you know, food waste. "[JJ]
"…we have been the leaders in terms of creating awareness, but the industry has not stepped in behind. Without the EPA funding our programme, which is a really sideways funding, you know – Fáilte Ireland aren't funding us, you know, in a substantial way….so, the IHF aren't funding us. So, it's not strong enough and there's no leadership there. And we can't be the leaders because we're the deliverers."	"And I'm coming to a view that, yes, they have, that in direct answer to your question, we have been the leaders in terms of creating awareness, but the industry has not stepped in behind. Without the EPA funding our programme, which is a really sideways funding, you know – Fáilte Ireland aren't funding us, you know, in a substantial way. We do a few odd projects for them. So, the IHF aren't funding us. We're actually funding them, and we pay to be members of the trade members rather than them asking us to be, you know, really important. So, it's not strong enough and there's no leadership there. And we can't be the leaders because we're the deliverers." [MD]
"…If the leadership of any sector move in a certain way – and Bord Bia is a really good counter example, the food manufacturing sector. Bord Bia have developed this Origin Green programme…. Their target is, they've already signed up 75% of food manufacturers in Ireland to the Origin Green, which is an environmental management corporate social responsibility programme. Boom. Their target is 95%. They believe they'll get the 95%. Who's leading it? Bord Bia…"	"I suppose you've got to look at any industry or any sector. If the leadership of any sector move in a certain way – and Bord Bia is a really good counter example, the food manufacturing sector. Bord Bia have developed this Origin Green programme, well worth a look as an example of best practice how to get it working. Their target is, they've already signed up 75% of food manufacturers in Ireland to the Origin Green, which is an environmental management corporate social responsibility programme. Boom. Their target is 95%. They believe they'll get the 95%. Who's leading it? Bord Bia…Could make it mandatory overnight." [MD]
"…I don't want to appear cynical, but a lot of the initiatives from the industry are tied closely with some form of funding. So, sometimes it's linked to an initiative that might have been linked to some form of funding."	"Now, what I would say is, and again I don't want to appear cynical, but a lot of the initiatives from the industry are tied closely with some form of funding. So, if there is seen to be some form of funding for a particular market or a particular endeavour or a particular development, there will be resources given towards that…So, sometimes it's linked to an initiative that might have been linked to some form of funding." [SF]

Table 8.9.17

Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Customers

Exemplar Comment	Quotation
"There's a few things coming, now. We've a desk down there and we get RFP requests referral programmes…There's more and more questions coming in now from the consumer saying, 'What are you actually doing guys and what [environmental] initiatives have you taken?...If I don't do anything, I won't get into that programme. If it comes down to two hotels and one is doing and one is not, you won't get in. Do you know? So that would concern us… Larger corporates. Absolutely…the larger corporates, that'll drive it, funny enough."	PARTICIPANT: Yes. There's a few things coming, now. We've a desk down there and we get RFP requests referral programmes. So, what you're trying to do is sort of say to Abbott Laboratories, for example, 'Look. I've six hotels. Can I get on your programme?' So, then they give you this thing to fill out and on it is about green and what are you doing and so. There's more and more questions coming in now from the consumer saying, 'What are you actually doing guys and what initiatives have you taken?' etc., etc. INTERVIEWER: So that, I suppose, at this stage is making you, does that make you focus – PARTICIPANT: Absolutely. INTERVIEWER: - on it at this stage? PARTICIPANT: If I don't do anything, I won't get into that programme. If it comes down to two hotels and one is doing and one is not, you won't get in. Do you know? So that would concern us. INTERVIEWER: So, is it the larger corporates that are starting [inaudible]? PARTICIPANT: Larger corporates. Absolutely. Yeah. INTERVIEWER: Yeah. And if you can't start ticking those boxes – PARTICIPANT: You've an issue. You've got an issue. Absolutely. Absolutely, yeah. And I think the larger corporates, that'll drive it, funny enough. Because if the larger corporate thing are not doing it, well, you're not doing. [SMcP]

Table 8.9.18

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Customers

Exemplar Comment	Quotation
"…it was the tourism industry which actually drove the clean-up of it by virtue of the fact that the visitors didn't want to see it...They didn't want the tourists to see it. They wanted to see the clean green Ireland and so that was a strong part, I think, in terms of cleaning up the industry itself by virtue of the market pressure."	"And I suppose it was, in many respects, it was the tourism industry which actually drove the clean-up of it by virtue of the fact that the visitors didn't want to see it...They didn't want the tourists to see it. They wanted to see the clean green Ireland and so that was a strong part, I think, in terms of cleaning up the industry itself by virtue of the market pressure. And then of course it was led to, it was led by legislation, you know, which was right and proper because, you know, it needed to be." [POH]

Table 8.9.19

Non-Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Customers

Exemplar Comment	Quotation
"…some people would be more cynical, and they'd say they just see it only as a cost-saving measure…but there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules and regulations, and some see it in order to meet customers' expectations because meeting customers' expectations is huge."	"Now, I'm not saying, now, some people would be more cynical, and they'd say they just see it only as a cost-saving measure. You know, for example, like reusing towels - that saves the business money, but it does a lot more than that. So, I think it depends on which hat you're looking at it. But there's various reasons why they would do it. Some are imposed upon them because of local planning or local authorities, local rules, and regulations, and some see it in order to meet customers' expectations because meeting customers' expectations is huge. You know, I pay a price for the room, but what I get outside of that price is equally important." [CP]

Table 8.9.20

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Financial Institutions

Exemplar Comment	Quotation
"the person managing…the duty manager, general manager and so on, he just has to keep his peers, be it the shareholders or whoever, banks or whatever, uh, the margins."	"The GHA would have been driving financial benefit first and foremost. You know, which, probably, if you're, you see, you, you have to realise too, a lot of hotels now are not owner-managed, like this one. They are run by management contracts, by banks, by, um, carpetbaggers from China. Right? Um, investment groups, all sorts of things. Right? So, the person managing, uh, the floor manager, the duty manager, general manager and so on, he just has to keep his peers, be it the shareholders or whoever, banks or whatever, uh, the margins." [JF]
"…one of the things that's coming about more and more in our industry is the financial structure that the banks are putting on business in terms of reporting…. I can see this being, there not being, in 10 years' time you wouldn't have a difficulty doing this [implementing CER initiatives] because you'd have a whole, people will be talking figures."	"And I think one of the things that's coming about more and more in our industry is the financial structure that the banks are putting on business in terms of reporting in is going to be very good in the longer term. I can see this being, there not being, in 10 years' time you wouldn't have a difficulty doing this [implementing CER initiatives] because you'd have a whole, people will be talking figures." [MW]
"AIB had this fund last year, I think it was, that if a company, what was it now? If a company wanted to do a project for 200,000 and they could prove, and it was environmental saving, like a CHP plant or something like that, and they could show that the savings that they were going to make every year would definitely show repayment capacity to pay back the loan over a certain period that they would fund, they would fund the project. So, the AIB were very conducive to environmental practices, funding development of."	"Yeah. Now, one other thing now to note is that the AIB, I, we were asked to speak, I was asked to speak at a thing up in Ballsbridge, big fancy thing up in Ballsbridge, AIB had this fund last year, I think it was, that if a company, what was it now? If a company wanted to do a project for 200,000 and they could prove, and it was environmental saving, like a CHP plant or something like that, and they could show that the savings that they were going to make every year would definitely show repayment capacity to pay back the loan over a certain period that they would fund, they would fund the project. So, the AIB were very conducive to environmental practices, funding development of. That was last year, I don't know what they're doing this year." [SD]

Table 8.9.21

Non-Chain Hoteliers
Exemplar Quotations – External Stakeholder Pressure – Industry Support

Exemplar Comment	Quotation
"There was also a lot of support, moral support if you like, from the industry and from government and everybody else to do that. And it became quite a buzzy thing. There was rarely a month go by that you didn't see somebody in the industry getting their Green Flag award…"	"But in those two areas in particular, there was a lot to do. There was also a lot of support, moral support if you like, from the industry and from government and everybody else to do that. And it became quite a buzzy thing. There was rarely a month go by that you didn't see somebody in the industry getting their Green Flag award…" [POH]
"…the Irish Hotels Federation… I mean thinking more globally and saying, 'Look, do you as a federation have an overall policy with regard to, you know, the greening of hotels or that whole, you know, responsibility area? You know, where do you see it?'…there's no connective…there's no benefit in it. There's no perceived benefit from any I met through the Hotels Federation."	"I mean what might be interesting from you, even though, you know, the production side of it is, like the Irish Hotels Federation, Tim Fenn, who's the CEO of the Irish Hotels Federation. I mean thinking more globally and saying, 'Look, do you as a federation have an overall policy with regard to, you know, the greening of hotels or that whole, you know, responsibility area? You know, where do you see it?' And you know, that might dig up a few because there's no, kind of there's no connective really in that kind of way, except for, you know, what Maurice Bergin has been doing, you know, to try and keep it, but you know, there's no benefit in it. There's no perceived benefit from any I met through the Hotels Federation." [MP]

8.10 Exemplar Quotations – Altruism

Table 8.10.1

Chain Hoteliers
Exemplar Quotations – Altruism

Exemplar Comment	Quotation
"…we do it for a couple of reasons and clearly one is a financial objective…and then secondly, we're a big company and we've got an obligation…these are things, like, we just should be doing…and then I think outside of the hotel, at a corporate level for us within the company is this something we should do? We're so big…you get to a point when your company's so big that you have big social choices…these are just things that someone in our company thought this was the right thing to do…what it does for the hotels thought is that, like I said before, we have clear financial goals we want to achieve and also, we as a company, socially want to do more."	"I know that internally for us we measure every month our energy usage across everything from waste, water, gas, electricity and a whole kind of spectrum. *And we do it for a couple of reasons and clearly one is a financial objective*. We want to make sure that we're not just turning on taps and letting heat escape unnecessarily because it costs us money. And then *secondly, we're a big company and we've got an obligation*. These are things that not even we can do but these are things, like, we just should be doing…and then I think *outside of the hotel*, at a corporate level for us within the company is this something we should do*? We're so big*. I mean, we have revenues, I think, of annually about €2 billion. So, it's just, you know, you get to a point *when your company's so big that you have big social choices* as well and those social choices form part of the character who you are…So, you know, these are just things that *someone in our company thought this was the right thing to do*. And that's the difference between other companies who don't think that way, I think. Yeah. So, yeah…I think what it does for the hotels thought is that, like I said before, we have clear financial goals we want to achieve and also, we as a company, socially want to do more". [TY]
"Yes. Like, I suppose, from Corporate Head Office we have a social responsibility programme. We were the first hotel group in the world to have one and it's progressed and progressed and progressed."	"Yes. Like, I suppose, from Corporate Head Office we have a social responsibility programme. We were the first hotel group in the world to have one and it's progressed and progressed and progressed." [AN]
I frequently meet people who come to me and say, 'I'd love to join your company'… 'There's just a really good feel for your company'. And one of the strings to that bow is that we think socially. And we think socially about what we do…Oh, positive. Yeah, positive. 100%. I mean, for me personally I don't think that wisely making good efforts to - I mean, manage energy's one thing but there's just that social element to it that, you know, there's the environmental bit, which is, it's almost like, you know, sweeping the front of your door every day. I mean, that's the right thing to do because it brings a bit of pride into the location as well and people feel those things.	"So, you know, if we were, it's probably a bad example and it's probably, you know, not meant to be disparaging, but Blackstone, who own Hilton, had a reputation for being, you know, pretty tough venture capitalists who, you know, have done some bad deals in the past. But I don't think people have the same impression about Radisson. And it's nothing that they can probably tangibly put your hands on but, you know, I frequently meet people who come to me and say, 'I'd love to join your company' and I say 'Well, why. You know, apart from the fact that, you know, we could hire you, but why [inaudible]?' 'There's just a really good feel for your company'. And one of the strings to that bow is that we think socially. And we think socially about what we do…Oh, positive. Yeah, positive. 100%. I mean, for me personally I don't think that wisely making good efforts to - I mean, manage energy's one thing but there's just that social element to it that, you know, there's the environmental bit, which is, it's almost like, you know, sweeping the front of your door every day. I mean, that's the right thing to do because it brings a bit of pride into the location as well and people feel those things. From an environmental point of view, it just makes sense not to use up what limited resources we have. Everyone gets that. Everyone". [TY]
"And I suppose when we started, when we say we're, we got a head start, you know, when we look at the like of the Hiltons, we're small compared to these fellows. The like of the Hiltons and things like that, you know, they have fantastic websites. You know, they've a corporate social responsibility, big money behind It...They had corporate social responsibility people. We don't, you know. I do it, but I mean we don't have that luxury and they're there. That's all they do and that's all they talk about. And it's quite extraordinary. And like it is nice, I suppose, something to do, but you do. [SV]	"And I suppose when we started, when we say we're, we got a head start, you know, when we look at the like of the Hiltons, we're small compared to these fellows. The like of the Hiltons and things like that, you know, they have fantastic websites. You know, they've a corporate social responsibility, big money behind it. I went to a couple of these Business 'In the Community' schemes, you know, from the corporate social responsibility side. And I went up there. The first one I went to amazed me because that's all they did. You know, the corporate piece companies. They had corporate social responsibility people. We don't, you know. I do it, but I mean we don't have that luxury and they're there. That's all they do and that's all they talk about. And it's quite extraordinary. And like it is nice, I suppose, something to do, but you do. [SV] "And we realised at that particular time that, you know, we're going now for, we're doing a Hilton on it, I suppose. We're strengthening our corporate responsibility and we're having our workshop now again. We've been, I've been working on this for the last three or four weeks and, however, it's with the CEO, which is good. *One of our goals* is that we *will* strengthen our corporate responsibility for 2013. We *will* become a leader in that particular area and we'd also, a leader in the corporate responsibility and also, there was something else and I can't remember what it was, but anyway, we're going to do that…so, I got a girl in from the UK.

Exemplar Comment	Quotation
	She's helping us with kind of pulling it altogether. And then we're going through painstakingly the, all the ethical parts of the programme." [SV]

Table 8.10.2

Non-Chain Hoteliers
Exemplar Quotations – Altruism

Exemplar Comment	Quotation
"…he's, he's a kind of bit of social conscience at times. You know, I wouldn't, I'd take a chance…I'd take a chance to try and save myself a couple of bob, whereas [Name] will want to do it right…but that's because there's a bit of business in me…"	"No, but, no, but, ah, I, I just know because he's, he's a kind of bit of social conscience at times. You know, I wouldn't, I'd take a chance, ah, and, ah, and it's kind of going back to that, ah, thing you asked there about the, ah, hot, ah. It's hard to give an example, but I just know probably, ah, it's more of a mental thing than, than anything else, you know. Ah, I, I'd take a chance to try and save myself a couple of bob, whereas [Name] will want to do it right, you know. You know, um, but, ah, but that's because there's a bit of business in me, you know. [MN]
"…commercially, I'm very much a commercial-based person, you know what I mean, the business, you know, so commercially, from a savings perspective, we looked at that. Em, from a corporate responsibility perspective, you know, the fact that we have a big building in a, in, in rural Ireland, that we want to make sure that we're not ruining rural Ireland because if we didn't have beautiful rural Ireland, we wouldn't have a business, there would be no reason to come here…so, they are the reasons why we did it. Primarily commercial. Em, savings more than anything else rather than making money. Em, so that was the reasons why, that's the reason we initially did it."	"Em, I always say the reason why we got involved in it was, em, it was probably threefold, okay? Em, commercially, I'm very much a commercial-based person, you know what I mean, the business, you know, so commercially, from a savings perspective, we looked at that. Em, from a corporate responsibility perspective, you know, the fact that we have a big building in a, in, in rural Ireland, that we want to make sure that we're not ruining rural Ireland because if we didn't have beautiful rural Ireland, we wouldn't have a business, there would be no reason to come here. Em, so that side of it is a very straightforward reason for doing it. Em, and, thirdly, we felt it would be a good thing for, for us as people and, and a community of 130 people together to look at, you know? So, they are the reasons why we did it. Primarily commercial. Em, savings more than anything else rather than making money. Em, so that was the reasons why, that's the reason we initially did it." [SD]
"I suppose we did it as well to try and streamline costs. Now, that would have been a big motivator for us here, as well as, you know, um, as well as sort of, I'm not sure what recognition we were, I don't think we were looking really for the award so much as wanting to say, 'Well, we have it because we've done it and we sort of feel like if you've the award, well then you've done something right to get it."	"I suppose we did it as well to try and streamline costs. Now, that would have been a big motivator for us here, as well as, you know, um, as well as sort of, I'm not sure what recognition we were, I don't think we were looking really for the award so much as wanting to say, 'Well, we have it because we've done it and we sort of feel like if you've the award, *well then you've done something right to get it*.' That maybe you're properly, you know, that you've a proper system in place and that you're forcing it and it's not just a half-measured maybe thing, if that makes sense. Yeah. Yeah." [ED]
"…there is a side benefit of it, which is, ah, take the case of this hotel…if every hotel in the country did something like that, collectively that would make a very important contribution to a reduction in the CO2 emissions."	"Ah, initially, yes, ah, but the side benefit, it's, it's, it's one of these things. You, ah, there is a side benefit of it, which is, ah, take the case of this hotel. Our, ah, CO2 emissions at that time were about 1,200 tonnes. Ah, in the end, by, at the end of 2013, they were down to 150, 100 and, say 170…and, and of course, if every hotel in the country did something like that, collectively that would make a very important contribution to a reduction in the CO2 emissions." [GOhC]

Exemplar Comment	Quotation
"…what's motivated us, uh, from, from day one…in everything we do, we want to be environmentally responsible, socially responsible…that's our, let's say, our, our ethos and philosophy… so, initially it was all driven by, by a social responsibility…but then we also saw the benefit of cost savings…the other is yes, there are reduced costs. I mean, when you do it properly and you've invested in it, of course there, there's going to be reduced costs. Um, and I guess the other is, is being socially responsible…"	"Uh, well, what's motivated us, uh, from, from day one, you know, in everything we do, we want to be environmentally responsible, socially responsible. That, that's, that's our, let's say, our, our ethos and philosophy…Um, so, uh, you could say, yes, so initially it was all driven by, by a social responsibility, but then we also saw the benefit of cost savings…the other is yes, there are reduced costs. I mean, when you do it properly and you've invested in it, of course there, there's going to be reduced costs. Um, and I guess the other is, is being socially responsible. I mean it's, it's those three areas again, really, isn't it? [FOJ]
"…what's that term that you use for something that's very unquantifiable? In terms of its real benefit. Do you know, you do it because you think you should do to a certain point? Nebulous I think is what it is…I mean if there's a clear cost saving, you know, I'd be jumping all over it [CER]"	"We'll think that about, you know. It's one of those tough ones. It's, I suppose, what's that term that you use for something that's very unquantifiable? In terms of its real benefit. Do you know, you do it because you think you should do to a certain point? Nebulous I think is what it is. You know, it is somewhat because it is a hard, you know, I mean if there's a clear cost saving, you know, I'd be jumping all over it [CER]" [MP]

Table 8.10.3

Non-Hoteliers
Exemplar Quotations – Altruism

Exemplar Comment	Quotation
"We're sitting in a hotel where they're multinational. They have a CSR policy, procedures… mandatory across the Group…they also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do."	"So, Ireland specific, some. We're sitting in a hotel where they're multinational. They have a CSR policy, procedures. Irrespective of Green Hospitality or other any other certification programme, they would still be doing their good CSR and good environmental. So, in fact, they've a new policy that, Think Planet, which is Rezidor, 25% reduction in energy over the next five years, mandatory across the Group. So, it's a cost. They also have a responsible approach to tourism, community based etc. So, they're linking the cost savings with what they do." [MD]
"…if they're part of a larger group, there may well be some form of Group corporate responsibility in relation to what they're going to look at on a global thing in relation to carbon footprint or impact on the environment or anything else…I don't want to be cynical about it, but I think that a lot of them would be motivated by either saving money or by creating perception amongst the customers that they're right on, they're doing things."	"What I have seen for some of the hotels is that depending if they're part of a larger group, there may well be some form of Group corporate responsibility in relation to what they're going to look at on a global thing in relation to carbon footprint or impact on the environment or anything else. That may well be it. And so the easiest way it manifests itself in hotels is the standard little tent card you'd see in a bathroom about reusing towels and saving the water and all that kind of thing, you know, which in some ways is marketing positioning for the hotel itself to the customers to say 'We have a conscience and we're aware you've a conscience and we'll both meet with our conscience' and all this kind of – I don't want to be cynical about it, *but* I think that a lot of them would be motivated by either saving money or by creating perception amongst the customers that they're right on, they're doing things." [SF]
"… Some properties might, say for example, the hotel at Garryvoe is a good example in Cork. They have a very strong relationship with their local community there. So, they would, you know, whether it's formally or informally would have a very strong CSR mentality. So, they would, you know, probably without even being in the scheme, they would probably do the things that they do anyway…they've got world best standard when it comes to environment. They probably would do that sort of stuff anyway. What we've done is probably channel their thinking a little bit more and, but you know, they would do that."	"So, why they do it… Some properties might, say for example, the hotel at Garryvoe is a good example in Cork. They have a very strong relationship with their local community there. So, they would, you know, whether it's formally or informally would have a very strong CSR mentality. So, they would, you know, probably without even being in the scheme, they would probably do the things that they do anyway. Now, they're one of our platinum members. They're one of the best performers in the country. You know, they've got world best standard when it comes to environment. They probably would do that sort of stuff anyway. What we've done is probably channel their thinking a little bit more and, but you know, they would do that." [KR]

Table 8.10.4

Chain-Hoteliers
Exemplar Quotations – Importance of Managerial Belief Systems to Hotel CER implementation

Exemplar Comment	Quotation
"…I suppose I drove it here probably a lot further than a lot of, well, I would say any hotel in the country…as in we drove it and drove it and drove it."	"So, like, I suppose I drove it here probably a lot further than a lot of, well, I would say any hotel in the country. Do you know what I mean, like? As in we drove it and drove it and drove it." [AN]
"…you'd probably go to each hotel on the basis they're not the same. You know. Even within the same group…but that'll be driven by the General Manager, then, who's driving that stuff…."	"I think you'd probably go to each hotel on the basis they're not the same. You know. Even within the same group you could do two and say 'Look. I'll do two of these just to verify and I could get a good one and a bad one. One that's really doing well and one that's not.' But that'll be driven by the General Manager, then, who's driving that stuff in or driving that stuff out." [SMcP]
"you have to have the support from the top down. If you don't have the support from the top down, forget about it…you need the support from all the individual heads of departments."	"You have to understand it yourself and you know, you have to have the support from the top down. If you don't have the support from the top down, forget about it…you need the support from all the individual heads of departments. There's no point in me doing it for everybody and nobody else following." [DC, 66]

Table 8.10.5

Non-Chain Hoteliers
Exemplar Quotations – Importance of Managerial Belief Systems to Hotel CER implementation

Exemplar Comment	Quotation
"…that would probably depend on individual focus, like who you had on your team…you might have just a different emphasis or a different focus on it."	"And again, that would probably depend on individual focus, like who you had on your team. Like if you had the executive chef as your big driver as opposed to your rooms division manager or you know, that you might have just a different emphasis or a different focus on it." [MP]
"Characteristics of a property that will drive…it furthest will be independent SME owner-operated ethically based…because there will be a personal belief…"	"Characteristics of a property that will drive, shall we say, it furthest will be independent SME owner-operated ethically based. They're the guys who will go out…Out of the way because there will be a personal belief…because there'll be a personal belief..." [POF, 268-275]
"…the main thing…it's going to have to be driven by, you have a manager in place or you have an owner that doesn't believe in it, absolutely wasting your time trying to do it…if they don't have the belief of the person who's going to be allowing you to make certain changes…"	"I suppose the main thing is you're going to have to have, it's going to have to be driven by, you have a manager in place or you have an owner that doesn't believe in it, absolutely wasting your time trying to do it…if they don't have the belief of the person who's going to be allowing you to make certain changes that will sort of influence the guests long term…if they don't buy into it and motivate the team to do it, then you're going to have an issue." [EB, 129]
"…any company that takes on a practice, at the end of the day, whatever's agreed, um, it has to be monitored and controlled then from the top down. It has to be driven because if the guys…don't buy into it and I don't follow it and keep pushing it and pushing it, um, it's a waste of time…"	"I think any company that takes on a practice, at the end of the day, whatever's agreed, um, it has to be monitored and controlled then from the top down. It has to be driven because if the guys, if it came from grass roots level and I'd say, 'Yes, that's a great idea.' But I don't buy into it and I don't follow it and keep pushing it and pushing it, um, it's a waste of time for them and, and all of us." [FOH, 171]
"…it's down to the individual, the, the, the manager…It's to do with the general manager. It's to do with the leader…It is driven by an individual. I have nobody to report in to or to say, 'You should be greener. You shouldn't be greener.' In, in, within Irish law…"	"I think it's down to the individual, the, the, the manager…It's to do with the general manager. It's to do with the leader…It is driven by an individual. I have nobody to report in to or to say, 'You should be greener. You shouldn't be greener.' In, in, within Irish law or, or civil servants or that's the wrong word, you know what I mean." [SL, 273, 307-9, 325]
"You have to have a driver. You have to have someone who's interested in this…and the ownership has to be taken by somebody also. It has to be driven by somebody..."	"You have to have a driver. You have to have someone who's interested in this, saying, 'Is this, uh, is this a good thing or a bad thing?' And the ownership has to be taken by somebody also. It has to be driven by somebody. Yeah." [JR, 122]

Table 8.10.6

Non-Hoteliers
Exemplar Quotations – Importance of Managerial Belief Systems to Hotel CER implementation

Exemplar Comment	Quotation
"So, and the department is a Green Hospitality member, we've a gold… the reason for that is quite simply because I give a damn, you know, there is no other reason…the other side of that I suppose is that I had a willing champion inside and Patricia our technician, down below is an ardent believer…and without a believer, to be quite honest, you wouldn't bother your backside…"	"So, and the department is a Green Hospitality member, we've a gold standard on that and I think we are the only ones who have it. And you probably then answer the question, the reason for that is quite simply because I give a damn, you know, there is no other reason. Why don't the others? Because they don't see it somewhere in terms of a priority, they want to be involved in. The other side of that I suppose is that I had a willing champion inside and Patricia our technician, down below is an ardent believer, if I can put it that way. And without a believer, to be quite honest, you wouldn't bother your backside, right?" [AH]
"[environmental consultants name] did say to me that probably when he was giving out the awards annually that we were probably the only people in the system that were doing it for pure ethical reasons of some sort. He says everybody else is driven by economics…"	Now, [environmental consultants name] did say to me that probably when he was giving out the awards annually that we were probably the only people in the system that were doing it for pure ethical reasons of some sort. He says everybody else is driven by economics, right? The only reason for reducing here your waste is it saves you bloody money, right? [AH]
"…Garryvoe believes, above all else…but you need at the end of that somebody who believes somewhere along the line."	"He is one of the ones, I would actually say for some reason and I don't know the history of this, Garryvoe believes, above all else…but you need at the end of that somebody who believes somewhere along the line." [AH]
"…there are those who believe and then there, but they're, at the end of the day the impetus is value. There is an economic pay-back for having done it…"	"I would say, yeah, they fall into two areas, there are those who believe and then there, but they're, at the end of the day the impetus is value. There is an economic pay-back for having done it, right?" [AH]
"…it's coming back to the idea of a champion, that they have, there's a personal motivation…the advantage in the SMEs that they can bring about the resources and time. They can direct themselves. They don't have to wait for Head Office…there are some very good examples of small properties who are family owned who have got somebody who's acting as a champion who moved down an environmental road for a specific reason. And they've done it."	"I'd say that it would in the sense that it's coming back to the idea of a champion, that they have, there's a personal motivation and they can bring about, the advantage in the SMEs that they can bring about the resources and time. They can direct themselves. They don't have to wait for Head Office to say 'You can spend your time on this'…there are some very good examples of small properties who are family owned who have got somebody who's acting as a champion who moved down an environmental road for a specific reason. And they've done it. So, they've proved it's been done.' [SF]
"…owner managers - very important. Owner managers. The most proactive hoteliers in Ireland because it's their own money. [hotelier names] …they're the champions."	"Ah, owner managers - very important. Owner managers. The most proactive hoteliers in Ireland because it's their own money. David Fitzgerald, the Woodlands Hotel, is a good example. Michael Lennon, Westport Woods Hotel. You know, we know them. We, they're the champions." [JJ]
"…maybe part of the problem is…managers tend to move on. So, you lose all that capacity and interest…"	"…maybe part of the problem is, and this is a problem for greening and maybe it's for every other aspect, is managers tend to move on. So, you lose all that capacity and interest and you've got a new guy come in who's fresh and green and you have to try and train him up again." [JJ]
"…what we're recommending is there's a green team, so it's always carried on. So, if someone leaves, it	"Yes, or the, or possibly the green team member in, now, ideally in our, what we're recommending is there's a green team, so it's always carried on. So, if someone leaves, it doesn't matter. Okay, you're taking over and here's the folder and continue with the programme. But you know, it doesn't work like that,

Exemplar Comment	Quotation
doesn't matter. Okay, you're taking over and here's the folder and continue with the programme. But you know, it doesn't work like that, unfortunately. In theory, in practice it tends to be the person's gone and oh, we'll put away the green folder now, which is just terrible."	unfortunately. In theory, in practice it tends to be the person's gone and oh, we'll put away the green folder now, which is just terrible." [JJ]
"… it is often driven, not corporately by individual, but by individuals…so you may get one particular individual moving from one property to another and they will take those techniques with them and start doing them at the new property…" [KR]	"You know, one thing you would tend to find is that it is often driven, not corporately by individual, but by individuals. So, you know, obviously there's a significant amount of churn in the sector, so you may get one particular individual moving from one property to another and they will take those techniques with them and start doing them at the new property…as I say, it tends to be quite driven by individuals, so you know, you will get a, I've met some superb environmental managers who are, you know, who are actually poached by other hotels or chains to go and take their knowledge with them." [KR]
"Churn in management. So, the leader leaves, the green manager leaves, the new manager comes in and, boof, there's no leadership and drive."	"we're kept being asked 'Why are people leaving?' and we've a simplistic answer. One, financial pressure. And you will not believe, but certain accountants will refuse to pay membership of €400 because they can't see a return. But that's accountants. Churn in management. So, the leader leaves, the green manager leaves, the new manager comes in and, boof, there's no leadership and drive." [MD]
"It's definitely…it's a state of mind…some hotels…one key person will leave and then they just fall back into their bad old behaviours again…"	"It's definitely, you know, it's a state of mind. You know, some hotels, well, they won't, you know, one key person will leave and then they just fall back into their bad old behaviours again, so you see the whole gamut, the same with any organisation." [KR]
"what environmental practices does, it allows them [hoteliers] to really clearly define, you know, what their mindset is around this. And it also allows them to be a leader or a follower. And the leaders are the ones who will stand out very quickly."	"I think what this, what environmental practices does, it allows them [hoteliers] to really clearly define, you know, what their mindset is around this. And it also allows them to be a leader or a follower. And the leaders are the ones who will stand out very quickly." [CP]

8.11 Exemplar Quotations – Additional Workload

Table 8.11.1

Typical comments referring to additional 'paperwork' associated with hotel CER initiatives

Quotation
"Every Radisson in the world must have an eco-label of some sort. So, in Ireland Green Hospitality is what's there or an ISO, and an ISO, you know, you need someone pretty much doing nothing else only paperwork for that." [AN]
"The GHA award, which is great though. It's a lot of admin. A lot of admin." [DE]
"Other challenges, administration can be quite tough because there is a lot of recording to do, but there's no real disadvantages." [DE]
"I think it's good to have it and the constant auditing is very good as well. You have to be on track. I mean they don't come in and go, 'Oh here, you get the platinum.' You have to prove yourself. Yeah, it's a difficult one, so you know you have to be proud when you get it, you know. It has taken a lot of hard work." [DE]
"And it becomes kind of an enormous task then to do what you would like to do. And the more you get into it, the more you can see how difficult it is, you know. But it does work, I suppose, yeah. It does work." [SV]
"I suppose the negative part would only the fact there's a lot of work for everybody and there's a lot of continuous work. It just doesn't end at the end of the day. There's a lot of continuous work, a lot of matrix, a lot of volumes, a lot of various things like that that you have to gather and kind of try and benchmark your way around it as well." [SV]
"because I looked at the criteria and I says, 'Do you know, Jesus, um, sure we're halfway there because we're doing a lot of it ourselves anyway.' You know what I mean? Uh, no. We weren't halfway there. I thought we were, but anyway, uh, but having, when we got into it, there was a lot of paperwork and so on. Mountains and mountains of paperwork and so on." [JF]
"Paperwork. Yeah, I mean, if you've involved in the Green Hospitality thing the amount of flipping paperwork you have to fill in to show that you're doing the stuff. We're not good at paperwork, you know, we're a small business, you know? You know, I don't have, you know, my managers, we're very lean, environmentally we're very lean, we have no waste in our management team. Everybody has a job to do and it's usually operational, it's usually looking after the customers, so I don't have managers, kind of, wandering around, kind of, looking for something to do. So, they don't have time to be filling in paperwork, reams of benchmarking practices and your benchmarking, you have to fill in all these forms and all that kind of shite and I don't have the time to do that. Em, we're more practical and just get on with it." [SD]
"It's time-consuming. It's another thing you have to teach and train your staff." [FOJ]
"Um, I suppose it's more of going for the awards rather than putting in initiatives. Paperwork and time. A lot of time went into it in the beginning, um, and they do meet once a month, but, uh, I would say the positives would far outweigh the negatives" [ED]
"Their big thing is every, like you know, moans about them, about everything is there's paperwork. There's time involved in it and everybody is busy." [JT]
"And then within the hotels themselves, now you're to maintain files and it almost needed a fulltime person. And while many hotels started off in good faith doing this, once the downturn came, that was the first thing that was to go." [MW]
"Okay. Organisationally, actually it creates a bit more work and flexibility requirements. It's not that easy really, to be perfectly honest." [POH]

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