## Understanding unsustainable behaviours in sustainable operations

### Why is this research important?

Whilst every company aims to be profitable, global challenges such as climate change require the adoption of environmental considerations. Environmental sustainability initiatives have the benefit of offering substantially reduced operating cost whilst positively impacting corporate reputation. However, a staggering 98% of sustainability programs fail to achieve their targets leading to missed opportunities to save costs.

## The routine – sustainability threat



Most employees built routines into their work, which enable them to fulfil work requirements. Sustainability requires these routines and behaviours to change. This is considered difficult especially when these routines are deeply ingrained and subconscious.

Studies suggest that an

average sized hotel with

66% occupancy foregoes

approx. AU\$300,000 in cost savings every year

due to housekeepers not

towel

honouring

wishes of guests.

## The hospitality – sustainability threat



In the hospitality industry guest comfort and satisfaction are important performance indicators. However, some employees believe that sustainability negatively influences guest comfort and thus satisfaction. This belief diminishes engagement with sustainability.

### The time – sustainability threat



Time governs the workday. Engagement in sustainability is avoided because employees actually or perceived do not have the time for these behaviours. Additionally, casual employees may believe that sustainability initiatives decrease hours worked and thus salary payments.

# What is the goal of this research?

This research aims to understand when, where and why operational staff do not engage in sustainability initiatives or actively engage in unsustainable behaviour. A preliminary study already provided some insights (see Figure to the left). These will now be tested within a larger employee cohort.

### What is in it for you?

Understanding where, when, and why employees engage in unsustainable behaviours will assist with reviewing and revising current processes for more employee engagement and increased cost savings.

### Will you have access to the research results?

Results will be shared as an executive summary of research findings. If you wish to have a **specific summary** for your hotel(s) or brand(s) this **can be arranged** by contacting the study lead (contact details below).

#### What do I need to do?

All you need to do is to **disseminate a survey link to your frontline employees** and encourage them to participate. The study lead can provide email templates and engaging posters to share.

#### When will the research be conducted?

reuse

The survey will be open from January to March 2023.

## **Study lead** *Ms Antje Martins*



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#### Who will conduct the research?

The research will be conducted by PhD Candidate, Ms Antje Martins. Antje has more than 20 years of experience working in tourism and hospitality. Before starting her PhD, Antje has worked as Operations and Training Manager for EarthCheck, the world's leading Benchmarking and Certification company for sustainable tourism. She is still an active industry trainer for the Global Sustainable Tourism Council and TrainingAid, a training platform for sustainable tourism.

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