Hotel management beyond economic responsibilities:
an exploratory research into CSR views and practices in Malta's hotel industry

Lidwine Bausch

Wageningen University

Department of Environmental Sciences

Cultural Geography Chair Group

MSc thesis Leisure Tourism and Environment

Hotel management beyond economic responsibilities: an exploratory research into CSR views and practices among the hotel sector in Malta

Thesis code	SAL 80433
Submission date	July 12th 2012
Student's full name	Lidwine Bausch
Student's registration number	870702-038-050
Examinators	René van der Duim
	Chin Ee Ong

Table of contents

List of figures

List of tables

Executive summary

This MSc thesis regards an exploratory study of Corporate Social Responsibility views, practices and drivers of the Maltese hotel sector. Corporate Social Responsibility (CSR) is a recent sustainability trend and serves as business model for sustainable business operation; it regards the strategic inclusion of social and environmental concerns in business operations and stakeholder interactions to honour the 'triple bottom line' of people, planet and profit. Various studies are conducted in tourism destinations worldwide to explore the views of local industries. This study compares those findings to the Maltese case. The Mediterranean island is a traditional mass tourism destination that, despite increasing competition and economic crises, continuously expects growth in tourist arrivals and revenues. Malta's political and institutional context is traditionally unfavourable to sustainable tourism progressions, but various authors expect a slow turn-around following the 2004 EU membership. Recent developments such as governmental departments made responsible for sustainability issues and branch organization initiatives such as the Malta Tourism Authority's eco-label are indeed promising. While a high 13% of Maltese hotels is eco-labelled, the general critique is that economic priorities prevail and that implementations are typical 'status-quo' or 'green-washing' initiatives lacking long-term focus. This exploratory research investigates the views of Maltese hoteliers by means of a mixed methods approach. 40 hotels participated in a survey, which was designed after examples of similar research elsewhere and consultation of local stakeholders. Semi structured interviews were held with 3 hotel managers. Findings show that familiarity with CSR and the triple bottom line among Maltese hoteliers is similarly low as in other destinations. Participation levels are relatively higher than elsewhere, especially among Small and Medium Enterprises; contrary to other destinations, high-end large hotels in Malta do not necessarily lead the way with innovative solutions such as renewable energy sources and waste water treatment. Budget hotels have relatively high participation levels especially in typical cost-cutting solutions such as energy efficiency and water usage limitation. Maltese hoteliers, likewise tourism managers in other destinations, are preoccupied with economic concerns. Achieving the financial bottom line is their main concern and long term strategic sustainability planning is lacking mainly due to a perceived necessity for quick return on investments. Maltese hotel management is not concerned with issues as global warming; their focus is on local issues such as the islands' overdevelopment and pollution, and economic threats such as competition and economic crises. After Van Marrewijks' (2003) drivers for sustainability, Maltese hoteliers can safely be categorized as profit driven; there is no strong notion of external pressures to speak of the compliance driver. This finding corresponds with findings elsewhere; CSR regulations are lacking worldwide. Tourism demand is perceived as strongest external pressure, however there is suspense regarding tourists' true concern with sustainability. Maltese hoteliers to some extent approach a caring-drivenness, however often benefits as positive environmental- or societal impacts are seen as welcome side effect of implementation; as long as the financial bottom-line is respected. Researchers attribute the slow progression of sustainable tourism in Malta to a lack of appreciation for the own resources and heritage. This research however reveals high valuation of these aspects and deep understanding of the interdependency of tourism businesses with their environment. Likewise other destinations, Maltese hoteliers have favourable attitudes towards CSR which go largely untranslated into actions. Several recommendations are given to increase the level of CSR participation. Government regulation and guidelines may ensure basic, and moreover structured participation of the hotel industry. There is a clear role for branch

associations regarding CSR education and network support. Enforcement of transparent reporting may ensure insights in the own business' impacts as well as an accelerated 'trending' of CSR practices by facilitating benchmarking and copying of best practices of competitors.

Acknowledgements

1. Introduction

The many economic and social benefits of tourism go accompanied by an equal many negative environmental and social impacts; some preventable altogether, others minimizable by strategic sustainable practices. Negative impacts (as identified by Theobald 1998, Dodds and Kuehnel 2010, Bohdanowicz 2005, Graci 2009, Sangaroon 2011), on both long- and short term concern inflation, revenue leakage from the local community, increased local wealth inequalities, labour issues, overbuilding, overcrowding, loss of culture, noise hindrance, sewage disposal without treatment, littering and excessive waste production, (resulting in) biodiversity loss and degradation and depletion of natural resources e.g. water pollution. These negative impacts "can degrade the attractiveness of the entire destination on which all stakeholders depend" (Sangaroon, 2011).
The hotel industry forms a major part of the tourism industry and is relatively resource-intensive. The industry therefor has the perilous potential "to be detrimental to the social and natural environments within which it functions" (Graci and Kuehnel, 2010 p.1).

The Mediterranean island Malta, with almost half a million inhabitants on 315 km2, is among the most densely populated countries of Europe. The annual influx of 1.3 million tourism arrivals gives Malta the highest share of tourism to a National GDP in Europe and makes the island the most tourism-intense country in Europe (NSO 2011). Carrying capacity of especially the (over)developed eastern coastal area has long been violated according to criticizers of the traditional mass tourism approach of the island (Boissevain 2004, Pace 2011). With an 11% growth rate in hotel nights spent, Malta remains one of Europe's fastest growing destinations. The tourism sector expects a 220 million euros growth for 2012 (Schembri, 2011). According to McElroy and Dodds (2007), many destinations are now moving towards sustainable tourism; "highly developed destinations like Malta have started implementing sustainability practices". Many local sustainable-tourism stakeholders however criticise the government for not taking a more steering role towards sustainability (Boissevain 2004, Pace 2011, Grech 2011). Mass tourism does traditionally not attract environmental-conscious tourists and is more resource-intensive than alternative forms of tourism (e.g. community based tourism, agritourism, integrated relational tourism, etc.) (Cooper et al 2007). There are various recent initiatives in Malta to induce a shift from mass tourism to for instance integrated relational tourism, and thus a shift from the traditional resource intensive hotel accommodation towards bed and breakfast accommodations. An agritourism pilot project is done in the small village Dingli (Pace 2011). Such initiatives however seem doomed to fail in inducing the great shift they strive to create since the hotel accommodation sector is too established and powerful, and its existence moreover necessary to accommodate the expected tourism flows. Also other sustainable tourism efforts such as rejuvenation projects of degraded resorts into alternative tourism areas did to date not yield the desired result (Pace 2011).

Corporate Social Responsibility efforts by the hotel sector may be an effective option to ensure a sustainable approach in the Maltese tourism industry. Hotels, despite being commercial businesses, have numerous opportunities to exercise improvements to the community, but this requires a focus expansion from product quality to process- and ultimately management-quality. Corporate Social Responsibility concerns the deliberate inclusion of social and environmental concerns in business operations and interactions with stakeholders to honour the 'triple bottom line'; people, planet and profit (WTO 1998, Van Der Woerd and Van der Brink 2004, Xuereb 2009). CSR is defined as "a

company's obligation to be accountable to all of its stakeholders in all its operations and activities, with the aim of achieving sustainable development in not only economic sense, but also environmental and social areas" (Dodds and Kuehnel 2010), driven by human rights, employee rights, community and supplier relations and environmental protection (World Business Council for Sustainable Development 1999 in Dodds and Kuehnel 2010). The World Business Council for Sustainable Development elaborates on the stakeholder accountability by defining CSR as "business' commitment to (...) work with employees, their families, the local community and society at large to improve their quality of life" (Kotler and Lee 2005 in Dodds and Kuehnel 2010). The International Standards Organization adds that CSR is integrated throughout the organization and practiced in all its relationships (ISO 2007 in Dodds and Kuehnel 2010). While there is no universally accepted definition and CSR remains an evolving concept, all definitions comprise responsibility for a business' environment beyond its own operation, regarding the social as well as natural environment. The natural environment has, over the past decade, rapidly gained priority status worldwide through the notion and growing awareness of global warming-related threats (Van Der Woerd and Van Der Brink 2004, Dodds and Kuehnel 2010). The necessity to protect- and contribute to the social environment is enjoying a slower awareness growth among businesses. Partly for this reason, to ensure exploration of the views regarding all aspects of sustainable business operation and not only ecological aspects, CSR is chosen as research topic. Many 'greening initiatives' (impact reducing solutions such as energy efficiency, water use limitation and waste water treatment, sustainable packaging, renewable energy sources, etc.) are inexpensive to implement and can result in reductions of operational costs (Porter and Van Der Linde 1995, Bader 2005, Graci 2009, Dodds and Kuehnel 2010, Cauchi 2011, Pace 2011); their implementation is thus not only beneficial to the wider environment but also provides substantial benefits to the hotels themselves. The Economic Intelligence Unit (2008), based on a survey with 1254 businesses, found a strong correlation between company growth rate and level of social and environmental practices amongst Global companies. Chapter 2 includes an elaboration on these aspects in further detail. A quick desk research on websites of Maltese hotels and branch organizations Malta Tourism Authority and Malta Hotel and Restaurant Authority and consultation of the Maltese Institute of Tourism Studies reveals no participation of CSR among the hotel industry. To understand if indeed and then why CSR, although being a trendy and emerging topic in tourism (Dodds and Kuehnel 2010, Sangaroon 2011) is not widely adopted among hoteliers in Malta, it is necessary at first to understand their views on responsibility sharing, their awareness level of CSR and perceived barriers to action (Frey 2008, Dodds and Kuehnel 2010, Sangaroon 2011). Now what do Maltese hoteliers do to minimize their negative impacts on their (social and cultural) environment, and why? Are they aware of inexpensive solutions? What is their perception of their business' negative impacts and responsibility sharing? Do they perceive such impacts as direct threats to the island, to the Maltese tourism product in general or to their own business continuity? What do they account themselves responsible for, what do they practically consider doing themselves in the near future? These questions and the lack of literature available to answer them, provide the rationale for this research.

The scientific research objectives of this thesis are to explore familiarity and awareness of CSR concepts and drivers for CSR implementations among Maltese hoteliers, and identify the factors or perceptions that prevent them from initiating it. The overall objective is to recommend key strategies for stimulating and enhancing implementation of CSR practices in the Maltese hotel industry.

To pursue these objectives and answer the problem statement;

> *What are Maltese hoteliers' views on Corporate Social Responsibility concepts and practices and which drivers lead to implementations?*

the following research questions are formulated:

RQ 1. To what degree is Maltese hotel management familiar with CSR concepts?

RQ 2. Which CSR related practices are currently implemented by Maltese hotels?

RQ 3. Which internal and external drivers lead to CSR implementations?

Chapter 2 contains the results of an extensive literature review of various topics within the research scope. The first paragraphs of chapter 2 comprise the theoretical framework of general CSR theory and insights. The latter paragraphs comprise conclusions found in earlier studies regarding CSR familiarity, practices and drivers in the international tourism industry. This knowledge is used to establish the methodology most efficient to answer the research questions. Chapter 3 elaborates on the methodology with a justification of the methods chosen, strengths and weaknesses and implications thereof, and a description of the progress in data collection. The study results are described and analysed in relation to the available literature in chapter 4. Besides an analysis of the Maltese case, chapter 4 thus also includes discussion of the findings to the international realities to identify similarities and differences. Chapter 5 comprises concluding discussion of the findings and their implications, and the research contributions. Finally, chapter 5 contains recommendations for various stakeholders to increase the participation levels of the Maltese hotel sector.

2. Corporate Social Responsibility in theory and in practice

As outlined in the introduction, this chapter contains the theoretical framework and literature review and is divided in two sections. The following paragraphs (2.1. onward) include the theories used for deductive research. These are necessary to gain full understanding of CSR concepts and possible drivers, and knowledge on how to conduct an exploratory research into the topic. Paragraph 2.2. and onward present examples and conclusions from previous research in various tourism destinations.

2.1. Corporate Social Responsibility – background and concepts

Tourism concerns the "processes, activities and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities and surrounding environments that are involved in attracting and hosting the visitor" (Goeldner and Ritchie 2009). McIntosh et al (1995) emphasise further on the role of the interaction with attractions, both natural and cultural. Thus, one part of the tourism product does not act independently of the other; their collectiveness shapes the success and sustainability of the product. These definitions of tourism underscore the interactive nature of the industry, which includes the tourism assets as active players; their degradation or upgrading directly influences the quality of the tourism product and thus serves as main influencer on the attraction of tourist arrivals.

The tourism industry is often responsible for leakages, environmental degradation, inflation, crime, seasonality of employment opportunities and the dilution of culture (Dodds and Kuehnel 2010). However if managed and planned sustainably, the industry can be a force for positive growth of the community in correspondence with economic success of the individual businesses. Through employment creation, the creation of new areas of economic activities, increased earnings and improved local infrastructure and also help preserve the local environment and culture to increased appreciation.

Environment-specific, hotels are relatively pollution-intense in operation: their consumption of raw materials, generation of waste and release of undesired emissions like CO_2 is high on a daily basis. Ismail et al (2010) present the UK example of five million tons yearly CO_2 emissions by hotel gas use, for heating and hot water provision only. Bohdanowicz's (2005) estimation identified that "an average hotel produces an excess of one kilogram of waste per guest per day". This amount can however increase to 3 kilograms per guest per night: Bohdanowicz found a difference of 2.6 kilos unsorted waste material per guest per night between a hotel with, and one without an extensive waste management program (respectively 3.1. kilograms and 0.5), and uses this example to illustrate that the large gap between sustainability attitudes and actions needs further exploration; "from a business viewpoint, not implementing environmental initiatives leads to inefficient operation".

The opportunities for impact reduction are numerous and "make food business sense" according to Graci and Dodds (2008). According to them, a hotel can generally reduce its energy consumption by 20-40% without adversely affecting performance. According to Bohdanowicz (2005) moreover, "a large proportion of 50-60 % of the waste materials in a hotel can be recycled or reused".

The traditional assumption is that mass tourism prohibits sustainable tourism. Mass tourism puts greater demands on resources and according to Butler (2001 in Pace 2011) mass tourists are less sustainable individually. Traditional mass-tourism accommodation, simultaneously, holds on to luxury thus wasteful service standards; hallway and general premises lights are left on 24/7, fresh towels daily, plastic packaging, etc. (Cooper et al 2007, Frey 2008). However WTO's 2005 extensive definition (in Pace 2011) promises otherwise;

"Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism. Sustainability principles refer to environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as a strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/ or corrective measures whenever necessary (…)".

2.1.1. Shared responsibility

Corporate businesses have, due to many recent changes, as well as civil society, gained more influence on common values. Globalisation, democratization, decentralization have led to less clear-cut roles and responsibilities for companies and governing bodies. Government, the corporate world and civil society have become mutually dependent entities (figure 1).
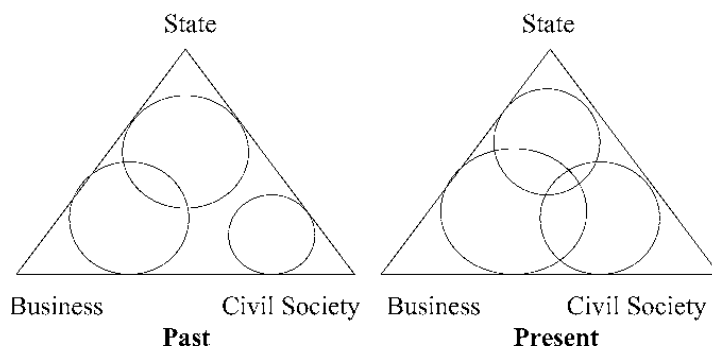
Figure 1 Changing influence and thus responsibility of state, civil society and business. Source Van Marrewijk 2003

From 1970 onwards, responsibility of businesses was also expanded outside their core operational business to further external environmental and societal issues (Carroll 1979 in Sangaroon 2011). Competitive advantage, according to Porter (1984 in Sangaroon 2011) after the 1980's expanded from operational costs-cutting only to added value creation as well. In the trend of sustainability, CSR practices can be an added value as such. The increasing interest among tourists in sustainable products and services (micro demand), as well as downward pressure from local governance (macro demand) usually increase hotel's receptiveness to adopt CSR practices (Frey 2008, Dodds and Kuehnel 2010, Sangaroon 2011).

As noted in the previous chapter and paragraph above, CSR implementations are often limited to the environment. It however aims to compass also social issues. CSR aims are generally summarized by

means of the three 'sustainability P's; Profit, Planet and People, which is also referred to as the 'triple bottom line' (figure 2).
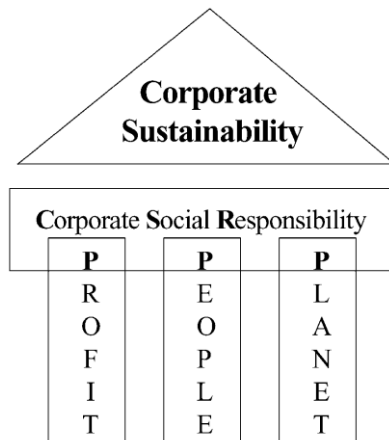
Figure 2 Relationship 3 P's, CS and CSR: Wempe and Kaptein in Van Marrewijk 2003

Corporate Sustainability is generally considered equal to Corporate Societal Responsibility (Keijzers 2002 in Van Marrewijk 2003), while initially the concept sustainability related to the ecological environment only and CSR to the social environment. Corporate Sustainability concerns the shared ultimate goal of meeting the needs of the present while preserving the ability for future generations, while CSR functions as an intermediate stage, or business model, for businesses to achieve a triple bottom line (Wempe and Kaptein 2002 in Van Marrewijk 2003; figure 2).

According to Andriof and McIntosh (2001 in Van Marrewijk 2003), the word social in CSR is problematic since it limits interpretation to welfare issues only, while CSR is targeting societal issues at large. For a business to score on Profit, People and Planet, management should adhere to the 'feeding' it receives from its wider business context including customers and suppliers, society at large and employees after improving internal processes (figure 3).
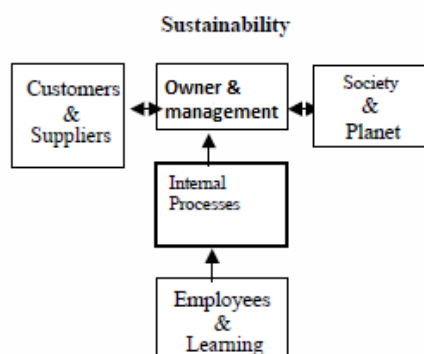
Figure 3 Proposed Responsible Business Format enabling businesses to score on 'three P's': Van Der Woerd and Van der Brink 2004

This business model provides an equilibrium between external and internal perspectives, and allocates each factor (Profit, People and Planet) an explicit, clearly defined place.

Since the hospitality sector is a major component of tourism, the accommodation sector controls the power to enhance the industry (Sangaroon, 2011). The earliest example of a hotel chain successfully implementing CSR is Scandic. After being on the verge of bankruptcy in the 1990's, this chain company made sustainability a key factor of their strategic operations and achieved financial improvements through the cost-cutting implementations. Many hotel chains have followed this example (Bader 2005, Melissen and Roevens 2008). Literature agrees that chain hotels or large local market leading establishments possess the ability to, intentionally as well as unintentionally, influence their smaller competitors (Dodds and Kuehnel 2010. This sequence characterizes innovations in any market besides tourism; innovations almost always are initiated by market leaders and then noticed and mimed by Small and Medium Enterprises.

CSR knows different levels of accountability. Van Marrewijk (2003) captures them in a simplistic model of three levels, from which the third is the most desired;

- The shareholder approach that traditionally limits business' responsibility to be accountable to its shareholders: "the social responsibility of a business is to increase its profits" (Friedman 1962 in Van Marrewijk 2003)

- The stakeholder approach with outlines further responsibility to all business stakeholders such as suppliers, hotel guests, employees, tour operators, and other business stakeholders of the local tourism industry: "stakeholders interests' can affect or are affected by the organization's objectives" (Freeman 1984 in Van Marrewijk 2003)

- The societal approach which assumes that business is responsible to the society in which it operates: business operates by public consent; taking responsibility is a necessity and serves as the licence to operate).This approach assumes a reciprocity of relationships with society at large (van Marrewijk 2003).

The societal approach through this emerging strategic need to response to corporate challenges, requires businesses to rethink their position in their complex societal context which may lead them to reach higher ambition levels regarding sustainable operation; for instance CSR practices (Van Marrewijk 2003).

But when or how do companies transit into a societal approach? The following paragraph will give insights into the various drivers for sustainable operation ambitions.

2.1.2. Drivers for CSR ambitions

Van Marrewijk and Werre (2002) identified three reasons to adopt CSR practices; after obligation, after perceived obligation or intrinsic desire. Tourist-, supplier- or societal demands are referred to as perceived obligation in this distinction. Bader (2005) identifies tourists' sustainability demands as 'micro demands', and governmental, stakeholder and banks' sustainability demands as 'macro demands'. Macro demands, according to Bader, feed micro demands and to a lesser degree also the other way around. Macro demands generally have a greater impact since organizations and banks are "more vociferous in their requirements on hotel operations" and stem from financial and regulatory nature.

Authors differentiate various motivations for CSR. Van Marrewijk's (2003) ambition levels are widely adopted. After the European Corporate Sustainability Framework, he outlines five key ambition levels and drivers:

1. Compliance-driven, after regulations and obligations (external driver). Compliance to governmental enforcements but also to (perceived) guest- or societal demands, NGO pressure and after competitors' implementations, etc. Hotels with this driver might already respond to voluntary charity and stewardship opportunities;

2. Profit-driven, CSR practices as contributions to the financial bottom line of the own operation. This ambition level basically is compliance driven, however there is an added intrinsic motivation or self-interest through perceived financial benefits (internal driver);

3. Caring- or Community-driven, environmental, social and economic improvements are all important in themselves (internal driver);

4. Synergy-driven, efforts sought in common approach with other stakeholders (internal driver);

5. Holistically-driven, sustainability seen as only option due to interdependence of all aspects of life (internal driver)

All hotels can be classified in these levels regarding their participation levels; adding a 'pre-CS' level prior to the first, in which there is no notion of CSR whatsoever. Van Marrewijk (2003) argues that each level includes and transcends the previous ones. I would however contest this with the notion that some (holistic-, synergy- or caring-driven) businesses are willing to have less ROI for the sake of a successful CSR implementation. Moreover, as paragraph 4.6. will outline, many Maltese businesses perceive no external pressure whatsoever, but did grasp the notion of possible financial benefits of CSR practices; they would thus have skipped the compliance-driver.

With compliance- or profit-driven businesses, the financial bottom line remains the ultimate indicator for success and thus the only true motivator. Sangaroon (2011) demonstrates that hotels may concern equal income distribution beyond their responsibility; hasn't their business contributed already to local wellbeing by tax payments and direct job creation? Only Van Marrewijk's (2003) third, fourth and fifth drivers encompass a true motivation for balance of economic, social and ecological targets. A synergistic driven CSR has the most efficient reach according to Van Der Woerd and Van Der Brink (2004). This does however not mean that compliance- or profit driven CSR is not efficient.

Oliver (1992 in Sangaroon 2011) identified a wider set of responses within a compliance response; acquiescence, compromise, avoidance, defiance and manipulation. Carroll (1979) differentiates different types of response to institutional pressure regarding environmental sustainability; defensive, reactive, adaptive and proactive. The ideally proactive response includes continuous monitoring of the own business impacts on the environment and develop plans accordingly, whereas a defensive hotel will not acknowledge any responsibility by shifting blame for negative impacts for instance on the commercial system.

Other distinctions in strategic decisions for CSR are 'compliant' versus 'innovative' (Geffen and Rothenberg 2000, Hall 2001 in Sangaroon 2011), or 'reactive' versus 'proactive' (Zsidin and Siferd

2001 in Sangaroon 2011). This study adopts Van Marrewijk's (2003) drivers as well as Carroll's (1979) responses as main measurements for this study because they provide a more elaborative set of approaches. Regarding the exploratory nature of this study, it is preferable to include a wider set of drivers to correctly grasp the perceptions.

Carter and Ellram (1998) introduced a two-way focus of (ecological) CSR. Firstly, CSR focus can be on resource usage in the wider business-context, avoiding negative environmental and social impacts, which is generally referred to as front-of-pipe solutions or process-oriented approach (Van Koppen and Hagelaar 1998). Secondly, the focus can be internal only, with a product-oriented approach (Van Koppen and Hagelaar 1998) targeting only the core business' impacts with end-of-pipe solutions such as recycling waste or sewage water treatment. Hotels implementing the latter are, according to Klassen and Whybark (1999) generally more compliance-driven; they view CSR practices as corrective measures to be implemented maybe due to external command. They therefore minimise their responsibility to impact-minimization of their own businesses instead of cause-reduction. In many cases, such CSR implementations concern compliance-drivers or what Handfield et al (1997) terms 'resistant adaptations'; minimal adaptations in the operational structure to passively meet (often legislative as these are more stringent) requirements. After Sangaroon's (2011) suggestion, it is important to identify issues facilitating a shift from product- to process oriented practices.

Banerjee (2001 in Van Marrewijk and Werre 2002) states that CSR is too diverse in definitions and too broad in scope to be relevant to organizations which leads to a lack of consensus as basis for action (Henderson 2001 in Van Marrewijk and Werre 2002). Van Marrewijk (2003) however rightly argues that 'one solution fits all'-thinking for CSR or one "bound to be vague" definition derogates the concept and prevents implementation. Various definitions tailor-matching the development, awareness and ambition levels of organization should be accepted for CSR practices to be adopted more widely among for instance Small and Medium Enterprises, as he argues. "CSR is a custom-made process; each company should choose practices that match its aims and align with its strategy in response to individual circumstances" (Schraven 2002 in Marrwijk 2003). However, as Schraven argues, a prolonged continuation of the 'creativity period' may lead to unclear situations; there is a clear role for governing bodies or other stakeholders to set standards and form connections.

2.1.3. External and internal drivers

According to literature, drivers from external pressures are prevailing among market leaders who increasingly face sustainable tourism demand by customers as well as the threat of negative media attention for bad practices. External drivers are more efficient to ensure a large scale participation level within a particular industry.

Social network theory argues that all economic activity takes place within social networks in which they are embedded (Sangaroon 2011). The relations, or transactions, between actors are not only of economic nature (material and information exchange) but also comprise linkages as common views and values. From this theory, actors cannot behave "as atoms outside this social context" (Granovetter 1985 in Sangaroon 2011). The common values and beliefs in a social network influence CSR perceptions in various and evolving ways. Implicit, informal norms for instance are at the basis of societal opinion and influence also explicit, formal norms and (governmental) rules and regulation.

External pressure, with an increasingly common internalization of societal values, thus greatly shapes the internal drivers.

Institutional theory helps to understand organizational behaviour with an emphasis on the importance of social legitimacy. The institutional environment of a business, or its 'background constraints' define the context of the business operation; political, legal and social ground rules establish the basis for production and operation decisions. Informal norms, again are are attributed a great degree of influence in this theory as well (North 1990 in Sangaroon 2011).

Scott (2001) identified three pillars of institutional influence; regulative, cultural-cognitive and normative pillars. The regulative pillar refers to threats (often pressured by NGO's targeting specific practices) and (governmental) regulations, that force a business to comply. The cognitive pillar refers to embedded values that are internalized by actors in the market or network. These often go imitated by other actors, either to keep up with competition or because the values become internalised by recognition of the value itself and its potential advantages. The normative pillar refers to the set of expectations of what constitutes appropriate or legitimate behaviour. Normative expectations are often attributed a 'taken-for-granted form', meaning businesses are often stuck in routinely and unquestioned operations, with no eye for alternatives (Oliver 1992 in Sangaroon 2011). However this standardized practices do always go contested by associations and NGO's who diffuse such norms and exert influence. Normative pressure 'forces' businesses to change to prevent for instance public embarrassment. From these pillars, Scott (2001) derives three respective drivers for CSR; coercive, mimetic and normative.

2.1.4. Influential factors that shape drivers and ambitions

Institutional context refers to the sum of the economic, political societal business contexts. For this research scope, an exploration into views of hotel management, the focus is at the perceived institutional context as experienced by hotel management. The possible factors of influence as identified for this research are described below and depicted in figure 4. The 'real' institutional context is analysed briefly in paragraph 2.2.1.

- ➤ Perceived economic context
- ➤ Perceived social context (awareness of concepts)
- ➤ Perceived political / regulatory context
- ➤ Perception of threats
- ➤ Management individual characteristics
- ➤ Organizational structure and company culture
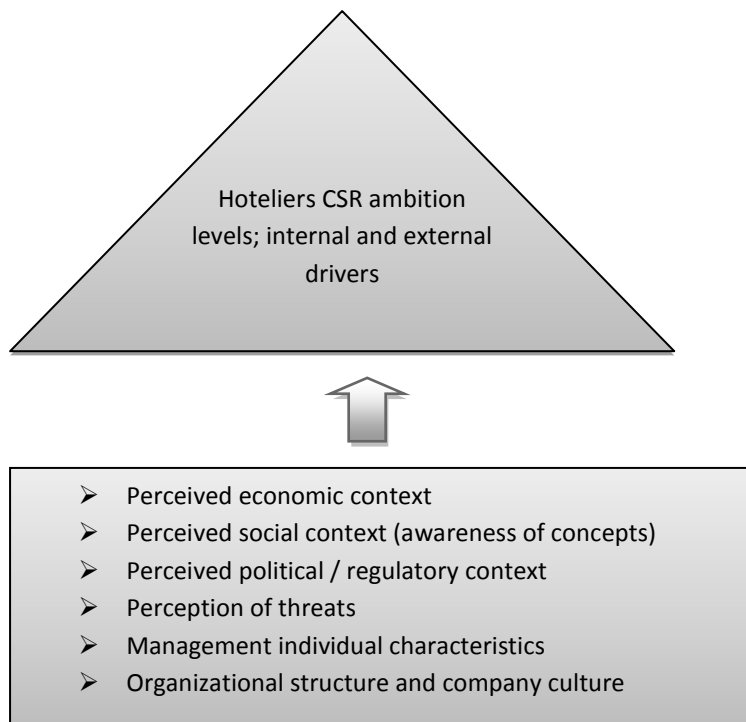
Figure 4 Analytical framework of identified influences on a hotel's receptiveness to CSR

Perceived Economic context

The resource based theory provides valuable insight into the competitive advantage that exists when an organization increases its level of environmental commitment. The resource based theory literature according to Graci and Dodds (2008) states that there is a positive relationship between sustainability and organizational (thus including financial) performance. Commercial businesses imitate practices that have perceived beneficial outcomes for other businesses (Sangaroon 2011). Guler et al (2002 in Sangaroon 2011) found that they are more likely to copy other business' behaviour if tied to them through peer networks such as associations. "Consumerism is a pull mechanism for Corporate Social and environmental responsibility"(Christmann and Taylor 2001 in Sangaroon 2011); but only if hotels are aware of the financial benefits CSR yields.

Limited financial progress and –resources hampers the ability to give priority to CSR management (Sangaroon 2011, Ismail et al 2010). Rudma (2001 in Sangaroon 2011) found out that companies that have fulfilled their primary objective of profit increasing, are more willing to adopt innovative practices of any kind. Competition has a negative effect on the likeliness of CSR adoption (Jaworski and Kohli 1993 and Frey 2008); when competition increases, profit margins decrease and the scope to implement change is reduced. One could however also argue for the opposite: when competition increases, innovation becomes more important for a competitive advantage.

Perceived Social context

New institutional theory explains how economic considerations are not the sole factors to explain the rationale of a business' behaviour: anticipation on social construction processes to prevent

negative impacts on the business plays a major role. Normative institutions and societal norms play important parts in management standards. Decisions to adopt CSR are often "driven by the attempt to obtain acceptance from stakeholders in society" (Sangaroon 2011) or "license to operate" (Mowforth and Munt (2009). Hoffman (2001) elaborates that organizational action is determined by influences exerted by different (external) groups in society; thus 'general opinion' and the local culture play important roles (micro demand, Bader 2005). Important notion is that these aspects are liquid concepts; they are going through continuous changes and can thus not be easily captured at one point in time.

A firm's decision to implement CSR is based on knowledge of the concept and implementation possibilities. Decisions cannot be made unless information is provided on for instance effects of the impacts, possible benefits of implementations and practical steps required for implementation. This information has to be provided by external 'partners' in the social network such as NGO's, academic researchers, government etc. Hotels with good understanding of CSR concepts for obvious reasons implement more practices. Cordano and Frieze (2000 in Sangaroon 2011) argue that public awareness and monitoring of bad practices need to be strengthened continually, since by definition otherwise "social scrutiny will not be sufficiently powerful to trigger a change in businesses' response to environmental responsibility concerns".

Perceived political context

Most researchers agree that a firm's adoption of CSR is at first instance compliance-driven by regulations and other forms of potential sanctions. Within this context, they can be self-regulated regarding CSR (which appears as internally-driven), however according to for instance Maxwell et al (2000 in Sangaroon 2011) this only occurs when there are strong movements that lobby for stringent regulatory enforcement. External drivers thus usually remain initiator. While coercive drivers often lead to implementations, constraints such as a lack of financial and facility-support often hinder readiness to take initiatives.

Organizational structure and company culture

The success of CSR also depends on the embedding of knowledge and positive attitudes in the company culture. According to various researchers, a business' behaviour is subjected to values that are shared among decision-makers as well as operational staff (Sangaroon 2011). According to Keogh and Polonsky (1998 in Sangaroon 2011), managerial initiatives regarding CSR fail when operational staff does not share their commitment. Sharma and Vredenburg (1998 in Sangaroon 2011) argue that long operating businesses are more capable of advancing environmental management due to their experience with continual innovations. Large firms often consume more resources and cause greater pollution. According to Lawrence and Morell (1995 in Sangaroon 2011), they are therefore more receptive to external pressure, more intrinsically motivated to minimize their impact and consequently more likely to implement CSR.

Room-rate serves as an indicator of a hotel's target group (Sangaroon 2011, Rivera 2002, Zulkifli and Amran 2006). Hotels are generally divided in three categories: budget, mid-price and high-end. High-end hotels generally have higher ratios of labour and other resources available, which allows them to

be occupied with a broader scope of tasks besides daily operations, thus they are generally concerned more able to implement CSR. Most research confirms that economic performance influences a firm's level of innovations and adoption of environmental initiatives (Sangaroon 2011).

Chain-companies can impose common standards regarding CSR among its member hotels (Alvarez et al 2001 in Sangaroon 2011). Moreover, the branding of hotel chains often subjects subsidiary hotels to greater expectations and higher standards regarding CSR (Roberts 2003 in Sangaroon 2011). Being part of a chain may also provide easier access to financial-, knowledge- or (technical) resource assistance from the mother company. Active interactions with suppliers and customers contribute to environmental business performance in the business and its partners (Sangaroon 2011).

Perception and analysis of threats

New institutional theory helps understanding management's behaviour through context-dependency (Sangaroon 2011). A decision process for CSR will often be based on a preparatory analysis of the business context regarding opportunities and threats. In respect of this study, especially the threats perception is of interest, as the assumption is that companies are more likely to invest in matters that are of direct concern for them (Dodds and Kuehnel 2010).

Management individual characteristics

Ajzen's 1991 theory of planned behaviour suggests that a business' adoption of new practices can be predicted by management attitude and -previous behaviour (Sangaroon 2011). Companies, when translating the generally accepted notions of CSR into practice, attempt to position CSR within their organizational structure, and thus reflect their own norms and values in it (Van Der Heijden et al 2010). At first notion of a new phenomenon such as CSR, people in general make use of sensemaking. Weick (2003), using sensemaking theory to emphasize on the role of the management as 'change agents'. Management can only interpret the concept after "constructing the content in a subjective, meaning-creating (thinking) process". Any beliefs formed and practices implemented thereafter are shaped by the perceptions of these individuals.

According to Hoffman (2001) "the degree of adherence to institutional pressure is dependent on the cognitive framework of the manager who receives the pressure from the societal environment". A business' behaviour is thus a reflection of both external and internal factors, reflecting institutional pressures from the social network as well as organizational structure and company culture. Eventual decision for actions are shaped by hotel managements' perception of the relative importance of these societal 'voices' or influences. Management intention is the missing link between management's attitudes and behaviour according to Frey (2008). Organizational characteristics determine the receptiveness to external pressure (Hoffman 2001) and influence how managers interpret the business context (Van Der Heijden et al 2010). Sangaroon (2011) however concludes that the decision process is not affected by these factors individually, but rather by their collective influence and the interactions between them.

Decisions to initiate sustainability practices moreover evolve over time, "as a result of interactions between a hotel's organizational and contextual actors" (Sangaroon, 2011). Liquid concepts as such are not easily captured at one point in time.

CSR decision making is thus shaped by organizational characteristics (Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011 etc.) as well as individual managers' characteristics and perceptions. Perceived constraints negatively influence the transit from attitude to intention (Ismail et al 2010). The perception of constraints depends heavily on management's personal characteristics such as management style, willingness to take risks, etc.

2.1.5. From ambition to action

Generally, research shows a gap between orientation and awareness of CSR and action. Mostly businesses' management concern is high; they talk in favour of sustainability and believe that strategic CSR implementations will contribute to a better financial performance, but only few actually implement it. (Knowles et al 1999, Van Marrewijk 2003, Zulkifli and Amran 2006, Frey 2008, Dodds and Kuehnel 2010, MTA 2010, Ragodoo 2010). According to Pryce (2001), most small and medium sized hotels will not see the benefits of CSR, despite cost-cutting measures. According to Van Der Heijden et al (2010), obstructions to CSR progressions can often be attributed to the problems of uncertainty and ambiguity. Ambiguity concerns definition problems and a lack of consensus: conflicting interpretations, vague goals, difficulties in information gathering and a lack of implementation know-how. Uncertainty regards a need for more information on possible benefits of possible implementations.

The universal lack of government regulation on CSR in the tourism industry and the focus on voluntary initiatives result in low regulatory pressures in tourism destinations worldwide (Pryce 2001). While CSR is a trending topic, Graci (2009) considers lack of knowledge and information and lacking platforms to share best practices as impediment. Tourist demand for sustainable business operation, while increasing, is not strong enough according to Pryce (2001). These and various unidentified reasons, probably differing per destination, maintain the gap between attitude and action in the hotel industry (Graci and Dodds 2008). Renowned research company Deloitte (2010) nevertheless estimates that by 2015 sustainability will be a fully integrated business imperative in the tourism industry, requiring that firms derive sustainability strategies to maximize their market position. According to Van Der Heijden et al (2010) the knowledge gap in process-oriented instruments is a main barrier for implementations.

Figure 5 below summarizes the theoretical concepts used in this chapter.
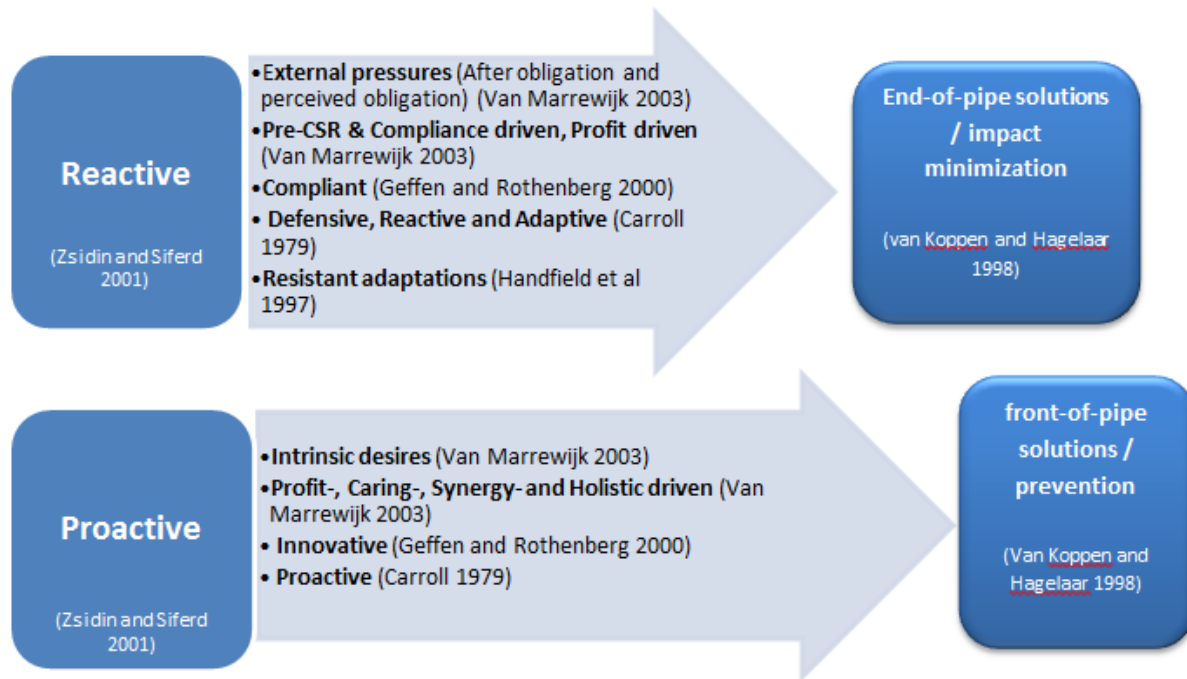
Figure 5 schematic overview of theoretical framework

2.2. Literature research: CSR in the international tourism industry

Literature agrees that the international hotel industry is lagging behind best practices in sustainability, compared to other industries (Pryce 2001, Melissen and Roevens 2008, Dodds and Kuehnel 2010,). "Past research on environmental innovation has given little attention to the hotel industry" (González and León 2001 in Melissen and Roevens 2008). In recent years however, this arrear is being reduced by increased international interest; to date there is a wide offer in CSR participation analysis in destinations all over the globe.

Familiarity with CSR concepts and benefits

Merwe and Wöcke (2007) found that among South African hotels, familiarity with CSR is low; the same goes for Canadian tour operators (Dodds and Kuehnel 2010) and Malaysian hoteliers (Zulkifli and Amran 2006). In Ragodoo's (2010) Mauritius study however, 100% of hotels are familiar with the concept. The triple bottom line generally enjoys lower familiarity. Only one third of Mauritius' tourism businesses, who all know CSR, is able to explain the concept (Ragodoo 2010). Most studies that examined CSR among hotels discovered a mere ecological rather than societal focus (Ayuso 2006, Henderson 2007, Kasim 2006, Knowles et al 1999, MTA 2010, Ragodoo 2010, Dodds and Kuehnel 2010); in awareness of negative impacts, threat perceptions as well as CSR implementations. Essex and Hobson found in their 2001 study that half of the UK accommodation businesses do not recognize the financial benefits of environmental practices. 70% however does recognize the benefits of resource protection. This finding is remarkable as it is similar to no other research to date; usually awareness of economic benefits is higher than awareness of direct benefits of conservation.

Practices and implementations

The majority of CSR practices are unsystematic and philanthropic in nature, responding to destination-specific crises (Merwe and Wöcke 2007, Dodds and Kuehnel 2010). Merwe and Wöcke (2007) studied the level of Responsible Tourism Practices among 244 South African hotels. Findings show that the level of understanding regarding CSR is moderate, but despite positive attitudes, investment of time and money to change management practices is very low. Another finding among South African hotels is that implementations go un communicated in marketing (Merwe and Wöcke 2007). The number of operational years is of influence on the degree of management intentions, however management of established hotels do consequently not adopt more practices. Also, the more experienced a manager is, the less likely that he or she has an idealistic management style and implements CSR practices, according to Yaman and Grurel 2006 in Frey (2008). Larger hotels with established structure have more organized CSR policies while the smaller businesses generally remain focussed on their economic responsibilities (after Ragodoo 2010 findings in Mauritius and Dodds and Kuehnel 2010 in Canada). In Mauritius, mainly the large and established chain hotels implement CSR, usually in compliance to the mother company's commitment. (Ragodoo 2010). Ragodoo's findings confirm Dodds and Kuehnels' (2010) statement that market leader companies' practices permeate down to smaller businesses: CSR practices by these leading hotels are innovative at national level and contribute positively to the adoption levels among the industry.

The hotel industry is lacking specialized departments or functions assigned with CSR. Sangaroon (2011) found in his study among Thai hotels that if existing, the job title and business department of employees involved with CSR varies widely among hotels.

Institutional context

Tourism demand is important to most hotels; various studies show that a majority of tourists considers the environment upon holiday or hotel bookings (Bader 2005, Bausch et al 2011, MTA 2009). However, as these authors conclude; stating an interest is not a substantiation of actual behaviour. Many studies reveal a discrepancy with actual behaviour, as also the MTA's 2009 research among tourists in Malta. Tourism operators in Mauritius, contrary to research findings in most other destinations, do not perceive customer demands regarding sustainability yet, but merely customer demand in low prices and high services. They do expect tourist demands to urge in the near future. (Ragodoo 2010).Whether sustainability really plays a role in tourists' booking decisions or not; this trend perception among hotels often serves as a vivid driver for sustainability implementations.

Regulatory compliance, while considered highly effective in ensuring basic participation levels, is low among the international tourism industry, since there are practically no enforcing laws regarding CSR; simply some guidelines for voluntary incorporation. Tourism managers are more likely to adopt ethical management practices when they believe in their affectivity, which is influenced by the trust in effectiveness of government-led initiatives (Gilg, Barr & Ford, 2005; Yaman & Gurel, 2006 in Frey 2008). Regulatory compliance plays a role also without government laws implemented; according to Graci and Dodds' (2008) study among Canadian hotels, regulations mandating sustainability practices in other destinations are influential pressure factors due to the international character of the industry. Political pressure is not bound to national borders.

This finding is comparable to Sangaroon's 2011 findings among Thai hotels, where political context is also of least important influence on CSR propensity. Factors that are of more influence on propensity are financial, human and informational resources available, financial return expected and institutional context perceptions such as tourist demands; the political context could play a facilitating role to strengthen the influence of these factors.

 "Hotels anticipate that regulations mandating environmental action will eventually be implemented and believe early action is good practice for their company" (Graci and Dodds 2008). In Mauritius, the government since 2009 enforced a unique law which requires all profit-making businesses to devote 2% of profit to CSR and regulates their initiatives. According to Ragodoo (2010), 60% of Mauritian tourism businesses have a reactive approach, pay their share to the governments' Central CSR Fund viewing it as 'just another tax'. 30% is more proactive and donates the money to projects of own choice. Only 10% invests the percentage in an own CSR policy implementation; the majority of 70% thereof is focussed on ecological improvements only. This external pressure, contrary to what some literature promises, did not surge for increased internalization of sustainable operations values. However the government holds a powerful tool with the money generated in the Central CSR Fund.

Drivers and ambition levels

According to Tzchentke, Kirk and Lynch (2004 in Ismail et al 2010), a business's initial reaction to environmentalism appeals to the conscience. "Doing my bit for the environment" is a prevailing internalized driver. Most businesses that have responded to this conscience with sustainability practices however did so only in marginal ways (Van Der Woerd and Van Der Brink 2004, Welford 1998 in Ismail et al 2010, Pace 2011).
Dodds and Kuehnel found in their 2010 study that Canadian mass tourism operators are profit-driven; CSR is mainly seen as a 'matter of reputation' which makes commercial sense. The priority for profit maximization is the same for the Mauritian-, Spanish-, UK-, Malaysian-, South African and Thai hotel industries and Canadian tour operators (Ayuso 2006, Ismail et al 2007, Merwe and Wöcke 2007, Ragodoo 2010, Dodds and Kuehnel 2010, Sangaroon 2011). Ayuso (2006) found that tourists' demand, cost savings, personal awareness and business ownership structures are the main pressures for CSR among Spanish hotels. Ismail et al found in a 2010 study that Malaysian restaurants give priority to conserve energy minimize costs only; other motivation play no part.
CSR practices are mostly limited with a short-term focus (Brown 1994, Alvarez Gil et al 2001, Kasim 2006, Henderson 2007, Dodds and Kuehnel 2010, MTA 2010); hotels are thus hesitant to develop CSR without the creation of short-term positive financial return on investment. Graci and Dodds (2008) find the same among Canadian hotels; quality improvement is no factor of motivation; economic benefits stand alone as renowned benefits. The Canadian tourism sector is supply driven rather than demand led, conclude Graci and Dodds (2008). CSR, according to them, is done mainly in efforts for risk management.
While most research, with a few exceptions such as South African tourism businesses and Malaysian restaurants (Zulkifli and Amran 2006, Merwe and Wöcke 2007) reveals that tourism businesses have high awareness and appreciation levels of CSR (Dodds and Kuehnel 2010, Ragodoo 2010, Frey 2008, Ayuso 2006), findings also reveal that participation levels are low. According to Frey (2008),

management intention is the missing link between management attitudes and behaviour. Attitude may influence intentions, which in turn influence behaviour. This explains why a positive attitude does not lead to behaviour: perceived constraints negatively influence the step from attitude to intention. Ragodoo (2010) analysed Mauritius hotel managements' priorities in investments. Social and environmental issues are not considered top-priorities; they are pre-occupied with immediate threats to their business' competitiveness economic success. Kasim (2006) and Henderson (2007) found the same short-term focus among their studies.

Sangaroon's 2011 study reveals that hotels in Pattaya, Thailand are very aware of the economic impacts of environmental issues (72% saw occupancy rates drop during environmental problems), and therefore capable of focussing beyond profitability in daily operations. However company culture among these hotels was not encouraging to increase commitment to social and environmental responsibilities. The experience of losing revenue in the past moreover was no statistically significant predictor for a hotel's propensity to adopt CSR practices.

Sangaroon (2011) identified as most correlated with propensity for supply chain management; available human- and financial resources, information flows, familiarity with CSR activities, depth of interactions with societal stakeholders, room rate per night, social and environmental context perceptions and, only to a lesser degree, political context.

Barriers to action

Frey (2008) found that South African tourism businesses do not have a negative attitude towards responsible tourism; "rather they are facing too many constraints in their business environment to feel empowered enough to implement change". The lack in willingness of managers to commit resources and time into changing management practices is the main problem as identified by Frey (2008) as well as Zulkifli and Amran (2006). Shortages of time and money for CSR decision making is experienced more often in companies that employ and unstrategic approach; when no specific departments or working hours are assigned to CSR, management or staff has to do the work in addition to regular, thus prioritized, work (Van Der Heijden 2010). Employee connectedness, in a Malaysian study, was found of no prominent role in restaurant managers' responsiveness towards environment-friendly practices. "It is encouraged but only until a certain point as it is preferred that staff focusses on their task at hand" (respondent in Ismail et al 2010).

Lessons for success of CSR implementations, according to Van Der Heijden et al's (2010) study among Dutch companies, is to make it tangible by placing in a frame that matches the company goals; this helps to create a platform to develop joint ideas and actions and meaningful structures. Van Der Heijden et al argue that this is a meaningful tool in the transition to the implementation phase as it provides clarity and unity in CSR goals. Most successful implementations, according to Van Der Heijden et al (2010) are strategic thus based on standardized guides and action schemes. A map of Malta is attached in appendix 1.

2.2.1. Corporate sustainability in Malta

Before exploring the phenomenon of CSR views and participation among the Maltese hotel industry, an analysis of the current literature and local information on the topic is necessary. The derived knowledge and hypotheses are used to develop the survey method and ensure a full covering of all matters of importance to the local case.

Local issues requiring attention

"Freshwater scarcity is amongst the main strategically important issues facing Malta today", according to minister for tourism, culture and the environment De Marco (MBB 2012). Indeed, Malta is among the worldwide top ten of countries for water scarcity (MEPA 2008, MBB 2012). Malta's summers and corresponding tourism high season are lengthy, hot and dry (average 30 degrees from mid-May to early October). Especially August and September, tourism high season months, are characterized by 'unpleasantly' or 'irritatingly' hot weather caused by high humidity, which is due to the island geography and wind from the near African continent (Meteo Malta 2008, European Environment Agency 2010). During these months, tourist water usage skyrockets however the use of hot water is limited in this season. In many tourism destinations, water usage far exceeds the local water supply (Sangaroon, 2011). Malta knows the problem of fresh water scarcity due to its geographical island characteristics. The island successfully makes use of ocean water desalination systems; it counts 11 filters. Roughly one fifth of all power generated in Malta is currently used for the desalination of ocean water (Boissevain 2004, Cauchi 2011). Historically the Maltese have intensively reused water by rainwater harvesting through the use of wells; a tradition that has disappeared from large scale implementation.

Groundwater is scarce and unsustainably exploited; "48% more groundwater is extracted than recharged on an annual basis" according to MEPA's 2008 reporting. Overuse combined with nitrate pollution from fertilisers have resulted 'bad status' of 16 out of Malta's 18 groundwater bodies, and overreliance (55% of publicly supplied water) on the desalination plants.

A hotel significant production of liquid waste mainly concerns water pollution. Untreated sewage water (from showers, baths, swimming pools, laundry, kitchen dishwashing, often containing chemicals) discharged directly into the environment has the disastrous potential to cause reduction in oxygen levels and bacteria growth in local water sources (Sangaroon 2011). The quality of Malta's tourism product used to be negatively impacted by the low quality of its coastal ocean water due to inefficient sewage discharge. This has recently improved vastly (European Environment agency 2010, Pace 2011). Malta's 2010 bathing water quality, as monitored and assessed by the European Environment Agency for micro-biological test factors, is excellent at 95% of the coastal bathing points; also none of the remaining four places had poor quality. This microbiological pollution-assessment tests whether the parameters Escherichia coli and Intestinal enterococci are equivalent to the parameters Faecal coliforms and faecal streptococci of Directive 76/160EEC (European Environment Agency 2010). These findings are somewhat remarkable; microbiological apparently 'all' waters are clean, but for the tourists' eye, many coastal spots are rather polluted. Appendix 2 shows the bathing areas tested by the EEA; the red-circled area around the dense tourism-areas Sliema, St.

Julians and (capital city)Valletta are not tested. Indeed, these areas are not specifically meant for bathing activities, however in practice tourists do massively combine their shopping and sightseeing activities with a swim off the rocks. As harbour areas, these coasts are quicker polluted with numerous plastic bottles and other waste.

According to Maltese water expert Mr Cauchi, depending on the technique used and the amount of water treated, the costs of waste water treatment for reuse in Malta is between 50 and 65 cents per m3. This implies that using treated waste water is cheaper than (as currently common) desalinated water and 'bowser water' (from boreholes which have a negative impact on the environment). Hotel business-specifically, Mr Cauchi promises a relatively short payback period of 2 years (Cauchi 2011). Despite these promising cost reductions, desk research reveals no notion of widespread waste water treatment practices among the tourism sector.

Garbage production is another major negative influence of the hotel industry, and also the most identifiable (Kirk 1996). Reducing waste production by purchasing products with less plastic packaging, or reusing and recycling material are not only sustainable solutions but also help hotels in cost-cutting operational costs. Nevertheless, waste production to some amount is unpreventable. Especially in small island tourism destinations, excessive waste has filled the available land space (Sangaroon 2011). The notorious waste dump 'Mount Maghtab' on the touristic eastern coast (!) of Malta has long affected the tourism scenery and, worse, surrounding villages with toxic fumes. Only in 2010, Malta Environment and Planning Authority has commenced a (85% financed by EU Cohesion Funds) long-term rehabilitation project for the landfill (Times of Malta 2010).

Political context

Sustainability is a notorious subject in political Malta. The island has seen a wave of environmental attention in the past decade, however much criticism is given by journalists on the current policies (Boissevain 2004, Pace 2011) and the topic remains infamous in the political arena "for the fear to lose votes" (Boissevain 2004). Neither of the two main political parties (Malta' politic scene is almost evenly divided between the Malta Labour Party and Nationalist Party) has taken systematic long-term action to enforce the existing laws regarding environmental protection and cultural heritage protection according to critics as Boissevain (2004) and Pace (2011).

Dodd's (2007) qualitative research among 23 Maltese identified that power struggles and political boasting to gain votes, economic priorities, lacking recognition of the value of the environment, and a pertaining short-term focus are the main barriers for sustainable tourism. Lack of measurable objectives and inefficient coordination of the Malta Tourism Authority with other organisations are factors to blame as they lead to the absence of benchmarks for measuring performance. The twelve state officials, five NGO representatives and six private sector respondents generally agreed that the private sector in Malta is too powerful in pressures for developments. Also a lack of understanding of sustainability concepts is a major problem according to almost half of the stakeholders. As clarified both by Boissevain (2004) and Dodds (2007), private sector developers exercise influence upon politicians through their contribution to the local economy and moreover through the funding of political parties. "Construction firms submit bids for 60% larger than what they want and then when there is an uprising, they concede and reduce by 60% and build what they originally wanted" is an important quote by a state official, derived from Dodd's 2007 stakeholder research.

Malta's small geographical scale may surge for higher responsibility feelings of individuals, as the own impact can be quicker visible. However according to prof. Boissevain (in Sansone 2001), Malta-sustainability expert, "it is common for small scale family-centred societies to view things black and white". This family-centred culture has implications for people's consideration and appreciation for 'grey areas' such as common land; if there is no perceived direct benefit to be derived from an investment in land, Maltese politics but also community members are not easily involved. Boissevain refers to the expansion of the Hilton Hotel, to which only few people opposed; "the Maltese need egoistic motivations to be moved on environmental issues" (Sansone 2001). Bramwell (2003 in Dodds 2007), explains how local communities became upset with the steadily increasing negative impacts of tourism only after visitor numbers declined. Only after difficulties in achieving the financial bottom line were found, rejuvenation efforts were initiated.

Malta's political culture in combination with prevailing and powerful commercial interests, is threatening to destroy the island's heritage and thereby its' Unique Selling Points (Boissevain 2004, Pace 2011). An example is the East coast: hotels and tourist apartments have "mushroomed in disorderly fashion along the east coast (…) turning it into a prime economic resource" (Boissevain 2004) and destroying the islands' famous historic scenery (Pace 2011). Fortunately not all areas are as negatively affected by overdevelopment as the east coast; capital city Valletta is a Unesco Heritage site in its entirety and also the old capital Rabat and historic centre Mdina have preserved beauty. These cities are of vital importance to Malta's tourism product. Malta receives many EU subsidies on monument preservation, but critics argue that the majority of the population does not value these assets enough (Pace 2011 Boissevain 2004). The recent EU membership is expected to bring (long-term) changes; according to Boissevain it will increase Maltese appreciation for their heritage (Sansone 2001).

Current stakeholder efforts and involvement

There are however various initiatives from the political context as well as within the sector. For instance the 'Green Leaders', appointed in 2004 to meet the governments' environmental corporate responsibility targets and moved to the Ministry of Resources and Rural Affairs in 2008 (MRA 2011). 'Eco-Gozo', was initiated in 2010 aims to 'transform Gozo into an eco-island by 2020' (MRA 2011). As comparisons with Gozo, due to practical limitations as described in chapter 3, are left out of this thesis' research scope, I will not elaborate on the Eco-Gozo concept. The National Energy Efficiency Action Plan (MRA 2011) summarizes all local energy saving initiatives. Regarding environmental sustainability, the Malta Environment & Planning Authority is active in many projects, however not un criticized (Pace 2011); strategic planning often comprises a two year time span which is problematic to ensure efficiency and long term benefits.

From 2011 onwards, hospitality enterprises may apply for loans subsidized by Malta Enterprise to implement holistic investment programs to reduce dependency on fossil fuels. The Malta Tourism Authority also commissioned energy audits among hotel establishments to help them become more competitive internationally by adopting energy efficiency practices and reduce costs. The MTA in these 'eco-marketing' efforts aimed to instigate the profit-driver among the hotel sector to increase participation (MRA 2011).

As the major Association in the tourism sector, the Malta Hotel and Restaurant Association represents the interests of members on several important national policy making bodies, including the board of the Malta Tourism Authority and the Malta Council for Economic and Social

Development. The MHRA is communicating a high awareness of the necessity of sustainable tourism development and advocates the need to be "proactive (...) through unity of all players in the industry to reach the required growth through a common goal" (MHRA 2007). The website www.visitmalta.com, 'the official tourism site for Malta, Gozo and Comino', frequently used for online hotel bookings, promotes the eco-certification and eco-friendly tourism behaviour with the online flyer 'A guest's guide to an eco-friendly stay in Malta', which gives tips as donating to Malta Resource Authority's '34u'; tree planting programme Tree For You. Branch organisations do not have official CSR programs.

The January 2012 launched EU subsidized Life+ Investing in Water Project aims for a 10% reduction in water usage within enterprises by 2014 (Malta Business Bureau 2012). The objective is for 73 (50% of the total) Maltese hotels to participate in the project (according to MHRA's Mark Seychell in March 22nd email correspondence), which provides free expertise to identify water saving solutions after an also free analysis of business' individual water consumption. The Life+ project is the first national initiative with local partnerships of this scale.

The Malta Tourism Authority in 2002 developed its own local (not yet internationally recognized) Eco-certification scheme; 13% of Maltese hotels are eco-certified (see table 1); "though this percentage may not seem high, Malta has actually the highest percentage of eco labelled hotels in comparison to the rest of Europe", according to Mr. Magri from MTA (2010). This percentage however needs to be contextualized to the islands' small geographical scale.

Table 1 composition of hotel industry and Eco-certification in 2010. MTA 2010

Star Category	Number of licensed hotels	ECO certified	Awaiting approval
5 star	15	8	2
4 star	42	9	1
3 star	45	1	1
2 star	9	0	0
Aparthotels	30	0	0

MTA's 2010 research into eco-certified hoteliers view on effectiveness of the certificate as marketing- and room occupation level increasing tool reveals a set of various motivations and perceived benefits of the scheme (from multiple choice evaluation).

Table 2 Motivation for and perceived benefits of MTA eco-label according to certified hotels (own composition from MTA 2010 findings)

(N=18)	Motivation	Perceived benefit
Sensitivity to environmental issues from a key management individual	62%	
Commitment to reduce environmental impacts / contribute positively	**52%**	**14%**
Decided externally, by mother company- or chain policy	48%	
Meet environmentally-conscious tourists' demands	48%	57%
Increased operational efficiency for **cost minimisation**	**38%**	**76%**
Keeping up with competition	19%	
Differentiation strategy**; competitive edge**	**10%**	**71%**
Challenge	10%	
Gain 'quality stamp' to attract tourists	5%	
Attract new tourism markets	5%	

Discrepancies in motivations and perceived benefits by this group of MTA Eco-labelled hotels are stressed in bold in table 2. An important conclusion can be that "contributing to a cleaner environment" is a strong motivation but apparently not perceived by hoteliers as a benefit for the own business. The research was however directed solely at commercial benefits; it is thus still unknown whether hoteliers believe such contributions have (long-term) benefits.

Figure 6 shows the perceptions of ECO-certificate usefulness according to certified Maltese hoteliers. They rated the commercial usefulness with an average 6.5 in MTA's (2010) study.

Not useful Average usefulness Very useful
15% 50% 35%
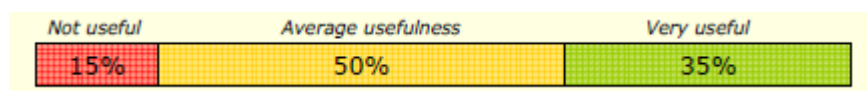
Figure 6 Usefulness of ECO-certificate according to Maltese hoteliers: MTA 2010

80% of the certified hotels' marketing personnel (14 hotels) believes the 'green status' is used in promotion material and the own website. MTA's (2010) cross-verification however revealed a discrepancy; in reality only six hotels mentioned it.

The concerns of hoteliers as captured in MTA's (2010) study regard the costs (only long-term ROI, customer unwillingness to pay a higher price) and increased workload (training and monitoring employees). Bugeja (2011) based on interviews with large MTA eco-labelled chain hotel-resorts on Gozo and Malta, states that energy efficiency methods such as LED lighting and solar power are implemented for the reason of cost-cutting rather than environmental preservation.

The local eco-certificate concerns only environmental practices with exception of the compulsory elements that: "at least 75% of milk, eggs, fruits and vegetables, oil, wine, beer, water, meat and fish used is to be locally produced" and the "use of national language in promotional and menu materials"(MTA 2010). The other cultural requirements are not compulsory; hotels need 65% total compliance to the non-compulsory elements to obtain the certificate. Generally we can therefore conclude that social and cultural aspects are only minimally included in the eco-certification. Other Malta-specific literature also restricts itself to environmental practices and also portrays an emphasis

of hoteliers on perceived short-term financial benefits. It thus leaves out other CSR practices such as cultural and social influences, and moreover does not provide insight in the possible drivers for hoteliers to adopt a wider set of responsibility sharing practices. From all Maltese businesses, SME's are the least focussed on energy efficiency, according to the Malta Resouces Authority (MRA 2011).

Hotels have a tendency to purchase from larger wholesalers instead of local small and medium enterprises (Wilkinson and Pratiwi 1995), which results in extremely high economic leakages. In many destination this is preventable, however Malta has the disadvantage of a small island community with practically no industry; import leakage is therefore hardly reducible. However efforts are made: to obtain the MTA Eco-certificate, the MTA demands 75% local purchasing of certain product groups such as fruits (MTA 2010).

Pace (2011), sustainable tourism-professor at Malta's Institute for Tourism Studies and researcher, however argues that sustainable tourism and environmental protection in Malta "suffer intensely from green washing", which also further increases its negative image among politics and stakeholders. He refers to it as typical 'Status Quo sustainability', and criticizes that policies and implementations are often only "minimalist approaches, focused on sustaining the status quo and addressing short-term impacts only". Pace (2011) believes the greatest difficulty lies in the politically courageous decisions that must be taken to properly kick-start sustainable developments.

CSR in the tourism sector

Malta's 11th Corporate Social Responsibility Day was held on March 19th 2012 (Tumas Group 2011). Local hotel sector chains Tumas Group, Island Hotel Group and Ax Hotels, include a large proportion of market leading hotels. Island Hotel Group and Tumas Group communicated their Corporate Social Responsibility efforts for employee and community wellbeing and environmental conservation (Island Hotel Group 2009, Tumas Group 2011). Ax hotels however communicate no CSR programs. They limit their responsibility to economic priorities and communicate a shareholder approach by striving **"**to make a significant contribution to the national economy" , "to maintain an open and forward-looking philosophy towards all opportunities for growth and diversification, both locally and beyond Malta's shores", "to generate a level of profitability as the basis for continued growth, giving security and fair reward to our people, financiers and other business partners, and providing a fair return for the risks and efforts of the shareholders" (Ax Hotels Malta 2008).

The Radisson Blue Golden Sands Resort and Spa received, besides the MTA eco-label, also the Golden Award by the Liveable communities of UNEP. The hotel runs a pilot project on innovative waste water recycling and was awarded an Energy Globe Award for this. The large chain hotel is market leader on sustainable tourism "with innovative pioneering projects in the pipeline such as the luxury eco-development at Hal Ferh" (Island Hotel Group 2009) and one of the only Maltese hotels that communicates a CSR strategy on their website.

Barriers to action

Attention for sustainability is rarely a priority for commercial businesses before satisfactory financial results are ensured. The Maltese hotel industry reports diminishing profitability due to spiralling operational costs, brought about mainly by government controlled products and services (e.g. fuel, increase on VAT on collective accommodation, etc.) (Celleja 2011). This lower profitability, according

to Mr Gulia, undermines investments in quality, which in the long term impacts the industry's sustainability (in Calleja 2011). "When operational costs, mainly government induced, chew into profitability (and Eurostat statistics confirm that, despite sector growth (Schembri 2011) profits are persistently downward) , there is much less space for investment which is vital to the industry". Since EU-joining in 2004, many aspects need to meet EU standards which has increased the costs of procedures; for instance waste water has to be treated to EU standards but also personnel has to be paid by increased minimum wages.

Britain, Malta's former colonizer, traditionally is Malta's main market. Intense competition from surrounding destinations and Eastern Europe however recently deteriorates these figures.
In 2011 for instance Malta again slipped four places on the British most popular destinations-list to attain position 24 (Gulia in Calleja, 2011). Competition with surrounding Mediterranean destinations is tough (but arrivals remain steady also thanks to budget airlines' presence; Schembri 2011). Such pressure, as literature suggests, generally increases the profit-driven mentality among hoteliers (Ismail et al 2010, Dodds and Kuehnel 2010). Literature identified lack of time and human resources as a frequent barrier to CSR action. According to Haber and De Carlo (2010) three Star hotels in Malta suffer more from the lack of skilled employees since "the few well trained and educated ones are being grasped by the four and five star labor market".

For widespread CSR adoption of the hotel industry, more favourable sector intentions are necessary but not sufficient. Dodds (2007) indicates the factors leading to failure of sustainable tourism policy applications in Malta as asbsence of political will, lack of awareness of sustainable tourism concepts, lack of stakeholder participation, policy ambiguity, partisan tensions, poor coordination and communication among stakeholders (hotel sector, MTA and Authorities and Ministries) and short term economic prioritization. Cauchi (2011) argues the government should play a more active role and suggests that after UK example, a project to for instance inject financial incentives to hotels capable and willing to reuse >40% of their waste water would increase participation.

3. Research methodology

This methodology chapter contains two paragraphs. The first describes the methodology for data collection, including a justification of methods chosen, survey design and methods of data gathering. The second paragraph provides insight in the methods chosen for data analysis. The last paragraph, 3.3., presents the research strengths and limitations in relation to the methods used.

3.1. Data collection

The Maltese tourism accommodation sector encompasses a various set of establishments including hotels, motels, hostels, bungalows, apart hotels (also frequently rented to residents), holiday apartments, guesthouses, bed and breakfasts. Farmhouses are scattered around Gozo and are very popular also for domestic tourism from Malta (Visit Malta 2011). Research shows sustainable business concepts are usually initiated by the larger firms, and once incorporated as national trend, mimed by smaller businesses (Dodds and Kuehnel 2010). Therefore this research focuses solely on the traditional hotel sector as a starting point. Malta is a traditional mass-tourism destination; the market has not as yet matured with the trend towards alternative tourism with corresponding changing accommodation preferences (Pace 2011). Hotels still make up the larger percentage of total tourist accommodations (Visit Malta 2011).

3.1.1. Justification and approach of survey method

At the start of the research, a theoretical framework was created to embed the current study in comparable research done in other tourism destinations. CSR is a trendy topic and has been researched in many destinations; an inductive research approach, where knowledge is derived from the phenomenon it represents, is thus not a logical choice. A deductive approach however employs previously developed theories as templates for new research (Boeije 2010, Sangaroon 2011). A "preordained theoretical perspective may bias and limit the findings" (Eisenhardt 1989 in Sangaroon 2011). This bias is inevitable in a survey method. It is however also useful for the necessary limitation and demarcation of the research scope (Boeije 2010). A mixed method approach (quantitative and qualitative) aids to prevent narrowing the research variables and retain the exploratory purpose. The current knowledge regarding Maltese hoteliers' awareness of- and participation motivations for sustainable tourism is limited to the MTA's (2010) study among eco-certified hotels. For enlightening on these matters in the wider context of the Maltese hotel industry, an exploratory study thus serves as a just point of departure (after the example of research in other destinations; Dodds and Kuehnel 2010 and Sangaroon 2011). Exploratory research aims for the understanding of a phenomenon that has not been previously explored (Dane 1990 in Sangaroon 2011). Research with exploratory purpose needs various research methods (Yin 1994 in Sangaroon 2011). Five general methods are available in social sciences: survey, case study, experiment, history or archival analysis (Yin 1994 in Sangaroon 2011). To explore the familiarity with CSR, internal and external drivers, participation levels and the determinants that explain variation, a survey method was chosen.

Besides the survey, the aim was to hold ten semi structured interviews with hotels of various categories, to deepen the understanding of reasoning behind survey respondents' opinions. Semi-structured interviews are characterized by their open character; content and answer categories remain largely unspecified beforehand, which allows creativity and ensures higher probability that all aspects of importance are discovered (Boeije 2010). Holding interviews prior to survey distribution has the advantage that the findings can be included for testing in the survey method. However regarding the limited time span available for this study and the limited availability of existing knowledge on the topic, it was chosen to first explore the topic by means of the survey method and afterwards select interviewees based on survey results. This sequence of methods is in line with other exploratory studies on CSR in the tourism industry, such as that of Dodds and Kuehnel 2010 and Sangaroon 2011. However since the survey results were not available in the required timespan, interviewees were conveniently selected based on their availability and interviews held during the survey data collection period. Eventually three workable interviews were held with management representatives of three hotels; appendix 4 contains the interviewee names and details. The interview data serves as complimentary data to the survey results, while the survey results are complimentary to the interview data by giving insights into how likely it is that opinions are shared by a majority of hoteliers. This mixed- methods approach helps to bridge the gap between quantitative and qualitative research; the combination of methods provide for complementary strengths and non-overlapping weaknesses (Brewer and Hunter 1989 in Ragodoo 2010, Boeije 2010).

Online survey distribution was chosen as initial method because other methods are very time-consuming and are thus better reserved for hotels not replying the email link. An online survey is the most efficient way to use the preferred probability sampling method: it enables a quick distribution to the total population of Maltese hotels, ensuring that each subject in the population has an equal chance of being included in the sample and thereby increases validity of the research results by avoiding sample errors. Non-probability sampling, which does not ensure this equal chance and accurate population reflection of the sample, is often used in larger populations where time and money research constraints play a more obstructive role (Ebrahim, 2012). The significant growth of the internet as a research tool, its proven reliability and the business environment the target response set operates in (all hotels in the target population have and use email addresses), justifies this method (Frey 2008). Email surveys moreover have the advantage that they, to a certain extent, minimise the social-desirability bias, which occurs more often at direct inquiries during which interviewer and interviewee have personal contact (Boeije 2010). This bias refers to respondents' frequent tendency to present the own business in a favourable way, reluctant to admit opinions or behaviour that are perceived socially undesirable (Tourangeau and Smith 1996 in Sangaroon 2011). Regarding the topic of CSR, which holds a high level of social correctness, the survey method may ensure a closer reflection of reality in the findings.

3.1.2. Survey design

MTA's 2010 study among MTA Eco-label holding hotels revealed that in 62% of hotels, a key management individual was the main motivator for obtaining the label; a percentage that surpasses other motivational options such as cost cutting aspects, achieving a competitive edge or meeting tourist demand. Other literature also attributes management characteristics a main influential role on CSR decisions (Hoffman 2001), Van Der Woerd and Van Der Brink 2004, Frey 2008, Ismail et al 2010, Zulkifli and Amran 2006, Sangaroon 2011). Therefore the research aims to explore management's (thus respondent's) individual familiarity and opinions.

The quantitative survey method is designed with a number of open questions to increase the chance of correctly identifying all relevant factors and reduce the bias of preordained tunnel view. The survey content and design is based on similar research as conducted by Alvarez Gil et al (2001), Merwe and Wöcke (2007), MTA (2010) Dodds and Kuehnel (2010), Ragodoo (2010), Sangaroon (2011), contains 16 questions and is subdivided in three parts. A frequent conclusion in literature is that a hotel's decision for CSR plans depends on organizational characteristics (Frey 2008, Dodds and Kuehnel 2010, MTA 2010, Sangaroon 2011, Ragodoo 2010). Therefore these hotel 'demographics' form an integral part of the questionnaire. The first part regards organizational characteristics and familiarity with CSR concepts. Social science research surveys are often designed with 'personal characteristics' at the end (Veal 2006), however in this case they serve as a safe introduction before testing familiarity with concepts. Moreover, most other research for CSR among hotels has chosen this order (Sangaroon 2011, Ragodoo 2010, Dodds and Kuehnel 2010). The second part of the survey contains questions on hoteliers' valuation of aspects of influence on the local tourism industry and their hotel's possible contribution. This section also explores management's perceptions of the institutional context. The final part includes questions on the Maltese tourism accommodation sector's current participation levels and motivations.

For a large part, the survey is designed with statements to which respondents can express (dis)agreement on a five point likert scale. Implication of this hypothesis-testing method, typical for quantitative research, is that answers reflect the subjective perceptions and opinions they ought to reflect only to a certain degree, since variables are defined numerically beforehand (Auerbach and Silverstein 2003). It is difficult for the researcher to assess beforehand whether these hypotheses used for hypothesis-testing method are accurate, complete and matching the local culture (ibid).

The reliability of a study method comprises the assumed plausibility that a repeat study of the same phenomenon with the same methods will lead to the same findings; that is, assuming the phenomenon itself has not changed (Veal 2006, Boeije 2010). This implies that research findings are independent of the research timing and research methods (Bryman 2008 in Boeije 2010). The researcher contests this definition regarding the timing aspect, as it is safe to assume that attitudes and perceptions, the matters explored in this study, are liquid concepts subjective to trends and will thus be different at any time other than the current. However to ensure the methods' reliability, two steps were taken. Firstly, the questionnaire draft was refined after consultation with the thesis supervisor and four local stakeholders to ensure full coverage of items, accuracy and clarity and to construct validities; Mr David Pace – local sustainable tourism expert and –teacher at the Malta Institute of Tourism Studies; Mr Raymond Vassallo – e-learning teacher and EU-project coordinator

at the Malta Institute of Tourism Studies; Mr Mark Seychell – operations executive at Malta Hotel and Restaurant Association and Mrs Claire Briffa Said – research analyst (MTA's 2010 eco-labelled hotels research) at Malta Tourism Authority. Furthermore five MSc students from both Wageningen and Erasmus university provided feedback on the survey's clarity and consistency. Secondly, a pilot survey was carried out among ten people; three academics of Wageningen University, two friends working in hotel management in the Netherlands and five with hospitality work experience (no management function) or educational background in hotel management. This variety of test respondents was chosen to ensure understanding of people with various backgrounds; most likely not all hotel management individuals in Malta have taken hospitality education since there are relatively many family-run businesses on the island.

The survey includes aspects that may be considered private to respondents, such as revenue situation but also in the case of negative opinions towards sustainability, which if published may give the business a bad reputation. Therefore the survey introduction guarantees anonymity and results are analysed respecting this anonymity.

According to Van Der Woerd and Van Der Brink (2004) management principles, vision and strategy are a necessary starting point to explore responsibility perspectives and CSR objectives. Chapter 2 moreover further outlined the complexity of interdependent factors playing a collective role in management´s CSR views (Hoffman 2001, Frey 2008, Sangaroon 2011). The current survey does not include questions targeting for an analysis of hotel manager's individual cognitive framework as this widely trespasses the acceptable survey length and the scope of the research. However for truly accurate understanding of hoteliers' reasoning for the aspects tested, such factors as well as each hotel's company culture characteristics would have to be taken in consideration. The survey method was designed to explore the influence of contextual actors, however it falls short in providing insight in interactions between them.
Qualitative methods such as case studies and in depth interviews would be most appropriate.

3.1.3. Data gathering

The online questionnaire was sent out to all hotels (N=138) via survey software www.qualtrics.com. This software was chosen for its link with Wageningen University which ensured the researcher of the quality. The software offers the important advantage to track respondents in their answering progress. Qualtrics for instance allows the researcher to monitor which respondents have started the survey; a tool useful for telephone follow ups and sending out reminders. Qualtrics' survey link automatically saves respondents' data as they progress through the survey; which has the great advantage that incomplete or unsubmitted surveys (due to respondent's time pressure or other reasons) can still be viewed by the researcher and decided upon usefulness.

Email addresses were obtained through internet search, mainly via www.visitmalta.com and contacts at the Institute of Tourism Studies. While preferred, management email addresses were often unavailable; emails were sent to the *info@* address of 80% of the hotels. Moreover, management names were unavailable, which meant emails were sent without personal approach. The aim was to achieve a response rate of 50% or 70 hotels, which is above the average in similar studies (Frey 2008). The online survey was distributed first at April 28th 2012. Reminders were sent out and follow-up phone calls were made to pressure management to fill the survey. Reminder-phone calls were

ineffective as they did not lead to an increased response. Efforts were made for telephone survey, however without success. Personal delivery and -recollection of a printed survey version eventually lead to a final response set of 40 hotels. This personal approach was highly time-consuming; visits were made by walk and public transport as the researcher had no private transport available. Completed surveys were usually collected only after three or four 'reminder-visits' due to lacking internal communication between hotel staff and –management and difficulties regarding the full agendas of management.

Due to time constraints, hotels on the islands Comino and Gozo were not visited but only approached by email and telephone. This is unfortunate; comparisons with especially Gozo (day-trip hotspot and uninhabited Comino counts only one hotel) would have been of great interest because of the recent and on-going Eco-Gozo project.

Efforts to avoid social desirability bias during interviews are the strategic choice for a quiet hotel in the hotel premises, to avoid perceived pressure from staff or colleagues, avoiding content comments by the interviewer and cross checking answers by rephrasing the question or asking for examples.

3.2. Data analysis

The quantitative survey data is analysed with the program IBM SPSS statistics 19, to conveniently calculate frequencies and percentages, and relations between the different variables tested. Cross tabulations are made with IBM SPSS statistics 19, to identify factors that determine variation in opinions. Independent variables, variables that exist in the situation independently of other variables (Veal 2006) are tested for their influence on dependent variables; variables that receive stimulus and are thus effected by other variables.

Qualitative data, such as the answers to open survey questions, are coded and categorized for analysis and relation to the quantitative data. With approval of all interviewees, interviews were recorded for posterior transcription to enable smooth interviewing. For the analysis of interview data, use is made of bottom up coding. This means transcripts are read to select and code those sentences relevant for the respective research question (Auerbach and Silverstein 2003).

Research often contains sample errors. A sample error is the probability measurement that any sample subject is not representative of the population (Ebrahim 2012), which leads to implications such as poor probability or reliability. Probability in statistics regards the chance that a phenomenon has of occurring randomly (Veal 2006).

Errors in sample size selection are not probable in this research since the full population was approached for participation. According to calculation (sample size calculators www.surveysystem-.com/sscalc.htm) and www.surveysystem.com the sample size of 40 on a population of 138 hotels gives a relatively large confidence interval of 13.11. This implies a relatively large margin of error; results can thus not be accurately interpreted as generalizable for the total population of Maltese hotels, but solely to the set of respondents. The confidence interval assumes a genuine random sample of the total population. If a sample is not truly random, one cannot rely on the results. Non-random samples usually result from some flaw in the sampling procedure (Veal 2006). As previously explained, the probability sampling method was used ensuring equal participation chances for the

entire hotel population. However the personal visits were not entirely random in frequency due to hotel locations and their respective distance to the researcher's living environment; hotels in Sliema, Pembroke, Paceville, Valletta and St. Julian's were visited more frequently than hotels in for instance Bugibba, Qawra and Mellieha, which resulted in a lower participation percentage in the latter. However location is the only error factor in the sample process; there is no difference in approach frequency between star category or size differences.

The eventually generated response set may however also contain several error types that decrease the study's representativeness and the ability to safely extend study results to conclusions on the population. Generalizability refers to the extent to which research findings from a sample population can be applied to the population at large and is measured by calculation of a chi-square p-value. (Veal 2006). Reliability refers to the extent to which a study yields the same result on repeated trials (Veal 2006).

Validity is the degree to which a study accurately assesses and reflects the specific concept that the researcher attempts to measure. A research method may thus be reliable, consistently measuring the same thing, but not valid (Veal 2006). External validity refers to generalizability and transferability of the results to similar circumstances and environments, whereas internal validity regards the methods choice and design. Establishing this internal validity is important since using results that are invalid for the sample population will produce invalid conclusions for the wider population (Ebrahim 2012, Veal 2006). For this study, only the factors affecting the internal validity during analysis and interpretation need to be reviewed (see limitations chapter 5.3). Two error types are common in research analysis. Type I, or alpha error concerns false positive results; when study findings show a difference in variables when there is none. The acceptable risk is a value judgement, commonly set for statistical significance testing at $P < 0.05$, meaning a one in twenty chance that the observed result is found by chance (Ebrahim 2012). Type II or Beta error reflects the risk of false negative results, thus not detecting influence differences among variables in analysis where they do exist. The powerfulness of the study (B) is usually required at 0.20, meaning a 20% chance of missing a variable effect. Due to the obvious trade-offs between type I and II errors, preparedness to accept one type of error means it is not necessary to risk the other (Ebrahim 2012). The researcher uses Type I error to assess the probability that variations in results are found unjustly, and accepts a 95% confidence level as common in social sciences (Veal 2006).

Cross tabulations of the current study results however often included expected count cells less than five, which leads to the implication that p-values may produce invalid results (Veal 2006). In some cases, categories were combined to produce 2x2 tables which increased chances on higher expected cell counts. Compressing categories was however often not possible as it would have lead to incompleteness of the required analysis. Alternatives to the chi-square such as Fisher's exact test were not applicable for this research as there are no fixed column- and row totals. If the chi-square cannot be performed, conclusions on systematic differences and relations between variables cannot be made generalizable for the total population of Maltese hotels. This was the case for most findings in this research; findings thus reflect the opinions of the current response set only.

In smaller sample sizes, it is important to correctly analyse outliers since unrepresentative opinions have too much influence on the output and will corrupt conclusions (Ebrahim 2012). Random variations will however always occur and have to be accepted as representation errors. Due

to this research's small result categories however, the researcher has chosen to include outliers as regular findings; likelihood that outliers are representation errors is considered similar to the likelihood that outliers represent a true variety in opinions.

Conclusions drawn from the current study findings will be presented in comparison to the propositions claimed from previous research as presented in chapter two; by means of the survey method, the research aims to explore whether generalizations made elsewhere also apply to the Maltese case.

3.3. Research strength and limitations

Research findings generally are inevitably influenced by the chosen methods, in any research type (Veal 2006). A frequent shortcoming of a survey method is that question design and phrasing may have strong influence on the answers given (Veal 2006), which contributes negatively to internal validity. Questions may unintentionally portray social correctness or –desirability to certain respondents, questions may be interpreted in varying ways or simply misunderstood. Answers to question nine (survey method appendix 3) for instance revealed that hoteliers widely agree with the importance of CSR and the need to take own responsibility *at any cost*, but are then contradictory reluctant to accept additional costs, and own time and resources to be made available for the implementation of CSR. According to the researcher's suspicion, this discrepancy is due to the question design: the survey statement "*Our environment is our greatest value and needs investment at any cost"* does not specifically refer to investment of the individual hotel even though this is what the statement essentially articulates. "*Our hotel can only implement CSR practices that have no additional costs*" however does include a reference to the individual hotel ("*our* hotel"); additional costs in the latter statement may be perceived as more threatening to respondents than in the first statement. Furthermore, it is unclear if respondents may have interpreted 'additional costs' as one-off investment costs, or as lasting costs.

Contradictory to numerous benefits (chapter 3.1.1.), guaranteed anonymity of respondents may also lead to other bias such as time constraints to provide correct answers and or lacking critical self-reflection. The anonymity moreover provides opportunity to delegate the survey completion to a subordinate; without presence of the researcher there is no guarantee that the 40 respondents are truly in the function they say they are. General staff may have filled the survey in the manager´s name after multiple repeat visits from the researcher combined with continuous unavailability of the management. Another disadvantage is that if questions are misunderstood answers will be corrupted as there is no supervision. Paragraph 4.8.1. exemplified this with referral to the incorrectness of data regarding the MTA Eco-label possession. If six respondents misunderstood the question (cross checking showed that six respondents provided incorrect data) this may imply misunderstanding of the entire 'checkbox' and thus corrupted findings in this entire paragraph 4.8.

This demonstrates the sensitivity of a survey method; since the researcher is in most cases not present during the response, misunderstandings can remain unsolved and produce incorrect findings.

There may be many random and unknown factors of influence on the variables tested, which a survey as typical closed research method cannot capture.

Confounding factors, meaning that one or more variables influence the interacting variables as tested independently, may affect internal validity (Ebrahim 2012) and are impossible to detect correctly by means of a survey method. The reverse causality bias may also affect the research´s internal validity; attitudes and motivations for future- as well as for past CSR implementations are being measured simultaneously in the survey method, which means there is no possibility of knowing what influenced what, or what came first. Is a hotel's propensity to increase CSR participation shaped by hotel management's attitudes towards responsibility sharing and the earlier mentioned (financial, human capital and knowledge-) constraints, or also by past experiences with CSR implementations? But to what degree do past experiences and decisions, possibly made without consent of the current manager, influence management's attitudes on CSR and perception of constraints?

The survey was not designed in a way to fully capture these relational aspects.

4. CSR: views, practices and drivers among the Maltese hotel sector

This results chapter contains an analysis of the survey- and interview findings, critically reflected on and compared to research done in other countries. Thereby in this chapter, the research questions will be answered. The first paragraph provides an overview of the response set and response characteristics.

4.1. Response set demographics

Of the total of 138 hotels that Malta counts and that have been approached for this study, 40 have responded. This 29% response rate is below the aim of 50%, however similar to sample sizes in similar studies (Frey 2008) and sufficient for statistical analysis (Veal 2006).

Half of the questionnaires were answered by the General Management (14 respondents) or director (6 respondents). The other half were answered by management of various departments e.g. Front Office management (7 respondents), Human Resources Management (4), Operations (4) and Sales (2). The remaining two respondents are reception staff. These two are both from small hotels with less than 150 beds, so it can be assumed that staff has relatively high involvement on the hotel's operations and thus qualifies to answer the questionnaire. Having respondents from various departments implies different viewpoints are taken among the hotels. One may consider this beneficial for the research as it broadens the scope from general management's views only, to that of other management layers in the hotel sector. However simultaneously, a response set with respondents of different functions creates difficulty in comparing results between hotels. When basic homogeneity of the respondents cannot be assumed, an additional uncertainty is corrupting the analysis. Moreover the assumption is that general management makes decisions regarding CSR and not the human resources manager, with the exception of certain employee related CSR aspects.

Table 3 displays the geographical distribution of hotels in Malta and of the achieved sample size. A map of Malta is provided in appendix 1. Tourist accommodation and -facilities are geographically concentrated in the Eastern coastal areas of the island.

Generally, youth more frequently stays in Sliema, St. Julian's, Paceville and Gzira whereas Bugibba, Qawra, St. Paul's Bay, Valletta, Floriana and Pembroke hotels more often cater for families and elderly visitors. This is due mainly to the party- and shopping areas which are concentrated in Paceville and Sliema respectively. Differences in familiarity with CSR, attitudes and implementations among these locations are not found in the survey analysis.

Table 3 Geographic distribution of hotels

Location	Hotels in Malta	Sample | % of total sample	Achieved % of location
Birzebbugia	1	-	0%
Bugibba	10 (7%)	2 (5%)	20%
Comino	1	-	0%
Floriana	2 (1.5%)	2 (5%)	100%
Gozo	13 (9.5%)	1 (2.5%)	8%
Gzira	6 (4.5%)	2 (5%)	33%
Marsascala	1	-	0%
Mdina	1	-	0%
Mellieha	12 (8.5%)	1 (2.5%)	8%
Msida	1	-	0%
Paceville	4 (3%)	3 (7.5%)	75%
Pembroke	2 (1.5%)	2 (5%)	100%
Qawra	19 (14%)	4 (10%)	21%
Rabat (Malta)	1	-	0%
San Anton	1	1	100%
Sliema	26 (19%)	7 (17.5%)	27%
St. Julians	24 (17.5%)	10 (25%)	42%
St. Pauls Bay	6 (4.5%)	1 (2.5%)	17%
Valletta	5 (3.5%)	3 (7.5%)	60%
Xemxija	2 (1.5%)	1 (2.5%)	50%
Total	**138**	**40**	

Two star hotels comprise 20% of the sample size; three star 30%, four star 45% and five star hotels make up 5% of the respondents, a composition that accurately reflects the true population. Malta's total number of hotel beds is distributed by 6.000 in five star and 18.000 in both four and three star hotels (NSO 2011).

15% of responding hotels is of the high-end price class; 47.5% are mid-priced and 35% are budget hotels. The responding hotels range in size from 44 to 1.000 beds (mean 243.87). Altogether, they make up 20% (9267) of the island's total 42.000 hotel beds.

Certain questions may have been misunderstood; six respondents indicate being subsidiary of a hotel corporation, whereas only three indicate foreign ownership. For this reason, the aspect of (inter)national ownership is left out of further analysis.

Almost half of the respondents reports a steady profit situation, 20% an increase but another 20% a decrease. 7.5% has seen strong profit increases over the past years. Profit decrease, according to those respondents, was due to recent increases in operational costs rather than occupancy rate downfalls. The study findings thus to some degree contest Calleja's (2011) notion of decreasing profitability among the Maltese hotel sector. Threatening factors like the economic crisis and 'spiralling operational costs' as Calleja (2011) argues are however indeed are of great concern to the majority of Maltese hotel management.

Responding hotels are on average 21 years in operation, ranging from zero to 65 years. For statistical analysis, this variable was computed into five categories, ranging from less than one year in operation, 1 to 5 years, 6 to 20 years, 21 to 40 and 41 years and over. These categories are uneven

but most suitable taking into account the difficult establishing-phase of a business, during which priorities would logically be given to the achievement of economic targets first and foremost. Where literature often suggests variety in CSR attitudes and participation levels among new- and well established businesses, the current research does not confirm this for the Maltese case.

4.2. Maltese hotel management's familiarity with CSR

A small majority (57.5%) of the respondents is familiar with CSR. Twenty out of these 23 respondents is able to provide a viable explanation of the concept. As emphasized in chapter two, local experts believe that sustainable tourism knowledge is lagging behind tremendously in Malta (Pace 2011, Boissevain 2004, Bausch 2011). Dodds' 2007 research among Maltese governmental, private sector and environmental NGO stakeholders revealed that 48% of stakeholders believe the lack of understanding of sustainability concepts is a barrier for sustainable tourism development. The current finding, low familiarity with CSR concepts, confirms the legitimacy of these fears.

A 57.5% familiarity score is however acceptable if compared with other destinations internationally. Literature shows that familiarity is generally highest among companies in or originating from Western Europe (Merwe and Wöcke 2007, Ismail et al 2010, Dodds and Kuehnel 2010). Due to Malta's historically strong ties with Western Europe, as former Britain colony, recent EU membership as well as its majority of incoming tourism arrivals originating from 'eco-conscious' countries (MTA 2010), higher familiarity could be expected. Compared to the South East African island Mauritius, familiarity with CSR in Malta is surprisingly low, however comparing to other destinations (South Africa, Malaysia) familiarity is considerably higher.

Some definitions as given by respondents are too limited to confirm comprehensive understanding of the concept. For example CSR is

"Our business commitment to our society" ; it is correct but short and possibly written in logic to match the words corporate social responsibility; this depends on the interpretation.

 Environmental responsibility is mentioned nine times in hoteliers' definitions of CSR; societal responsibility more frequently (16 times); six respondents combine both. This calculation is made by counting the frequency of the specific words 'environment', 'society', 'community' etc., and adding them to a second calculation of sentences containing a general meaning of either or both the two categories. This is an interesting finding since literature generally suggests the contrary; a mere ecological focus in awareness of the business' negative impacts as well as CSR familiarity (Knowles et al 1999, Ayuso 2006, Kasim 2006, Henderson 2007, Dodds and Kuehnel 2010, MTA 2010 and Ragodoo 2010).   Another reason why this is a remarkable finding is that the responding hotels are more engaged in environmental sustainability practices than societal- and employment related practices (see paragraph 4.8). Possibly, the high inclusion of the societal aspects in their explanations is due to the word 'social' in the term CSR. A questionnaire without introduction of its core concept is problematic, however introducing and defining the concept even so when the aim is to explore the respondents' familiarity. Possibly, the true familiarity with CSR is lower among the respondents. Questionnaires were answered in most cases without the researcher's presence; respondents may have used the internet or consult other people to find explanations. Furthermore, the words

"corporate Social responsibility" may partly give away the meaning to those without prior familiarity.

Examples of environmentally-focussed definitions given by management are that CSR means ...;

> ... *"working together in synergy to achieve environmental standards without harming or threatening other issues such as guest satisfaction and profitability"*

> ..."*we need to be environment friendly to save both the planet and biodiversity"*

> ... *"supporting the environment and local social activities"*

> ... *"ensuring that the hotel gives back something to the community - currently we plant endemic trees/reservation in a reclaimed woodland area"*

The word choices of 'supporting' the environment, 'minimizing negative impacts' and 'give back something to the community' may point towards over-familiarity with typical end-of-pipe solutions that minimize damage done, rather than front-of-pipe solutions that aim to prevent damage by means of strategic operation (Van Koppen and Hagelaar 1998).

The word 'environment' may refer to the ecological environment only, however it may also refer to the collection of a hotel's ecological, economic and social environment. Similarly, definitions targeted at 'society' or 'the community' may comprise only the people in this society and their wellbeing, while they may also comprise ecological improvements if one would consider healthy nature and a balance in resource-usage as condition for societal wellbeing. The current definitions do not provide clarity on this matter and the depth of respondents' term usage.

Hotel managers who provided a more societal-focussed definition stated for example that CSR means ...;

> ... *"helping the community with aspects like culture, for a better world"*

> ... *"social solidarity in liberal market economies"*

> ..."*how a company manages the business processes to produce an overall positive impact on society"*.

> ... *"fundraising for projects that help our society"*

> ... *"the responsibility of companies to perform philanthropic work in the community, assisting those in need financially, through the services of the company's employees or otherwise"*

Or, combining both;

> ..."*minimizing damage to the environment and improving quality of life"*

Some respondents refer to the three triple bottom line aspects in their CSR definition;

> ... *"The goal of CSR is to embrace responsibility for the company's actions. Encourage a positive impact through various activities for environment, society and employees etc."*.

... *"that companies have not only [financial] responsibilities but are also to be involved in the development of society (cultural activities, family development, inclusion of handicapped employees, environment preservation policies, etc."*

Definitions with a focus on societal matters are more often detailed and moreover financially-oriented regarding the own contribution, using words as 'fundraising' and 'assisting financially' whereas for environmental matters the hotel's contribution is often left open.

'Profit'-focussed responsibilities go largely unmentioned in hoteliers' CSR definitions except for one respondent, who states that CSR means *"company contribution towards ethical and economic development"* and one who emphasized on not losing profitability. Seemingly financial responsibility is taken as the general logic of being a commercial company.

Three respondents also mention responsibility regarding employees specifically in their CSR definitions:

... *"allowing flexible working hours for personal situations such as single parent staff"*

... *"the inclusion of handicapped employees"*

... *"the encouragement of a positive impact through various activities for environment, society and employees"*

Table 4 Cross tabulation Familiarity with CSR and star categories

Familiar with CSR * Star category Cross tabulation

			Star category				
			2 star	3 star	4 star	5 star	Total
Familiarity with CSR	Yes	Count	4	6	11	2	23
		%	50%	50%	61%	100%	57%
	No	Count	4	6	7	0	17
		%	50%	50%	39%	0%	43%
Total		Count	8	12	18	2	40
		%	100%	100%	100%	100%	100.0%

Table 4 shows that five and four-star hotels in Malta have relatively the highest familiarity with CSR; 100% of the five star premises and a majority of 61% of four star hotels is familiar with the concept against a lower 50% of two and three star hotels. However, this relation is statistically not significant (p value = .565). This means that a hotel's star category has no significant influence on management's familiarity with CSR.

Room rate seems more influential on familiarity with CSR than star category, however also this relation is statistically not significant (p= 0.086). 100% of the six participating high-end hotels are familiar with the concept, against a minority of 47% of mid-price hotels and a small majority of 57% of budget price hotels.

The years a hotel has been in operation also has no significant influence on the management's familiarity with CSR (P = 0.399). Findings of this study show that familiarity is lowest among recently established hotels, of which only one out of four was able to provide an explanation of the concept. Hotels in operation between one to 40 years have higher familiarity with CSR; ranging between 50 and 75% of the hotel management knows the concept. Among the oldest hotels (41 years and over in operation), familiarity drops to 30%. As explained in chapter two, most research confirms that long-established firms have higher familiarity with CSR, which is mostly attributed to higher receptiveness to external pressures and corresponding higher motivation to minimize the own impact, and more experience with- and thus more interest in business innovations (Sangaroon 2011). The current study does not confirm this for the Maltese case.

4.3. Familiarity with Triple Bottom Line

Maltese hotel management, likewise in other tourism destinations such as South Africa, Canada and Mauritius (Merwe and Wöcke 2007, Dodds and Kuehnel 2010, Ragodoo 2010) are less familiar with the term Triple Bottom Line. One respondent identified the three P's (People, Planet, Profit) in his CSR definition. Strangely, this same person indicated unfamiliarity with the Triple bottom line. Only five in 40 respondents (12.5%) are familiar with the concept. Three respondents name or refer to the three p's correctly, sometimes indirectly;

> ... *"where the financial interests of the company connect with the social, environmental and economic interest of the company".* (Small locally owned independent 3 star budget price hotel in Qawra).

> ... *"people planet profit, a way to measure financial social environmental of a company".* (larger 4 star mid-price hotel in St. Julians, part of large multinational chain which has official CSR policies).

> ... *"social, economic and environmental".* (Small 3 star hotel in Sliema, subsidiary of a larger Maltese four star hotel).

> ... *"our commitment to the environment with regards to being a green hotel, promoting local products and a philanthropic commitment".* (4 star mid-price hotel in San Anton, part of multinational chain).

The fifth explanation is rather vague, as it leaves unexplained what exactly should be measured.

> ... *"a measurement to know where you stand in the market place".* (Small 2 star budget hotel in Paceville).

Familiarity is highest among three- (17% of all three star hotels) and two star hotels (12.5%). The star category has however also no statistically significant influence on familiarity with the TBL (p = .917).

Respondents familiar with CSR come from the full variety of hotel segments; variables as years of operation or revenue situation, on the basis of this study, are of no influence.

4.4. Perceptions of threats

A decision process for CSR is often based on preparatory analysis of the business context regarding opportunities and threats (Sangaroon 2011). After the example of previous researchers in the field of CSR (Roger 1995 in Sangaroon 2011, Merwe and Wöcke 2007, Dodds and Kuehnel 2010) the survey contains a question for hotel management's perception of factors threatening Malta's tourism product. This is meaningful because it gives insight in the focus areas and general scope of management's attention in operational decision making. Literature suggests that hotels tend to invest in matters of direct influence or threat to their business (Dodds and Kuehnel 2010, Sangaroon 2011, Ragodoo 2010). The growing notion of global warming has given the natural environment increased priority status and this threat is widely reflected in sustainability implementations and - motivations in businesses worldwide (Van Der Woerd and Van Den Brink 2004, Dodds and Kuehnel 2010). As chapter two explains, the necessity for protection of- and improvements to a business' social environment enjoys slower awareness growth. Do Maltese hoteliers value their surrounding (ecological, societal) important to the degree that problems inextricably lead to a degradation of the tourism product? Or does their focus remain limited to economic threats? Are these perceived threats reflected in management's actions?

32 respondents answered the open question regarding perceived threats. Their answers are often not CSR related and focus on external threats in the wider business environment-context; aspects generally to be concerned as out of a hotel's power to exercise influence.

Profit-, or economically focussed matters were most frequently mentioned: 19 times. This finding corresponds with other research findings; social and environmental issues are not top priorities as management is pre-occupied with economic threats (Ragodoo 2010).

Maltese respondents are most worried with;

> The (global or European) recession (mentioned 14 times);
> Increasing competition from newly emerging markets in Europe and increases in domestic travel in source markets (eight times mentioned); and
> Increases in operational costs (seven times mentioned).

Planet-, or ecologically focussed matters are mentioned seven times. Contradictory to previous research in other countries such as Dodds' and Kuehnel's in Canada (2010) and Ragodoo's in Mauritius (2010), not a single Maltese respondent mentions common global ecological threats like global warming. Their answers are all locally focussed, and concern;

> Pollution, dirt in public space (three respondents refer to these aspects)
> Water shortages
> Overbuilding; *"the never-ending construction works, even in high season, are highly*

unnecessary considering the amount of empty buildings Malta already counts, and are a real nuisance to locals and tourists alike", "progress and development, overbuilding... that will eventually destroy our island".

> *"The negative environmental impacts caused by tourism itself, may (...) have the effect of 'soiling our own nest' in the long run".*

The hotel sector is however responsible for a large part of (coastal) overbuilding (Pace 2011, Boissevain 2004). Dodd's study among Maltese stakeholders reveals that one of the main constraints in sustainable developments is that the private sector is too powerful in pressures for developments, and due to small island ties, politics and private sector are not sufficiently separated as exemplified by Boissevain (2004) arguing that "the legal consultant of the Planning Authority was also the legal advisor to the Hilton expansion project...".

Threats to the local culture are mentioned by only one respondent, who claims that there is a loss of interest from locals in religious feasts, which used to be the "the flagship of our local culture". The same respondent is also concerned with the rapid influx of immigrants; *"we need to educate each other not to disregard each other's culture, but we also need to safeguard the Maltese culture".*

Other aspects identified as threatening mainly concern politics and general mismanagement. External political threats such as the recent political instability in proximate North African Libya and Tunisia are mentioned by three respondents, as well as local political mismanagement, which according to one respondent is "*very dysfunctional, [and built on] empty promises...".* Another respondent states that there is a "*lack of serious planning at government level, like proper controls on [over] development*".

Another complains that there is a *"lack of up keeping of the product Malta in environmental, transport, signage, tourist information spheres; Malta really needs to tackle seriously how to make the place more attractive".* Or in other words [due to] *"extremely high dependency on tourism, it is important to preserve the charm of our island (its environment and culture) and promote all initiatives of moving forward".* These findings, although not to be used as generalizations since they are opinions of a small number of hotels and not tested for agreement by others in the survey method, confirm statements regarding the political situation of Boissevain (2004), Dodds (2007) and Pace (2011).

Mismanagement as a threatening factor is detected by two respondents regarding air travel, on which Malta geographically heavily depends. The 'insularity' or limited accessibility by other means of transport besides air travel is considered threatening in combination with rising international competition. Over-dependency on budget airlines, the local airline Air Malta's crisis, general flight ticket price increases and *"the reduction of flight numbers in winter"* are examples. But also the *"ill-managed public transport system"* , a notorious subject according to Malta's public opinion makers as well as the researcher's own experience, worries two respondents.

Three respondents furthermore mention threats regarding employment: a *"lack of qualified personnel",* and unemployment levels in Europe are considered threatening for the future of Malta's tourism industry.

4.5. Attitudes towards responsibility sharing and determinants that define variation

Literature suggests that there is a gap between orientation- and awareness levels of CSR and action (Knowles et al 1999, Van Marrewijk 2003, Zulkifli and Amran 2006, Frey 2008, Graci and Dodds 2008, MTA 2010, Dodds and Kuehnel 2010, Ismail et al 2010, Ragodoo 2010).

Businesses' management environmental concern is high in most tourism destinations; management usually has a favourable attitude towards sustainability and share the opinion that strategic CSR implementations can contribute to a better financial performance, but only few actually implement it (see chapter two). The current study confirms this for the Maltese hotel industry.

Hotel management's attitude towards fourteen factors of attention for the success of Malta's tourism product was tested in the questionnaire. This was done to explore their interests and identify possible areas of future contribution. But moreover, these attitudes of respective importance and possible contribution can be compared to the actual behaviour; the practices that are already implemented. In an effort to avoid that response would reflect only the respondents personal attitude instead of the hotel-strategic attitude, each factor was split up in two questions; the level of importance and the level of possible contribution of the individual hotel.

Table 5 displays fourteen factors and their mean scores on a range from one (not important / no contribution possible) to five (very important, hotel individual contribution possible). The table shows that hoteliers attribute most importance to coastal and beach cleanliness, general safety and the conservation of historical and archaeological sites. The least importance for a successful future of the local tourism industry is attributed to the wealth balance of the local population. Second least important according to hoteliers is the preservation of the local language; 25% sees no options to contribute at all. Especially the hotel sector could however play an important role in the latter; as high local-tourist contact points, where the second language English is mostly required and widely spoken, hotels have the opportunity to integrate the local language into tourist's interest and attention, and also to preserve it for locals to some degree in business operations.

Hoteliers see possibilities for own contributions mainly in environmental sustainability practices within the own premises; efficient water- and energy usage, and efficient waste management score highest. This finding confirms expectations; management, for obvious reasons, has more authority of internal practices compared to hotel-external practices.

Table 5 Importance for the success of Malta's tourism product and possibilities for hotel individual contributions

	% Important | very important	Importance (mean)	% contribution Possible | very possible	Contribution from hotel (mean)
Monument conservation	42% | 50%	4.42	18% | 3%	2.24
Historical/ archeological sites conservation	21% | **79%**	**4.79**	6% | 12%	2.42
Building restrictions & sustainable landscaping	28% | **67%**	**4.58**	7% | 7%	2.19
Efficient waste management	35% | **52%**	4.32	40% |**43%**	**4.17**
Sustainable and efficient water usage	29% | **56%**	4.34	37% | **43%**	**4.23**
Efficient energy usage	21% | **63%**	4.47	33% | **50%**	**4.22**
Coastal and beach cleanliness	11% | **87%**	**4.82**	9% | **30%**	3.27
Conservation of Maltese culture and traditions	35% | 62%	**4.59**	21% | 18%	3.15
Public transport	24% | **69%**	4.55	15% | 9%	2.18
Quality of road network and infrastructure	21% | **69%**	4.53	6% | 6%	2.06
Shift from mass tourism to alternative forms	25% | 41%	4.00	18% | 24%	3.36
Wealth balance and equal opportunities for population	45% | 17%	3.67	10% | 7%	2.35
Education level of population	29% | 50%	4.26	21% | 9%	2.74
General safety (low criminality rates)	11% | **82%**	**4.74**	9% | 24%	2.79
Maltese language preservation	27% | 34%	3.79	17% | 11%	2.75

Several reasons may explain for the large discrepancies found between attached importance and perceived opportunities for own contribution. As commercial business, a hotel has limited power to exercise influence as for certain aspects clearly a more important role is attributed to the government and other stakeholders. However via cooperation with- and uniting of powers through associations such as the Malta Hotel Restaurant Association and Malta Tourism Authority, a broader spectrum of influence can certainly be achieved by the hotel sector. The survey question design might have played a role. The phrase *your hotel* in the sentence "... to which [of the factors] do you believe *your* hotel could contribute *in any possible way*?", may have given a limited perspective for some respondents.

According to Boissevain (2004) and Pace (2011), the majority of Maltese inhabitants does not value their heritage enough, however Boissevain in 2004 expected that EU membership and other recent developments would increase this valuation. A 2011 study among 214 Maltese secondary school students indeed reveals that this young generation feels great pride for the island's heritage (Bausch 2011), which indicates evidence of that expected valuation change. As table 5 shows, Maltese hoteliers have high valuation of these resources and consider historical site conservation as most importance for Malta's tourism industry out of fourteen factors, and monument conservation scores average.

The low statistical mean of possible contribution regarding heritage conservation is thus surprising. 36% of respondents sees no options at all to contribute to site conservation, and an even higher 45% to monument conservation. Providing philanthropic support or active lobbying for the importance of these things are examples that certainly lie in the power of hotels. Mr Gauci arguments that

"*monument preservation is not important because (...) our target group is made up of mainly youngsters and they are not interested. So we, individually don't need to invest*". Mr Zammit sees monument conservation as a mere government task; "*this is not for us*". Mr Debono, owner of a small two star hotel in Valletta, states his hotel is "*too small to make a difference*" regarding these aspects. The only possible contribution for hotels according to him lies in exercising influence on political decisions by objecting before local developments take place. Beach and coastal cleanliness is of major importance to Maltese hoteliers. While this seems easy to organize, 18% of respondents sees no options to contribute at all. Awareness of the (economic) value of the destination's resources in practice often leads to increased environmental concern and - participation preservation activities (Sangaroon 2011). Therefore, the high importance attached to these aspects can be considered the important first step towards better practices; it is easier to educate businesses on options for contribution than to change individuals' values.

4.6. Perceived institutional context

Literature shows that external pressures remain the main motivator for CSR practices in commercial businesses. The institutional context comprises all external actors in the hotel's social network of possible influence on the hotel management's own attitudes, opinions, and strategic behaviour (see chapter two). Chapter two included a basic analysis of the Maltese political context; the current research further explored only the institutional context as perceived by local hotel management. Table five below summarizes the results of this survey question. Respondents were asked to indicate their relative agreement with twelve factors, including both internal as well as external motivators, on a five point likert-scale in which one means disagree strongly, three neither agree nor disagree and five means strongly agree. According to De Vellis (1991 in Sangaroon 2011), equality of the intervals between the data points can be assumed.

As table 6 below shows, respondents agree mostly on the cost reducing element of CSR practices; 86.5% agrees that this is a common benefit of green practices. The remaining percentage neither agreed nor disagreed; not a single respondent disagreed on this matter. This percentage is similar or high compared to other research (e.g. Knowles et al 1999, Essex and Hobson 2001, Merwe and Wöcke 2007, Frey 2008, Ragodoo 2010).

An equal 86.5% of the respondents agrees that 'social and environmental practices can give our hotel benefits in terms of guest satisfaction and hotel reputation'. This is a surprising finding, taking into account the contradictory opinions collected during interviews and conversations with management and staff during survey recollection, which revealed that tourists' sustainability demands are low to non-existent. A small minority of 44% hoteliers however also agrees that tourists nowadays expect the implementation of environmental or charitable practices by hotels. Hotel management thus believes that even though CSR and related practices are not widely expected nor noticed by tourists, they are (potentially) valued by tourists. MR Gauci explains regarding his hotel: "*Ultimately, everything we do as a hotel is to meet tourist demands. Our guests are young and don't care about the environment*". Later in the interview, he mentions the increased dependency on booking sites as booking.com; "*this implies a certain 'identity loss'; we are left with less choice in profiling our self*". Advertising with CSR on the hotel's own website would have limited effect for this reason as well, arguments Gauci. Mr Micallef made a comparable comment.

Regardless the trendiness of the topic and rising awareness among also the Maltese tourism industry, only a minority of 43% hoteliers feels that they are provided with sufficient knowledge regarding the impacts of their business, and only 32.5% further believes they have sufficient opportunities to receive support for the implementation of sustainable improvements. Mr Zammit received EU support to install sustainable lighting, through the ERDF Aid Scheme for Sustainable Tourism. But the majority of respondents apparently does not know its way to such option.

Encouragement from non-governmental organizations is lacking; only a small minority of 56.8% perceives active external encouragement. Where for instance the MHRA as well as MTA advocate a strong own role in sustainability improvements, their efforts go unnoticed by more than half of the respondents.

Pressure from the general public is negligible; a minority of 42% agrees slightly (of which only 3% strongly), and 50% of respondents neither agrees nor disagrees with the notion of pressure from the general public. That half of the respondents are unsure of the existence of pressure from the general public, in fact means that half of the respondents perceived no such pressure.

Interviews reveal similar interpretations; *"Malta has the lowest recycling mentality in Europe"* says Mr Gauci. The problem according to him is authority awareness; *"they need to educate people more. The government has to take a more active role to teach people these things"*. Both Mr Micallef and Mr Gauci bring forward the example of 'Recycle Day'; since recent years, Tuesdays are recycle days for households. However according to Micallef, not all adhere to it yet. "*Degradable bags were distributed, however this is not continued today due to lack of subsidies*", explains Gauci. "*This initiative was really long-term economically viable, but they do not push through with good intentions!"*. To Mr Gauci, this serves as an example of the general attitude in Malta.

However government pressure is increasing, agree both Micallef and Gauci as well as Mr Zammit; due to the recent EU membership, both awareness and initiatives grow. "*Malta changed drastically regarding environmental approach during the last years, all due to EU pressure! Our culture is relaxed, things always get postponed here. The EU enforced quick action. We need to meet all kinds of standards rapidly. Airline tax is now reinvested by the government. We need that pressure from above to get things going in Malta"*, explains Micallef.

Regulatory compliance plays a role also without government laws implemented; according to Graci and Dodds (2008) study among Canadian hotels, regulations in other destinations are influential threats due to the international character of the industry. "Hotels anticipate that regulations mandating environmental action will eventually be implemented and believe early action is good practice for their company" (Graci and Dodds 2008). Also governmental environmental regulations targeting business sectors other than the hotel industry, surge an increase of green initiatives among the latter (ibid).

The interviewees directly connect general public awareness to government awareness. Literature suggests that tourism managers are more likely to adopt CSR if they believe in effectivity, which depends heavily on the perceived level of effectiveness of government-led initiatives (Frey 2008). As local opinion makers suggest however, the level of trust in government sustainability practices is low among the general public (Pace 2011).

As table 6 shows, 32% of respondents agrees with the statement that the current law is insufficient to ensure that hotels operate sustainably. This however does not mean that the others believe the law is sufficient; 38% is unsure and a minority of 29% disagrees with the statement and thus believes the law is sufficient. Law sufficiency is the only factor with a positive skewness, which means it has relatively few high values. Indeed, only 2% of the respondents agrees strongly with the statement and is outspoken positive about the law effectiveness. "*The government advertises all the time. But I can't speak about direct pressure; we are not contacted directly about such matters*", elaborates Mr Zammit. As chapter two outlined, many local sustainable-tourism stakeholders criticise the government for not taking a more steering role towards sustainability (Boissevain 2004, Pace 2011, Grech 2011). This study confirms that the government role is too reticent in the hotel industry. This calls for improvement since research shows that government pressure remains the most effective initiating driver for sustainability practices (Sangaroon 2011). Constant monitoring of bad practices and external pressure through public awareness are necessary to trigger the first response from businesses.

Internal pressure may come from a firm's employees who demand sustainable operations. The answers to the question whether staff is indifferent are almost evenly distributed (skewness - .025) around a mean of 2.84. Only 37% of the respondents believes that hotel staff is caring or demanding sustainable practices. 35% neither agrees nor disagrees and 27% of respondents agree that the own hotel's staff is indifferent regarding CSR matters. This finding fits the finding of low pressure from the general public, whom may be the surging actor behind the employees' attitudes. As indicated in chapter two however, managerial initiatives regarding CSR have higher tendency to fail when operational staff does not share the commitment (Sangaroon 2011, Ismail et al 2010). An example was provided, unintentionally, by Mr Gauci who finds difficulties to control whether staff uses the recycle bins which, due to space limitations, are placed outside the hotel premises. He is aware that many staff are not willing or able to take the extra walks outside, but shows no motivation to find a solution.

Table 6 Maltese hoteliers perception of the institutional context

Institutional context factors (N = 37)	Agree %	Mean score	Std. dev.	Skewness*
Tourists nowadays expect that environmental or charitable practices are implemented in our hotel	44%	3.30	.939	- .223
'Green practices' can reduce operational costs and provide long-term economic advantages to a hotel business	**86.5%**	**4.27**	.693	- .419
Negative publicity will be issued by societal stakeholders (e.g. NGO's / press) if we don't implement responsible practices	61%	3.56	.939	- .717
Social and environmental practices can give our hotel benefits in terms of guest satisfaction and hotel reputation	**86.5%**	**4.05**	.815	- 1.080
We perceive pressure from the general public in Malta, who have the attitude that sustainable developments by hotels are important and achievable	42%	3.33	.756	- .654
Other hotels in Malta have gained economic advantages from their environmental- or social responsibility practices	57%	3.49	.837	- .855
We have sufficient opportunities to receive support (e.g. consultancy, training or financial support) for sustainable development improvements in our hotel	32.5%	3.08	.954	- .169
The current law enforcement and government involvement is NOT sufficient to ensure responsible practices in hotels	32.5%	3.05	.848	.183
Associations and other organizations are actively encouraging us to implement sustainable developments	56.8%	3.32	.915	- 1.173
The majority of our staff is indifferent regarding sustainability of our hotel's operations	27%	2.84	.986	- .025
We are provided with sufficient knowledge regarding the environmental and social impacts of our business	43%	3.05	.970	- .498
Environmental or societal problems in Malta have caused, or may in the near future cause a reduction in our hotel's occupancy rate	51.5%	3.41	.865	- .645

* skewness is a measure of asymmetry of the probability distribution; a zero value indicates relatively even distribution on both sides of the mean. A negative skewness indicates that most responses lay to the right of the mean, in this case that respondents clearly more frequently agree with the statement. A positive skewness indicates the opposite; most answers left of the mean thus the majority disagrees (Veal 2006).

A small majority (51.5%) of hoteliers believes that environmental or societal problems caused or in the future may cause a reduction in the hotel's occupancy rate. Respondents mentioned only very few societal threats (see paragraph 4.3.) so probably, this concerns mainly the environmental problems such as overbuilding, water scarcity and pollution. However this is not certain.

4.7. Maltese hotelier's CSR ambition levels and determinants that define variation

A positive attitude towards responsible practices does not ensure ambition to implement improvements (Frey 2008); factors as perceived constraints in the business environment and the firm's own (financial) capabilities play major roles.

In order to measure the hoteliers' ambition type regarding CSR, survey question nine was designed. Respondents were asked to state their (dis)agreement with nine options on a five point likert-scale. Table 7 summarizes their level of agreement and respective mean scores. The questions are divided in different ambition levels, covering Zsidin and Siferd's 2001 attitudes 'reactive' and 'proactive', Van

Marrewijk's 2003 externally pressured- and intrinsic desires and Carroll's 1979 distinction in ambition response types; defensive, reactive and adaptive, and proactive.

Table 7 shows that statements portraying a proactive ambition level (statements 3, 8, 9) generally score higher combined means then reactive ambition levels (statements 1, 2, 4, 6); respectively 3.94 and 3.23. Hoteliers in Malta outspokenly believe that their environment is their greatest value and needs investment *at any cost*. 70% slightly agrees and 16% strongly agrees. Interestingly however, almost half (42%) of the hoteliers also agrees that CSR implementations in the own hotel are only possible if without additional costs; only a small percentage of 2.5 disagrees strongly and would thus be willing to accept any additional cost. Moreover, a small majority of 52.5% has no extra time or resources available to implement any further practices. Thus 'investment at any cost' is debatable when translated into practice. This finding corresponds with findings in other destinations; despite positive attitudes, willingness to invest time and money to change management strategies in practice is usually remarkably lower (Van der Merwe and Wöcke 2007, Frey 2008, Ismail et al 2010).

42% of hoteliers believe that the private sector is co-responsible for societal development; only 24% reckons full responsibility with the government; this statement has the lowest mean and has a positive skweness which means there are relatively few respondents who attribute full responsibility to the government. Intense government involvement with CSR is uncommon except for the South East African island Mauritius where, as outlined in chapter two, the government enforces commercial firms to make a 2% profit reinvestments into CSR practices of own choice or the governmental Central CSR Fund. Half of the responding hoteliers thinks the Maltese government should enforce an obligatory reinvestment program likewise the Mauritian. 10.5% of respondents agrees strongly with this initiative. Acceptance of such regulation of half of the hotels at first introduction in this survey indicates potential for wider acceptance among the hotel sector, after for instance proper promotion and information provision.

Almost 80% of the hotels agree that they need to take own responsibility because hotels are relatively resource-intensive in daily operations. This finding corresponds with Ismail et al's (2010) statement that business' initial reaction to environmentalism appeals to the conscience. However as various literature suggests, businesses responding with sustainability practices from guilt-built motivations generally remain marginal in their efforts (Ismail et al 2010, Dodds and Kuehnel 2010).

Table 7 CSR ambitions in the own hotel

	Agree %	Mean score	Std. dev.	Skewness
1. Our hotel can only implement CSR practices that have no additional costs	42%	3.16	1.079	.079
2. Corporate Social Responsibility is a trend that we need to follow to meet tourist demands and keep up with competition	67%	3.55	.828	- 1.682
3. Our environment (social, ecological, cultural) is our greatest value and needs investment at any cost	87%	3.97	.716	- 1.826
4. Responsibility for societal development lies with the government and not with hotels or other commercial businesses	24%	2.82	.982	.390
5. Due to Malta's small geographical scale and high tourism-intensity, hotels in Malta have higher societal responsibility than hotels elsewhere	55.5%	3.37	.970	- .263
6. We can comply with government regulations but have no time and / or resources available to implement additional practices	52.5%	3.39	.974	- .151
7. In Mauritius, all profit-making businesses are governmentally enforced to reinvest 2% of profit into either the government's Corporate Social Responsibility Fund or into a project of own choice. This is a good idea for Malta	50%	3.29	1.063	- .169
8. We can achieve most for our environment if we work together with the government and NGO's	79%	3.92	.673	- .469
9. Hotels are relatively resource-intensive in daily operations; we therefore need to take own responsibility to minimize negative impacts	79%	3.92	.673	- .469

4.8. CSR implementations of Maltese hotels and determinants that define variation

This paragraph presents an overview of what CSR programs and aspects are popular among Maltese hotels. The questionnaire section for currently implemented CSR practices contains a variety of CSR aspects to which respondents are asked to tick boxes if implemented, but starts with the open question "What CSR practices are currently implemented in your hotel?" This specific design and order is chosen to ensure the capturing of the full scope of the hotels' activities, and moreover to confirm respondent's understanding of the CSR concept. Other research has shown that hotel managers initially mention only environmental practices when asked for their CSR implementations, and not societal or employment related CSR features.

Indeed, most CSR implementations mentioned by Maltese hoteliers are ecologically focussed (17 against 11);

> Energy efficiency (7)

> Fundraising (7); for social projects (6) and for environmental projects (1)

> Limiting water usage (3)

> Waste treatment and recycling (3)

> Employee wellbeing (3)

> Employee environmental knowledge training (2)

> Eco-label (1)

> Promote local culture (1)

> Purchase of local products (1)

Striking is that while sixteen respondents indicate possession of the MTA eco-label (see table 8, paragraph 4.8.1.) only one thought of mentioning it at the open question. Other percentages of participation found here do also not correspond with the findings of the check-lists in table 8. For instance energy efficiency practices; 17.5% of respondents (7) mention these practices, while table 8 shows that a higher percentage of 22% is practicing this. This discrepancy may indicate misunderstanding regarding the scope of CSR or a lack of pride regarding the label or respective practice; the first option is more likely than the latter.

Only one respondent indicates a strategic approach with clear goals such as "*to reduce water and energy consumption by both at least 3% within the next five years by multiple implementations*" among which the "*installation and commission of a Hybrid PV Solar System and replacing 20% of all light bulbs with LED lighting by 2013*". This is also the only hotel that provides examples of an innovative approach, with the following strategies: "*Allocation of centralized guest bedrooms according to occupancy levels in order to minimize and control heating requirements*", and "*Utilising alternative restaurants or kitchens according to season and occupancy levels to minimize and control heating and energy consumption*".

One respondent indicates a weekly chain event promoting the Maltese culture 'Tastes of Malta'. One respondent mentions the hotel's "*regular invite of volunteer groups for dinners or stays*"; while this does fall under CSR, the self-benefit of publicity should be taken into account.

Regarding employment related aspects, respondents mention that "*staff is well balanced of locals and foreigners*", a "*priority to employ locals over foreigners*" and "*optional flexi hours for staff members*".

Specialized CSR departments are non-existent in Maltese hotels. Rather, likewise in Thai hotels (Sangaroon 2011), the function and business department of staff assigned with CSR decision making varies widely. Maltese hoteliers have attributed these tasks to the general management, director, operations manager, maintenance manager, human resources manager and specialized fundraising committees. The survey requests an indication of the official number of working hours reserved for CSR. This aspect was answered by only one respondent; a large international chain hotel in St. Julians has 6 fte reserved for CSR decision making. This implies that in all but one of the responding hotels, CSR decision making is part of the designated staff or management member's general tasks and as such not given priority.

4.8.1. Planet

Table 8 displays the implementation levels of environmental sustainability practices in Maltese hotels, after the survey checkbox. Most research identified high awareness and appreciation levels of CSR but low participation levels (Ayuso 2006, Frey 2008, Dodds and Kuehnel 2010, Ragodoo 2010). As illustrated in the following paragraph and summarized in table 8, Maltese hotel's CSR participation levels are relatively high in ecological impact minimization, however low in societal aspects. Popular practices are energy efficient lighting; 86% of responding hotels has implemented this, and guest encouragement to reduce, recycle and reuse (83%) and the installation of low flush toilets by 64% of responding hotels. The least popular ecological modernization practice is donations to ecological conservation projects (14%), waste water treatment (22%) and use of renewable energy sources (31%). The eight respondents making use of renewable energy use mainly solar power. Two responding hotels use or plan to use wind turbines and one hotel generates renewable energy of water. As explained in chapter two, waste water treatment costs are calculated by expert Mr Cauchi (2011) as cheaper than desalinating, or the use of bowsers. There have been various advertisements with price calculations in the Malta Hotel and Restaurant Association Magazine, distributed to all stakeholders in the Maltese tourism accommodation industry; a 22% participation rate is thus remarkably low.

Table 8 Environmental sustainability practices implemented by Maltese hotels April 2012

Environmental sustainability practices	Valid percentage (N= 36)
Energy-efficient lightning installed in 50% of the hotel premises	86%
Guest encouragement to reduce, recycle, reuse	83%
Low flush toilets	64%
Recycling, use of less materials	58%
Flow controllers in water taps / shower heads	53%
Meters installed for monitoring of energy usage	53%
MTA eco-label	44%
Rain water capturing for usage	44%
Employee environmental trainings	33%
Renewable energy sources	31%
Waste water treatment	22%
Chose suppliers with environmental code of conduct	14%
Philanthropic / donations to environmental NGO's or projects	14%

These findings of popular implementations correspond with hotelier's attitudes. Literature suggests a general discrepancy between attitudes and implementations (Merwe and Wöcke 2007, Ayuso 2006, Dodds and Kuehnel 2010, Sangaroon 2011). But as analysed in paragraph 4.5, Maltese hotels see possibilities for contribution mainly in efficient energy- and water usage and waste management; and as table 8 shows the majority has put this in practice. This successful transition of favourable attitudes into actions is however also for the Maltese case, unique for these practices only.

There is no proof for the high participation level of 'guest encouragement: ways to reduce, recycle and reuse'; it is left for interpretation what 'encouragement' means and how actively guests are encouraged. Is there written material or does the receptionist refer to it upon arrival? Due to time

limitations, this research did not include a verification study on this matter.During interviews, all hoteliers referred to the persisting luxury-standards for tourists. Where sustainable thinking has penetrated our daily lives, on holiday such standards generally become disregarded and exchanged for luxury demands is what literature suggests and interviews with hoteliers confirm. For instance Mr Gauci says that *"asking of guests to reuse their towels is nonsense. Everything we do as a hotel is to satisfy our guests, therefore this would not be acceptable"*. The guests in his hotel are averagely young and *"thus, they would not care less about our environmental policies. They come to enjoy their stay! We recycle because it is necessary that businesses do this, but we know tourists do not want to do this while on holiday"*. Furthermore, Mr Gauci confesses that recycling is not always handled properly in the hotel because the recycle bins are outside the hotel premises, which makes it more time consuming for staff. There is however no solution sought for this problem.

Mr Micallef also recognizes that tourist demand for sustainability is close to nil. *"Tourists are indifferent. Holiday standards are not as high as at home* [regarding waste separation and limiting of water usage]. *Their sustainability standards are low not only regarding their own behaviour but also regarding the hotel policy: they do not care. For instance we advertise with our MTA eco label, but I am not under the impression that tourists care or even notice it"*. Whereas Gauci's hotel is typically compliance-led, Micallef's can be better categorized as caring (Van Marrewijk 2003): *"we don't do it for them* [tourists]*; we just believe it is important to lead business the proper way"*. And if it is necessary to go an extra mile, they will. Micallef explains that in a team meeting the day before the interview, it was discussed to appoint one staff member for waste separation of guest's waste; guests do not separate and the management understands it is pointless to stimulate or force them to change this behaviour. Regular cleaning staff cannot handle the amount of waste so therefore they came with this solution.

Studies often reveal that established hotels express more CSR intentions, suggestively due to higher receptiveness to external pressures, but not necessarily implement more CSR practices (Frey 2008). However no significant difference is found among Maltese hotels many or few years in operation, nor among hotels of different star or room price categories. Mr Gauci expressed the concern that established businesses in Malta are inflexible to change.
"It is too late to improve things once they are there; businesses 40 years in operation in Malta will not feel pressure to adapt to new trends". He exemplifies with room quality standards; *"buildings are built without any attention or supervision and then later the government says they should be improved, which costs a lot of money, time and often causes high irritations with entrepreneurs. It is like this with many things in Malta, especially recently because of new EU regulations. If you tell me about the trend CSR that we need to follow, I now firstly think about the time it will take to familiarize with it, let even to change things in the business, again"*.

Mr Gauci believes the stricter EU regulations regarding ecological sustainable business management are solely positive and necessary, but he emphasizes that it increases stress for management. The current survey does not provide insight in how such changes are reflected in hotel management's attitudes and motivations. Mr Micallef explains his hotel's internal motivation process for the environmental practices implemented. Mr Micallef reasons that his hotel is doing more than MTA's Eco label requirements *"because our directors and managers are young, all below 40"*, which is,

according to Micallef why "*they are innovative, always looking for improvements, not stuck in old ways. They are also more aware of problems and opportunities*".

Micallef thinks having young children makes directors and management "*more keen to preserve the island for future generations*". Mr Gauci, when asked, agreed with this opinion. This line of thought corresponds with Yaman and Grurel's (2006) statement that the more experienced management is in its function, the less likely that an idealistic management style is taken and the less likely that CSR practices are implemented (Frey 2008). Whereas the current survey asked for years of operation of the hotel, it might thus have been more useful to include a question regarding the respondent's age and years of employment in current function with the hotel, as this may be of greater influence on CSR familiarity, attitudes and actions.

Only two of 40 respondents state having a specialized department designated with CSR; however they left the ft.e. unspecified so it is unsure whether these answers are correct. One hotel specified that the maintenance manager is responsible for Green Initiatives, and a committee composed by staff for fundraising activities. Other hotels indicate responsibility for optional CSR strategies is with the director or maintenance or operations management.

16 respondents have indicated to be MTA eco-labelled. This means that the majority of eco-labelled hotels have participated in this study; in 2010 18 hotels obtained the label and four were awaiting approval. In seven of the visited hotels however, the researcher found no visible evidence of the label; this is remarkable since it would make sense for hotels to take pride with the label and show a framed certificate at for instance the entrance or reception. Cross verification with the MTA (2010) reveals that, contrary to their survey answers, indeed six responding hotels have not been MTA eco-labelled. These particular surveys were answered by the general manager (two hotels), the director, the owner and two front office managers. One of the six hotels has no own website; the other five do but nothing on their websites refer to eco-labelling. This means one hotel does not advertise at all with its obtained MTA Eco label, and instead of 16 only 10 participating hotels really have obtained the label. This incorrect finding is most likely due to misunderstanding; possibly managers misunderstood the question or had an incorrect understanding of the 'MTA Eco label'.

One responding hotel has obtained a different eco-certification; "*EU certificate*", however does not advertise with this on the website. Mr Gauci, who's hotel is not MTA eco-labelled, sceptically states that "*the MTA gives a label and then that's it. There is not enough training provided".* Mr Gauci is interested in the label and its requirements and says he does take them in consideration for strategic planning, be it "*in a very non-committal way*". He is currently not interested to apply for the label.

Philanthropic initiatives and profit percentage donations for environmental purposes are low among respondents; only 14% (5 hotels) indicates participating in such practices. Social projects 'enjoy' comparable attention: also 14% of hotels give profit donations to social projects and 11% for monument or cultural heritage conservation.

In most cases, the hotel is connected to one specific organization and organizes internal or external fundraising, frequented often on a yearly basis. This percentage can be considered low to extremely low, considering the steady or increasing revenue situation of 80% of the responding hotels. Steady but especially increasing revenue theoretically leaves opportunities for additional practices and investments, but in the first place for donations.

4.8.3. People

Where societal aspects received relatively more attention in CSR familiarity, implementation of CSR practices oriented at 'people' is considerably lower than with 'planet', as table 9 shows. Employee health and safety enjoys high popularity; 89% of responding hotels provides such trainings. Reporting on health and safety matters, as paragraph 4.8.4. below shows, is also very high. Most logic explanation would be government regulations, which are traditionally concerned with employee safety matters. Equal hiring chances are practiced by a similar 89%. Employee benefit and skill development programs however 'enjoy' lower attention; only a minority of 39% has implemented specific programs regarding this matter. Responsibility for employee wellbeing is generally limited to the own premises as only 14% concerns itself with labour practices of suppliers. This latter CSR aspect is relatively new and not widely practiced in the international tourism industry except among multinational market leaders. Therefor 14% is considered quite a high percentage. The research method however allows no cross verification; it remains unsure how active managers are regarding this aspect. Is it a matter of attaching consequences to bad practices of suppliers as revealed in the media, or does it comprise an active approach of own research and auditing before and after supplier selection?

Table 9 Maltese hotels' CSR implementations regarding society and employees April 2012

Societal or employee wellbeing practices	Valid percentage (N= 36)
Employee health and safety trainings	89%
Equal hiring practices (women, immigrant minorities)	89%
Guest encouragement to buy local products	47%
Preference for local produce and – suppliers	42%
Guest education and promotion of local culture	39%
Employee benefit and skill development programs	39%
Showcase and promotion of local artwork	28%
Philanthropic initiatives / donations to societal developmnt projects	17%
Auditing of supplier's labour practices	14%

As indicated in chapter two, most research confirms that economic performance and firm size positively influence a business' level of innovations and adoption level of environmental initiatives (Frey 2008, Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011). Table 10 shows a cross tabulation of various dependent variables of CSR practices with the independent variable of room rate average. Findings contest this suggestion for the Maltese case.

Table 10 Cross tabulation depicting distribution of CSR participation by room price classification

	Budget hotels N=11	Mid-price hotels N=18	High-end hotels N=6	Total N=35
MTA Eco label	18%	**45%**	33%	44%
Waste water treatment / reuse	18%	**27%**	16%	22%
Rain water usage	18%	**50%**	33%	44%
Low flush toilet installations	63%	**66%**	33%	64%
Flow controllers to limit water usage	27%	**61%**	33%	53%
Energy use monitoring	36%	55%	**83%**	53%
Guest encouragement: recycle reduce reuse	72%	83%	**100%**	83%
Recycling / waste management	55%	45%	**100%**	58%
Energy efficient lighting	81%	88%	**100%**	86%
Renewable energy sources	0%	**50%**	30%	31%
Donations to environmental project	0%	11%	**30%**	14%
Donations to social projects	9%	17%	**30%**	17%
Preference for local produce / suppliers	9%	50%	**83%**	42%
Employee environment training	18%	28%	**83%**	33%

The percentages in the above table 10 represent the % within the own price class category. The category with highest percentage is emphasized in bold for each variable. As expected, budget hotels have generally the lowest participation levels. They participate mostly in typical cost-saving implementations such as energy efficient lighting and low flush toilets. According to Malta Resources Authority (2011), of all Maltese firms, SME's are least focussed on energy efficiency. This is confirmed regarding energy use monitoring, which is done by only a minority of budget- and a small majority of mid-price hotels. However despite not monitoring energy (over)usage, SME's do not lag behind on energy efficient lighting installations, with a participation rate of 81-88%.

Another surprising finding is that mid-price hotels more frequently than high-end hotels implement practices as renewable energy sources, rain water usage, waste water treatment and more frequently have applied for- and obtained the Eco-label. Larger firms generally have a higher tendency to implement CSR since they have more resources (financial, knowledge and human capital) available to facilitate CSR practices or designate specialized staff to CSR, than small or medium enterprises (Moen 1999). Literature (Moen 1999, Dodds and Kuehnel 2010, Ragodoo 2010) suggests that larger, market leading hotels are therefore more innovative, and that their CSR innovativeness is setting the trend for smaller businesses. Findings in table 10 suggest that in the Maltese case, this develops less traditional and more simultaneous among the different categories. A

possible explanation is a perceived necessity by luxury hotels to uphold luxury standards; with a fear that rainwater toilet flushing may be perceived by their target group as less clean or flow controllers to limit water usage as disturbing to luxury expectations, as is the case for Mr Gauci's four star mid-size hotel. This is a speculation only as it was not tested for.

4.8.4. CSR Reporting

Transparent reporting is a key feature of sustainable business management. Not only to ensure familiarity with the own business' impact but also to allow criticism and feedback on the business operations. Convincingly, demonstrating CSR practices also yields benefits through stakeholder communications. Corporate Social Responsibility Reporting (CSSR) is a slowly emerging trend developed in Northern Europe and North American companies but spreading vastly (Zulkifli and Amran 2006). European law requires regarding CSR reporting that "*to the extent necessary* for an understanding of the company's development, performance or position, the analysis shall include both financial and, *where appropriate*, non-financial key performance indicators relevant to the particular business, including information relating to environmental and employee matters" (Directive 2003/51EC; European Commission 2012). Sustainability reporting thus to date remains voluntarily. The Global Reporting Initiative since 2002 offers a free sustainability reporting framework in effort to "make sustainability reporting by all organisations as routine and comparable to financial reporting (GRI 2011).
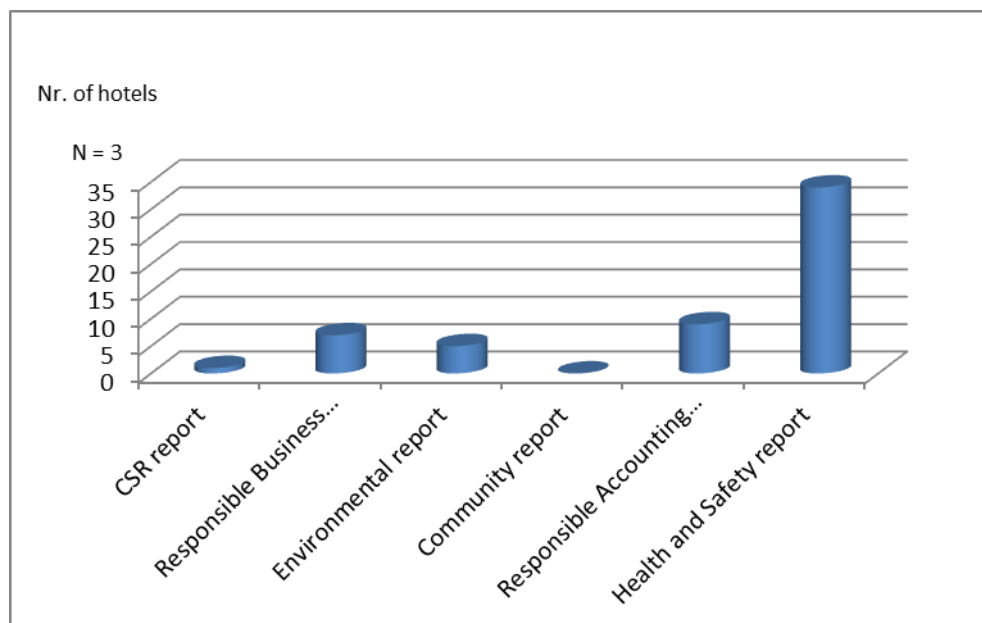

Figure 7 Transparent Corporate Environmental reporting by hotels in Malta

Figure 7 depicts the frequencies of the various regular reports among Maltese hotels. Hotels in Malta report widely on employee health and safety; 92% of respondents state this is regularly produced by the hotel. The Occupational Health and Safety Authority since 2000 monitors occupational health and safety in all employment sectors in Malta. A Google search learns that information regarding Maltese hotel health and safety regulations is found easily and that there is a wide local offer in management trainings and –courses regarding employee health and safety management. The Tourism Accommodation Establishment Legislation incorporates a wide range of compulsory safety

measures (Justice Service 2012). This legislation however incorporates nothing regarding sustainable business operations or other CSR practices or reporting. A Google search for Maltese regulations on sustainability practices and –reporting gives considerably fewer hits. The current study finding demonstrates the effectiveness of the political context and in particular the law; reporting other than health and safety is remarkably low. An official CSR report is produced only by one of 37 respondents; Mr Micallef's three star mid-price hotel in St. Julians. Based on the interview with Micallef, this hotel's strategic approach can be categorized with Van Marrewijk's driver 'caring' due to outspoken intrinsic motivation of the operation manager and directors. Regarding transparency, CSR- or reports of other kinds are not published on the hotel's website. 24% of respondents indicate publishing a Responsible Accounting report, and 19% a Responsible Business report. A Responsible Business Report is a transparent representation of a firm's commitment towards responsible developments and responsible business management, with no mandatory content requirements. However a cross-verification study reveals no evidence of publications on the hotel's websites.

Most responding hotels can be characterized as Small and Medium Enterprises (SME's). Participation levels in transparent reporting, according to survey results are low, however comparable with SME's in other destinations (Dodds and Kuehnel 2010, Ragodoo 2010). Content analysis of Malaysia's 250 largest companies by Zulkifli and Amran (2006) also found that corporate environmental reporting is in its infancy. Reasons they identified are perceived lack of benefits, lack of government pressure and the widespread view that the own company has no real environmental impact. The research methodology did not provide insight into the reasoning behind CSR reporting among Maltese hoteliers.

4.9. Motivations for implemented CSR practices

Respondents were asked to rank five motivations for CSR practices already implemented in their hotel, corresponding with Van Marrewijk's (2003) drivers and used in various other studies (Ragodoo 2010, Dodds and Kuehnel 2010).

A.   *We expect to achieve competitive advantage with it*
B.   *It helps to cut operational costs*
C.   *We need to meet tourists' demands*
D.   *We identified needs or problems and want to contribute to improvements*
E.   *We were forced by governmental regulations*
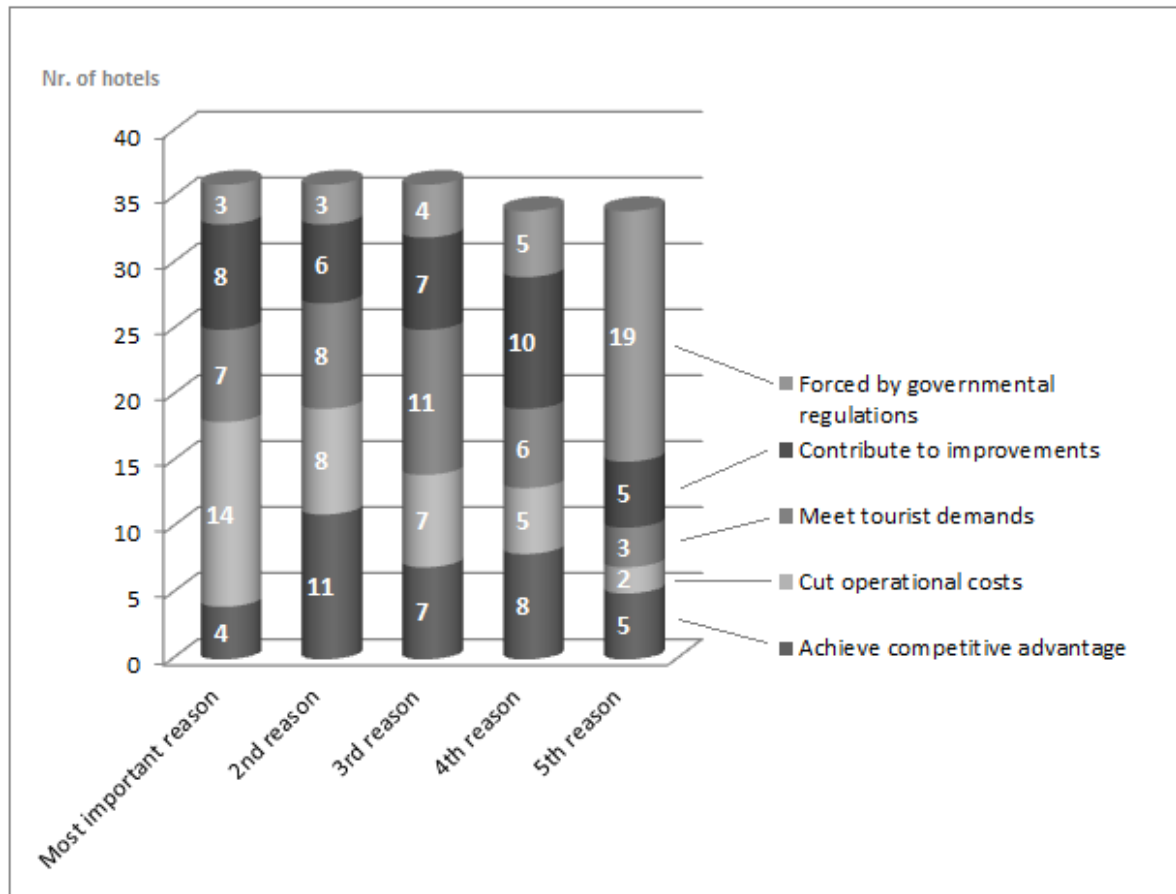
The ranking result is summarized in figure 8 below.

Figure 8 Drivers for CSR implementations

This study reveals slightly different results than MTA's 2010 study among Eco-label holding hotels (see chapter 2), where respondents were generally more motivated by an own commitment to reduce negative environmental impacts and meeting tourist demands than by overhead cost minimization (resp. 52% and 48% against 38%). In the current study, cost cutting as main motivation by far surpassed other drivers. Table 11 below summarizes the findings of figure 8 in percentages.

Table 11 Drivers for CSR implementations

	Most important reason	2nd reason	3rd reason	4th reason	5th reason
Achieve competitive advantage	11%	31%	20%	23%	13%
Cut operational costs	39%	22%	20%	14%	6%
Meet tourist demands	20%	22%	30%	17%	9%
Contribute to improvements	22%	17%	20%	29%	13%
Forced by governmental regulations	8%	8%	10%	14%	56%
Total (N=36)	100%	100%	100%	95%	95%

An important notion to this question is that the respondent may not be the one responsible for the implementation and the corresponding motivation process; moreover there is the possibility of (multiple) management changes over recent years. The questionnaire did not include questions

regarding this matter, so answers are to be interpreted as a view of current management on their hotel's past CSR implementations.

Cutting operational costs is the most frequent motivation; almost 40% implemented CSR for this reason. This was expectable as literature worldwide suggests the same and previous research yields comparable results (see chapter 2). However cost minimizing in the Maltese case is closely followed by the motivation 'contributing to a better world', which is not the case in for instance Malaysia according to Ismail et al (2010), where restaurants give priority to for instance energy conservation solely for financial motivations.

Government regulations are Maltese hoteliers' least important motivation for implementations; 56% of respondents ranked this as least important and in the top four, this option was always least frequent. Combined with the finding that 30% of hoteliers believe the current law is sufficient (paragraph 4.6.), the conclusion that government regulation is lacking in Malta is safe to make. This implies that there is a lot of room for improvements. Mr Gauci expresses a valid concern, stating that the lacking government attention in building of new premises is inviting trouble. *"Without awareness, the private sector will continuously go for short-term cost-effectiveness. If no one takes care during the building stage, no, earlier; the planning stage, the damage done becomes quite irreversible".* Then the government will have an even heavier task of forcing businesses to invest in high-investment, seen as simply costly, pro-environmental implementations while the public sector becomes hesitant to comply. *"Especially in times of recession, increasing general costs and competition, it is naive to think that hoteliers' be interested to adapt, rebuild ready-built things out of free will".*

Achieving a competitive advantage through CSR is multiple interpretable as it can be done in various strategic ways. Cutting operational costs allowing lower room prices, or allowing surplus financial resources for additional investments and service enhancements.   Another interpretation is competitive advantage after tourist demand. Mr Micallef, Zammit, and Gauci all agree that competitive advantage may arise from cost cutting, rather than tourist preferences.

One of the innovations Micallef refers to is alongside the energy saving implementations. Besides changing the light bulbs to LED or less strong types, like the majority of Maltese have done in compliance to MTA's requirement of energy efficient lighting in half of the hotel premises, the hotel decided to shut all its lights one hour early every day. *"Normally the corridor, balcony and pools lights go out automatically at midnight. We asked ourselves why?! Who needs them after 23:00? This one hour saves so incredibly much on a yearly basis!"* The environment was the main driver for this change, because the management was *"sad to see so much unnecessary waste"*; cutting costs was a very welcome side-effect. Another innovation with similar motivation in Micallef's hotel was the rain capturing on the roof. *"We saw the missed opportunity of that water so last year we installed reservoir bowsers to use this water for toilet flushes. Cost cutting was the primary consideration at the time but very closely followed by our environmental concerns"*

Literature suggests that larger firms are more intrinsically motivated to implement CSR because they have often internalized external pressures, to which they are more receptive than SME's (Frey 2008).The current research however reveals no noticeable difference in motivations among categories of small, midsize and large hotels, nor among years of operation; categories are rather

equal distributed among the motivations. The only noticeable differences, in room price categories were presented in table 10.

Only very few Maltese hoteliers can be classified with high internalized ambitions. Practically no respondents are what Van Marrewijk (2003) terms synergy-driven', being as innovative to seek efforts with other stakeholders in a common approach, or 'holistically-driven' seeing sustainable business operation as the only option.

4.10. Propensity to expand CSR practices in the near future

Similar to tourism managers in other destinations (according to Knowles et al 1999, Van Marrewijk 2003, Zulkifli and Amran 2006, Frey 2008, Dodds and Kuehnel 2010, MTA 2010, Ragodoo 2010 and Sangaroon 2011), Maltese hoteliers' attitudes are more favourable than their intentions. While they widely agree that green practices are profitable for the hotel, perceived constraints of costs, time and human capital investment and knowledge still obstruct a successful transit from attitude to intention for most implementations. This is the case in most destinations (Merwe and Wöcke 2007, Zulkifli and Amran 2006, Dodds and Kuehnel 2010).

The final survey question explored hotelier's propensity to expand the range of CSR practices in their hotel in the near future. Table 12 summarizes the findings. Only 9% answered this question positively. 62% gives it a 'maybe' and 29% indicates no willingness to increase CSR activities in the near future. Hotels in Sliema and St. Julians answer more often with no than maybe. 34% of independent hotels indicate no interest in CSR expansion, while all chain hotels are willing (five) or positive (one) regarding expansion. The latter confirms the literature findings that chain companies are quicker to adapt CSR than non-chain competitors (Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011). However, the relation between chain membership and propensity to expand CSR as found in this study refers only to the current response set and not to the total population of Maltese hotels.

Table 12 Maltese hoteliers' propensity to expand CSR practices

Propensity to expand CSR	Frequency	Valid percentage
No	10	29.4%
Maybe	21	61.6%
Yes	3	8.8%
Total	34	100%
Missing	6	
Total	40	

The survey asked respondents to express reasoning for their level of propensity. The majority of

respondents however left this section blank. This could imply some misunderstanding in the analysis, as no propensity does not automatically mean a low ambition level for CSR; among the latter is for instance Mr Micallef's 'caring' hotel, for the reason that they "*have recently put so many efforts and investments, that there is currently no need to improve further*". Another hotel indicates in the survey that there is no option to increase CSR because the hotel is too small. For hotels that indicated possible expansion of their CSR practices, actual implementation in practice depends mainly on the costs involved and their financial capabilities (eight respondents), time and human resources available internally and opportunities provided by the government. These findings correspond with MTA's 2010 findings among Eco-labelled hotels (chapter two), where respondents expressed similar concerns such as only long-term ROI, increased workload and fear of customer unwillingness to pay higher prices. Other literature, such as Sangaroon's (2011) in Thailand also reveals similar constraints hindering readiness to take initiative, such as lack of financial- and facility support.

Two hotels who indicate willingness to expand CSR activities clarify that they strive for a more strategic approach; both these hotels are already involved but implementations, according to own insights, "*lack structure*" and "*need team planning*". CSR implementations in SME's in most destinations are unsystematic, not strategic and under communicated in marketing (Merwe and Wöcke 2007, Zulkifli and Amran 2006), so this finding is not remarkable.

Literature generally suggests that a firm's revenue situation influences propensity to adopt CSR practices (Frey 2008, Ismail et al 2010, Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011, Calleja 2011). However as Sangaroon concluded for hotels in Pattaya, Thailand, the experience of losing revenues, even if due to environmental problems, served not as encouragement to increase CSR participation levels. The current research confirms Sangaroon's finding, since no noticeable differences are found among hotels with decreasing, steady or increasing revenue.

Five respondents encountered difficulties in implementing CSR activities. These concern the implementation costs, cost effectiveness, "*limitations due to being a two-star hotel*" and the "*justification of expenses*" (the latter is not a chain hotel; it is unsure to whom it is difficult to justify).

The survey closed with an open question leaving room for general comments or questions related to the issues treated. Four respondents expressed positive valuation of the survey because it for instance "*helps us remember the essence of proper business operations*", or it "*helps all concerned into knowing what is going on in this industry*".

5. Discussion and conclusion

The scientific research objectives of this thesis were to explore awareness and motivations for CSR among Maltese hoteliers, and identify the factors or perceptions that prevent them from initiating it. Chapter four has provided answers to the problem statement;

What are Maltese hoteliers' views on Corporate Social Responsibility concepts and practices and which drivers lead to implementations?

and research questions. This chapter first briefly presents conclusions taken from the main findings, followed by a discussion in which findings and conclusions are analysed in comparison to international literature. Suggestions are given for further research based on current research gaps and new identified areas of interest in the field of CSR in Malta. This chapter furthermore presents recommendations to various stakeholders in and related to the Maltese tourism industry, which may lead to increased CSR participation among the tourist accommodation industry. The chapter closes with an overview of the research contributions.

5.1. Main findings

This paragraph presents the most striking findings as described in chapter 4.

➢ Lack of familiarity with CSR

Only a small majority of Maltese hoteliers is able to define CSR; only one in ten has heard of the term triple bottom line. Surprisingly, since the trendiness of the topic also in tourism management courses and training worldwide, familiarity is lowest among recently established businesses.

➢ Awareness of cost reducing element and other benefits

Most Maltese hoteliers (87% of respondents) agrees that 'green business operation' means cost reducing operation; an equal 87% furthermore believes in the benefit of increased reputation after CSR implementations.

➢ High appreciation for own national resources but few opportunities identified to contribute

Hoteliers highly value the island's cultural heritage and natural tourism resources, but generally do not identify options for the own business' contribution to these matters. Options for contributions are limited to the own premises; energy or water use -, or waste production reductions within the own business are most frequently recognized options.

➢ Economic fears rule over ecological and societal threats

When analysing their business environment for threats, Maltese hoteliers are preoccupied with economic fears relating to the recession, international competition and operational cost increases. They are not outspoken concerned with global threats as global warming but rather with local issues such as overbuilding, construction works, infrastructure and water scarcity.

➢ Short-term economic focus

Most CSR related implementations initiated with a clear aim of cost reduction. Saving energy or water, thereby contributing to the environmental causes, is deemed important however secondary; the financial bottom line has to be ensured.

➢ Positive attitudes not easily transferred into action

The profit-driver remains most efficient when it comes to the translation from favourable attitudes to action. While 80% of the respondents agrees with a shared responsibility for the natural environment and a considerably lower 40% for societal issues, 'caring' driven ambitions (Van Marrewijk 2003) less often lead to action. The following reasons are identified that hamper the transit into action:

- Lack of enforcing regulations; CSR is of a too voluntary character.

> CSR ambition is driven by micro- rather than macro demand. Governmental pressure is lacking: compliance-driven CSR in response to governmental pressure is the least frequent reason for practices implemented. Only one third of the respondents believe the current law is sufficient to ensure proper CSR participation levels in the local hotel industry. Slightly more than half is in favour of governmentally enforced profit reinvestments in CSR projects, after Mauritian example.

- Lack of willingness and perceived ability to invest time, human- and financial resources.

> 80% of the respondents agrees that the environment deserves conservation at any cost but for 42%, additional costs are not acceptable with CSR implementations.

- Lack of knowledge and support.

> Only minorities of respectively 43% and 33% believe they are provided, or able to receive sufficient knowledge and support for CSR implementations. A small majority of 57% perceives branch organizations' involvement as encouraging.

➢ CSR related practices are strategic but non-systematic

Implemented CSR practices in Maltese hotels are often strategic efforts for cost reduction, including clear goals. There are however almost no specialized CSR departments or –functions in Maltese hotels. Transparent reporting is done minimally or not at all; if it is done, it goes uncommunicated on the hotels' websites. CSR related practices such as possession of the MTA eco-label go largely un marketed.

5.2. CSR in Malta related to CSR internationally; discussion and implications

Whereas CSR is an emerging trend, also on Malta where two of three local hotel chain corporations have adopted a CSR program and where March 2012 witnessed the 11th happening of the yearly Corporate Social Responsibility Day, local stakeholders generally failed to link CSR to the hotel sector. Maltese hoteliers' familiarity with CSR concepts is moderate; only a small majority of hotel managers is able to explain the concept. Attitudes towards responsibility sharing are however generally positive. Whereas Boissevain (2004) and Pace (2011) argued for a lack in consideration and appreciation for common land to which Maltese locals have no direct benefits, the current research findings indicate a wide appreciation and concern for the island's heritage quality and deep understanding of its influence on the tourism industry. The translation of sustainability values and ambitions into practice is weak. Likewise in other destinations this is due to external issues such as lack of institutional pressures, government involvement and regulations, knowledge provision as well internal barriers such as financial- and time constraints.

When comparing the CSR participation levels and focus areas of Maltese hoteliers to the theoretical knowledge, it is evident that Maltese hoteliers are not implementing CSR principles in any structured or systematic form. Almost none of the hotel managers participating in this study adopted strategic or structured CSR policies. Participation levels in CSR related practices are nevertheless respectively high; 13% of Maltese hotels is certified with the Malta Tourism Authority's local eco-label, and environmental impact reducing solutions are widely practiced among all sectors within the hotel industry (large and small hotels, budget and high-end, of all star categories etc.). These implementations, similar to other tourism destinations worldwide, reflect profit-driven rather than community- or caring driven ambitions. Short-term economic focus prevails in the CSR implementations of Maltese hoteliers, likewise in other destinations such as UK, South Africa, Thailand, Spain, Mauritius, Malaysia and Canada (Brown 1994, Henderson 2007, Merwe and Wöcke 2007, Kasim 2006, Ismail et al 2010, Dodds and Kuehnel 2010, Ragodoo 2010,). Hoteliers are hesitant to develop CSR without the creation of short-term positive financial return on investment. Implementations in Malta are motivated mainly by cost minimization, likewise in the UK (Brown 1994), South Africa (Merwe and Wöcke 2007), Malaysia (Ismail et al 2010), and Canadian tour operators (Dodds and Kuehnel 2010).

Threat perception often collides with CSR focus (Dodds and Kuehnel 2010) since CSR implementations are often a response to destination-specific crises. The Maltese case confirms this; management is most worried with economic threats, environmental and societal issues, although recognized as important, have no priority status over the financial bottom line (likewise findings of Dodds and Kuehnel 2010, Ragodoo 2010 and Sangaroon 2011), and the most frequently implemented practices are typical cost-saving measures such as energy efficient lighting and low flush toilet installations. For the Maltese hotel industry, a conclusion similar to Graci and Dodds (2008) can be drawn, stating that most CSR implementations are done in effort of direct risk management.

Findings confirm the widely made suggestion in literature that even where attitudes towards CSR are favourable, a lack of empowerment for action to move the agenda forward is lacking. This study findings agree with Knowles et al (1999), Frey (2008) and Dodds and Kuehnel (2010) that there is a

gap between orientation and action. The Maltese case confirms this but finds an exception to other destinations in energy and water usage efficiency and waste management; attitudes are highly favourable and implementation levels likewise high. These findings suggest that the profit-driver is most effective to ensure a translation from attitudes to action.

With the exception of employee health and safety measures and trainings, which are regulated by law, the industry employs view CSR strategies targeted at societal improvements. CSR implementations in Maltese hotels, likewise other destinations, are unsystematic in nature; there are no departments or staff assigned to CSR development, and management generally indicates low propensity to change this; financial- and human resources and time are the perceived constraints. Despite favourable ambitions most implementations can be regarded as 'status quo sustainability' marginal measures addressing short-term impacts only, which confirms the concern of critiques. This finding reflects the effectiveness of the global 'trend' for ecological sustainability. The necessity for environmental protection and green operation solutions are grasped widely by Maltese as well as international hotel managers. Corporate Social Responsibility , despite trending for over a decade, has not (yet) reached that stage.

Responsibility, in the view of Maltese hoteliers ends with the own operation; there is no notion of stakeholder- or supplier cooperation to ensure a wider sustainable tourism approach. The Maltese hoteliers' CSR response level, after Carroll (1979) is adaptive. Their response to CSR is certainly not defensive, as there generally is a high appreciation for conservation to ensure a healthy future tourism industry as well as shrewd interest in and monitoring of trends for financial benefits of corporate sustainability. There is however generally too few notion of innovative approaches to speak of a proactive response; although awareness is evident among Maltese hoteliers, there is limited monitoring of sustainable business performance and innovative initiatives for improvement which implies that Maltese hoteliers remain at adaptive response level.

Literature suggests that larger firms such as market leading luxury hotels are most innovative at national level; their CSR implementations are trendsetting and mimed by SME's (Dodds and Kuehnel 2010, Ragodoo 2010). The current Maltese case study contradicts this; the five star market leading hotels are not more innovative than smaller hotels on all aspects. The participation rate regarding renewable energy sources, an implementation typical for high investment-costs, for instance is higher among mid-price- than high-end hotels.

Most literature agrees that external drivers are more effective initiators for CSR implementations in commercial businesses, but internal motivations are more durable (Ragodoo 2010, Ismail et al 2010, Sangaroon 2011). Van Der Woerd and Van Der Brink (2004) however contest this stating that internal motivations in practice are often conscience-driven (Van Marrewijk 2003) and thus trend sensitive; implementations would remain marginal. While the current study reveals a high level of internal motivations behind implemented CSR practices (contributing to environmental improvements is generally the second most important motivation for CSR implementations, after cost-cutting benefits; for 22% of respondents it is the number one most important reason behind CSR practices), Maltese hoteliers' willingness to invest financial and human resources into future CSR developments is generally low. This is similar to findings of other studies in the UK (Brown 1998), Malaysia (Zulkifli and Amran 2006), South Africa (Frey 2008) and Mauritius (Ragodoo 2010). Insufficient internal motivation hinders readiness to invest in initiatives according to Sangaroon (2011). A possible

conclusion is that the caring attitude of Maltese hoteliers is conscience driven (Ismail et al 2010) instead of holistically-driven (Van Marrewijk 2003).

CSR in Malta's hotel industry, not other than the international hotel industry, has a focus on voluntary initiatives and a lack of regulative pressure (Pryce 2001, Graci and Dodds 2008). Institutional pressure is not strongly perceived in Malta. Governmental pressure is lacking; this is the least important driver for the majority of respondents. This finding is comparable to Sangaroon's 2011 findings among Thai hotels, where political context is also of least important influence on CSR propensity. According to Graci and Dodds (2008), political pressure is not bound to national borders; regulations in other destinations are influential pressure factors because hotels anticipate that regulations mandating environmental action elsewhere will permeate into local laws and thereby feel pressure for early action. However in all CSR studies consulted in this research as well as current research findings, governmental pressure served as generally unimportant. The Maltese case is thus not different to the international case in its lacking enforcing regulations. Factors that are of more influence on propensity are financial, human and informational resources available, financial return expected and institutional context perceptions such as tourist demands; the political context could play a facilitating role to strengthen the influence of these factors.

Findings demonstrate that Maltese management's attitudes towards shared responsibility are favourable of voluntary nature since there generally no perceived pressure of regulatory compliance to local law. The international law and context may thus be the reason for the fact that 70% of Maltese hoteliers think that CSR is a trend they need to follow; findings clearly demonstrate that CSR is not perceived a local trend. According to the majority of hoteliers, NGO or media pressure is not strong. Pressure from the general public in Malta is negligible, as is tourist demand; for both a minority of 40% perceives pressure from these stakeholders. The latter is a peculiar finding since meeting tourist demands is the second or third most important motivation for CSR implementations among Maltese hotel management. Tourist demand may be overrated within the industry; several studies show that tourists' environmental attitudes are often not reflected in their demands or own holiday behaviour (Bader 2005, Bausch et al 2011, MTA 2009). Hotels in some other destinations, for instance Mauritius, perceive no environmental demands from tourists but expect these for the near future. Interviewees in the Maltese study dismiss the existence of environmental demands from tourism, however 40% of the respondents does perceive pressure and 20% implements CSR mainly to comply to tourist demand; it thus remains a vivid driver.

Besides pressures perceived from the institutional context regarding the business' license to operate (Mowforth and Munt 2009), the institutional context also provides the background structure for initiatives. Where a small majority is satisfied with the current level of sustainability encouragement by associations and other industry stakeholders, only 32% believes to have sufficient opportunities to receive support for sustainable initiatives. Apparently, the offer in consultancy, training, information and financial support is lacking, or otherwise hotels simply do not find their way to it. According to the respondents, there is insufficient knowledge provision regarding the business' impacts.

Small businesses are typically more responsible than large businesses due to closer relations with employees, business stakeholders and the local society. CSR as a term and business concept has however been created mainly by and for larger companies. Hence CSR reporting has traditionally been for large firms only; EU member states can chose to exempt small and medium enterprises

(SME's) from the requirement. Responsible business reporting in Malta currently is very marginal, possibly due to the high number of SME's and family-run businesses among the hotel industry. The European Commission in 2011 committed to present a legislative proposal on transparent sustainable business reporting i*n all sectors*, however stays with the expectation that SME's will remain intuitive and informal in sustainability practices and –reporting (European Commission 2012). In 2012 a networking and capacity-building program for SME's and advisory organisations will be supported by the European Commission, in an effort to improve the quantity and quality of CSR advice available to commercial businesses.

5.3. Research contributions

This exploration on CSR views and drivers among the Maltese hotel sector, holds a fourfold contribution. The study firstly contributed to CSR knowledge by presenting and analysing the perspective of the Maltese hotel industry and thereby providing comparison material to yet another destination. The study detected many similarities in hotel management's CSR views and -ambition levels with study results elsewhere, but also some differences. Hotels varying in type, star category, price class and size have different but often also similar views on CSR concepts. Secondly, the study results offer local stakeholders better insight in the structures and operations of Maltese hotels, and better understanding of the Maltese views on CSR, their ambition levels and areas with potential for increased CSR participation by the local hotel industry. Thirdly, the research provides key recommendations for moving the CSR agenda forward in the Maltese hotel industry: the findings show which directions policy makers can take and which strategies can be undertaken in efforts to increase CSR participation levels among Maltese hoteliers or possibly firms on the Maltese islands in general. Finally, contributing to the literature on internal and external drivers and ambition levels regarding CSR, the study shows that these conceptual frameworks provide a useful tool in identifying the constraints and misperceptions that shape decision makers' scope of priorities and that hamper the translation from favourable attitudes to action. However to establish methods to increase CSR participation, more research is needed to identify the exact constraints and misperceptions in more detail. This study demonstrates that contradictory to existing theories, in the Maltese case there is no traditional sequence of CSR drivers. This is mostly due to the lacking of external pressures such as governmental regulations and public opinion, in combination with a rapidly spread understanding of financial benefits and internalization of environmental values among the responding Maltese hoteliers.

5.4. Suggestions for further research

The research findings as presented in this thesis are dominated by an inside-out perspective due to a limited analysis of the 'real' institutional context. Identifying gaps between reality and perceived reality is an important aspect for further research. Further research is necessary to identify the gap in transit between attitudes, intentions and behaviour. If there is wide understanding of financial benefits, then why is willingness to invest with additional costs relatively low? Is it a lack of knowledge or know-how, as this research touches upon? Or what are the specific (perceived) constraints that obstruct empowerment for changes? Further research may provide useful insights. The researcher's suggestion is a knowledge-case study; what misunderstandings are possibly obstructing progress, or which requirements does hotel management put with its stakeholders in

order to gain sufficient empowerment for action? During focus groups with a small number of participants, hoteliers can react on each other's' views; these brainstorm sessions often facilitate the identification of misunderstandings (Veal 2006). The researcher therefore suggests focus groups as a useful method in identifying prevailing misunderstandings regarding for instance implementation costs or time required.

An important topic for further research in effort to facilitate CSR implementation among hotels is also the role of key management individuals or 'change agents' within the organisation and their actions. Management characteristics and interpretations play a distinctive role in the translation from attitudes to action; factors of influence thereon are left out of this research's scope. It is important to study factors that determine success of failure of CSR implementation. A comparison case study among a select group of hotels with and without successful implementations may contribute by establishing lessons from processes taken.

5.5. Recommendations

How can CSR awareness and favourable attitudes of Maltese hoteliers be translated into action to increase CSR participation levels among the hotel industry? Based on the research findings and knowledge derived from theories literature research, the following recommendations are developed. They comprise recommendations to various Maltese stakeholders. The textboxes at the beginning of each paragraph summarize the recommendations given per stakeholder.

CSR Legislation

To move the CSR agenda forward among the Maltese hotel industry, the government has a clear role in shifting CSR away from its voluntary character. Such a shift would, to date, be unique in the

Government

- Set and communicate clear national CSR goals

- Legally enforce basic CSR participation of hotel sector including SME's

- Oblige profit percentage investment in CSR of all profit making (hotel) businesses

international case with Mauritius as only exception. Structured CSR goals and transparent CSR reporting, to measure and benchmark achievements, are necessary to increase voluntary industry participation. Branch organisations have the power to make connections and thereby facilitate implementation processes. The recommendations include also grassroots improvements within the sector.

CSR is, among the tourism industry in most destinations too diverse in definitions and too broad in scope to seem relevant to organizations (Van Marrewijk 2003), which leads to a lack of consensus and lack of basis for action. Prolonged continuation of the 'creativity period' in which hotels implement CSR in a non-strategic, unsystematic way which is currently the case in Malta and many other destinations, may lead to unclear situations; there is a clear role for governing bodies and stakeholders to set standards and form connections (chapter 2). Without the formulation and communication of clear, detailed and achievable goals and objectives, empowerment among the industry will remain low and implementations remain unstructured. Malta knows great initiatives such as the MTA eco-label and the recent Life+ water project. However with unstructured development of sustainability practices within the sector, with various organisations setting their own standards and numerous initiatives tackling problems simultaneously, it will become increasingly difficult for hoteliers to grasp the essential aspects. Research findings indicate confusement over all the 'new priorities' as presented to Maltese hoteliers. It is vital that clear national goals are set for waste-, energy-, and water management, community involvement and purchasing.

The government needs to ensure that environmental and social principles are legislated and adhered to by the hotel industry. Regulatory compliance is most effective to ensure high CSR participation levels, but also lacking in the international tourism industry according to most literature (Ismail et al 2010, Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011). Compliance to political context pressure is the weakest motivation also for Maltese hoteliers' CSR practices. There is generally no pressure perceived from the government, besides advertisements on greening initiatives. Increased legislation may alter this. Only one third of the hotels believes the current law is sufficient to ensure responsible business operation among all Maltese hotels. This indicates a willingness to accept more

regulations. Tourism managers, according to Frey (2008) are more likely to be proactive in responsible business management when they believe in the effectiveness of government-led initiatives; it is thus important that the Maltese government takes a leading role to build confidence with CSR among the hotel industry.

The Maltese government may enforce profit percentage investment in CSR for profit making businesses: half of the research respondents believe Malta should follow the Mauritian example. The Mauritian Central CSR Fund provides the island with numerous opportunities (Ragodoo 2010). A central CSR fund can fill the current gaps, or tackle aspects that individual hotels cannot such as infrastructure improvements, consultancy and training developments or serve as subsidy provision method for hotels with innovative proposals. Half of the responding hotels currently takes a negative viewpoint regarding obligatory profit investment. Further research can help to establish a profit percentage acceptable to this group, or identify alternative measures.

Study findings in Malta reveal high participation levels of small and medium enterprises in comparison to other destinations (Merwe and Wöcke 2007, Dodds and Kuehnel 2010, Ragodoo 2010, Sangaroon 2011). The participation level of Maltese SME's is relatively high especially regarding innovative CSR implementations such as renewable energy usage, which are according to literature implementations typical for large market leading firms. Based on this finding, excepting SME's from CSR law and regulations, as is common practice internationally (European Commission 2012), may thus be unnecessary for the Maltese case. Also regarding the small island typology, inclusion of all businesses in CSR law will be beneficial. Due to the assumed restricted availability of financial and human capital within SME's, a strategic approach may continually be less achievable for SME's. Clear government guidelines may however, especially for these businesses, be an advantageous tool for strategic implementations.

Education

General education on CSR is necessary to increase consumers' attitudes; awareness campaigns to help consumers understand the essence of sustainable operations may increase demand for CSR

Government

- Educational campaigns emphasizing local threats and financial benefits of CSR

Branch organizations

- Research the gaps in hoteliers' practical CSR knowledge and training requirements

- Offer tailormade CSR trainings

- Increase CSR education in communication methods (magazines etc.)

within hotels. Education of tourism managers may increase the understanding of the essence to increase CSR from the supply side. As chapter two outlined, understanding and valuation of the business' interdependency with the own environment is at the basis of internal motivations. For the Maltese case this means that there is great potential for increased participation due to the positive attitudes of hotel management regarding the island's tourism assets and high valuation of conservation thereof. Hotel management however sees no opportunities for own contribution to such matters; information and practical know-how is thus the lacking factor. Only a minority of Maltese hoteliers believe they are provided with sufficient knowledge and know-how for CSR implementations, and an even smaller minority believes there are sufficient opportunities to receive support in the process for implementations. This indicates a clear gap that can be closed by governmental- or branch organisation action. Further research to identify exactly what knowledge hoteliers currently miss in the offer and what additional knowledge they

hope to require, or what content in trainings in preferred, is necessary for its development. Such research can be conducted by the Malta Tourism Authority's or Institute of Tourism Studies' established research departments, who possess local knowledge, have considerable experience in similar research and have easy access to the sector and moreover enjoy general credibility among hoteliers.

Maltese hoteliers widely understand and appreciate the financial benefits of greening practices; this proves the effectiveness of advertising. Where possible, advertising or knowledge provision regarding other CSR aspects should include financial benefits. CSR advertising should moreover hold a local focus; findings confirmed literature statements that hotel management is more likely to respond to local crises directly threatening the business' operation. Branch organisations have quick and broad communication reach within the sector. Local journals, such as Malta Hotel Restaurant Association Magazine and Welcome Magazine of the ITS, both distributed for free among all Maltese accommodation businesses, for instance could ensure inclusion of CSR education and advertising to ensure full awareness among the sector.

Transparent sustainability reporting

Transparent reporting is a key feature of sustainable business management. Not only to ensure continuous familiarity with the own business' impact as a starting point for innovative solutions but

Government

- Legally enforce basic sustainability reporting for all businesses incl. SME's

- Subsidize branch org's to facilitate implementation process

- Financial rewarding system for hotels with sound transparent reporting

Branch organizations

- Set localized framework for CSR reporting and promote existing tools (Travelife, GRI)

Hotel sector

- Use existing tools as Sustainable Business Scorecard, Travelife and GRI guidelines

also to allow criticism and feedback on the business operations. Transparent reporting includes the communication of impacts as well as measures. Currently, there is no evidence found of any of the transparent reporting as supposedly practiced (according to study findings) by Maltese hoteliers. If companies do not communicate and share their CSR practices with their stakeholders "then the efforts become slightly ineffective in that they are not aiding other companies to mimic or adopt the same behaviour"- a stimulant generally considered necessary to ensure full industry CSR participation (Dodds and Kuehnel 2010). Public awareness and monitoring of bad practices need to be sharpened continually for social scrutiny to be sufficiently powerful to trigger responsible business management according to Cordano and Frieze (2000 in Sangaroon 2011). There is thus an increasing need for transparent reporting. The political context in Malta has, according to research findings, efficiently surged for the (unfortunately non-communicated and thus non-transparent) production of employee health and safety reports in 92% of responding hotels. Participation in other responsible reporting is low. If the political context could set basic requirements regarding responsible business reporting, there would be more transparency. This can benefit in terms of increasing institutional pressure; media and NGO's can influence more but also it may contribute to a further trending of CSR when hoteliers can compare competitor's efforts; positive experiences and benefits derived by competitors may arouse hoteliers, and it will facilitate the miming of best practices among the industry.

Ideally, the Maltese government would enforce basic transparent sustainability reporting by all businesses including the hotel industry and including small and medium enterprises. Transparent

reporting however requires time and financial investments, which especially smaller hotels may not be able to meet. Subsidies for branch organisations to facilitate the implementation process, or financial benefits made available to hotels in return for transparent reporting are governmental options.

Several recommendations are applicable to branch organisations to increase transparent sustainability reporting among hotels, in the case of governmentally enforcement as well as in the case of continuation of the voluntary character of CSR reporting. Several international tourism industry sectors have developed sector supplements to the GRI 2002 Sustainable Reporting Guidelines (e.g. Tour Operators' Initiative; Dodds and Kuehnel 2010), with indicators to measure business' performance in addressing CSR aspects in their business operation. Branch organisations such as the Malta Tourism Authority or Malta Hotel Restaurant Association could develop a similar framework for the Maltese hotel sector to facilitate the voluntary participation of transparent CSR reporting. Small and medium enterprises are often excluded from CSR obligations (chapter 2). Since Malta's tourism accommodation sector counts so many small and medium enterprises, it is vital to ensure that these businesses participate to reach full sector engagement.

The Global Reporting Initiative provides a free advisory framework specified for small and medium enterprises (GRI 2011). Also Travelife offers an online reporting instrument which can be used to report sustainability accomplishments in- as well as externally. The reporting tool includes a presentation of best practices of other businesses (Travelife 2007). Maltese hoteliers may not be aware of these options, or unaware of its benefits. Associations and branch organisations have the power to spread ideas and knowledge; research shows that firms mime each other's best practices quicker when tied together through peer networks (Guler et al 2002 in Sangaroon 2011). Maltese branch organisations could ensure awareness and usage of these reporting tools among the local hotel sector. The success of the MTA's local eco-label proves that a similar approach for CSR, if presented in a structured and concise way, may achieve success. A Sustainable Business Scorecard (chapter 2; Van Der Woerd and Van Der Brink 2004) adapted to CSR for the hotel sector, can be of effective assistance for hotels to measure their improvements.

CSR strategies

Successful CSR implementations among the tourism industry, according to Van Der Heijden et al (2010) are strategically planned implementations, based on standardized guides and action schemes.

Hotel management

- Use standardized guides and action schemes

- EU's most yearly sunshine hours: solar power

- Water scarcity: waste water treatment is cost efficient

- Use internet as CSR marketing tool

- Expand reach of responsibility: supply chain management with Travelife auditing tool

If management makes CSR tangible by placing it in a frame that matches the company goals, it contributes to create a platform to develop joint ideas and actions and meaningful structures. The use of action schemes can be a facilitating tool in the transition to the implementation phase as it provides clarity and unity in CSR goals.

With 13% of Maltese hotels being eco-certified with the MTA's local Eco-label, Malta has the highest relative percentage of eco labelled hotels in comparison to the rest of Europe (MTA 2010). Participation levels in energy use reduction, basic

recycling methods and water use limitation are high. However there are various opportunities for further participation increase in ecological aspects of CSR. Eight of 40 Maltese hotels make use of solar power. This participation level is incredibly high compared to other destinations, but rightly so considering the fact that Malta has the EU's second highest yearly average of sunshine hours (Meteo Malta 2010); 3.092 after Cyprus. Solar panel installation is a cost-intensive practice but the measure is profitable on the long term. However due to the prevailing short-term focus, hotels may not be willing to make this investment. Governmental subsidies or specialized loans may convince more managers into solar power investments.

Hotels are a major contributor to excessive water consumption (Bohdanowichz 2005, Frey 2008, Graci 2009, Sangaroon 2011). "Freshwater scarcity is amongst the main strategically important issues facing Malta today", according to Minister for Tourism, Culture and the Environment De Marco (MBB 2012). Indeed, Malta is among the worldwide top ten of countries for water scarcity (MEPA 2008, MBB 2012). According to Cauchi (2011) waste water treatment technology is highly efficient and cost-saving method compared to desalination or the use of bowser water. Implementation levels on this aspect are however remarkably low; 22% reuses its secondary water. Suitable information campaigns, advertisements may lead to higher participation.

The internet has altered the way in which travel is researched and booked, giving consumers a higher level of independence and businesses alike in the shift from package holidays to separate bookings (Cooper et al 2007). This brings along various marketing opportunities. Regarding sustainable operation, these opportunities are not grasped by the Maltese hotel sector. Sustainability efforts could serve as an efficient profiling tool; Maltese hotels however leave their efforts uncommunicated on their websites and thus miss the potential benefit of using CSR as a marketing tool.

Findings show that responsibility for Maltese hoteliers currently ends with the own businesses and is not stretched to the wider business operation to include for instance practices of suppliers and other stakeholders. However to reach a societal approach (Van Marrewijk 2003) in business operation, a business is supposed to broaden its responsibility to exercise positive influence on its complete business environment (Sangaroon 2011). The facilitation of audit systems to Maltese hotels' suppliers may increase green and socially just procurement. Sustainable supply chain management principles are currently non existing among Maltese hoteliers, but may improve product and service quality for customers, save operational costs and streamline the hotel's own operational efficiency (Dodds and Kuehnel 2010). Auditing suppliers independently is a time consuming and costly effort which most Maltese hotels will be unable to realize. Travelife (2007) however offers several auditing frameworks for the tourism industry. Through their Travelife Sustainability System (TSS), a business can evaluate its own, or its suppliers' social and environmental performance by completing checklist questions relating to environmental and societal management criteria. The performance of various suppliers can be compared through this web based facility.

References

Alvarez Gil, M., Burgos Jimenez, J. and Ce´spedes Lorente, J. (2001) An analysis of environmental management, organizational context and performance of Spanish hotels. *The International Journal of Management Science* Vol. 29 Nr. 6 p. 457-471

Auerbach, C. and Silverstein, L. (2003) *Qualitative data: an introduction to coding and analysis*. New York University Press, New York

Ax Hotels Malta (2008) Mission and Vision. Retrieved April 27th 2012 from http://axhotelsmalta.com

Ayuso, S. (2006) Adoption of voluntary environmental tools for sustainable tourism: analysing the experience of Spanish hotels. *Corporate Social Responsibility and Environmental Management* Vol. 13, p. 207-220.

Bader, E. (2005) Sustainable hotel business practices. *Journal of retail and leisure properties* Vol. 5, nr. 1. P 70-77

Bausch, L., De Boer, I., Bonekamp, F., Coia, K., Rurai, M., Snoyl, C. (2011) *Dutch eco travellers: an investigation into norms and behaviour*. International Eco Tourism Club www.ecoclub.com/articles

Bausch, L. (2011) Secondary school students' perceptions toward hospitality professions in Malta. In Vassallo, R. (2012) *Tourism Education, employment and mobility in four Mediterranean countries*. Institute of Tourism Studies p. 29 49

Boeije, H. (2010) *Analysis in Qualitative Research.* Sage publications, London.

Boissevain, J. (2004) Hotels, Tuna pens, Civil Society: contesting the foreshore in Malta. In Boissevain and Selwyn (2004), *Contesting the foreshore: Tourism, Society and politics on the foreshore.* University of Amsterdam Press, p. 233-260

Bohdanowicz, P. (2005) European Hoteliers' Environmental Attitudes: Greening the Business, *Cornell Hotel and Restaurant Administration Quarterly*, vol. 46, nr. 2, p. 188-204.

Brown, M. (1994). Environmental Policy in the Hotel Sector: "Green" Strategy or Stratagem, *International Journal of Contemporary Hospitality Management* Vol. 8 nr. 3, p. 18-23.

Bugeja, Z. (2011) Showcasing Gozo. *MHRA Magazine* Vol. 2 nr. 34 p. 61-64

Calleja, V. (2011) The need for consensus. *MHRA Magazine* Vol. 2 nr. 34 p. 47-52

Carter, C., Ellram, L. (1998) Reverse logistics: a review of the literature and framework for future investigation. *Journal of Business Logistics* Vol. 19, nr.1, p. 85-102

Cauchi, R. (2011) Waste water recycling in hotels: a green initiative and cost-cutting tool. *MHRA Magazine* Vol. 2 nr. 3 June 2011 p.67 and 68.

Carroll, A. (1979) A three-dimensional conceptual model of corporate social performance. *Academy of Management Review* Vol. 4, p. 197-505

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., Wanhills S., Humphreys C. (2007) *Tourism: Principles and Practices*. Prentice Hall. P. 1-810

Deloitte (2010) *Hospitality 2015 Game Changers or spectators?* P. 41-48

Dodds, R. (2007) Malta's Tourism Policy: Standing Still or Advancing towards Sustainability? *Island Studies Journal* Vol. 2 Nr. 1, pp. 47-66

Dodds, R. and Kuehnel, J. (2010) CSR among Canadian mass tour operators: good awareness but little action. *International Journal of Contemporary Hospitality Management* Vol. 22 nr. 2 p. 221-244

Ebrahim, G. (2012) Research methods: sampling. *Journal of tropical paediatrics*, Oxford University Press. P. 40-53

Economic Intelligence Unit (2008) Doing good: Business and the sustainability challenge. *The Economist* p. 8-12

Essex, S. and Hobson, K. (2001). Sustainable Tourism: A View From Accommodation Businesses. *The Service Industries Journal* Vol. 21 nr. 4, p.133-146.

European Commission (2012) Reporting and disclosure – Corporate Social Responsibility – Enterprise and Industry. Retrieved May 31st 2012 from http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/reporting-disclosure/index_en.htm#h2-4

European Environment Agency (2010) Bathing water results 2010 – Malta. P. 1-7 Retrieved Feb. 28 2012 from http://ec.europa.eu/environment/water/water-bathing/report-2011/Malta.pdf

Frey, N. (2008) *Responsible Tourism Management: the missing link between attitude and behaviour*. University of Cape Town. P. 2-14

Goeldner, C. and Ritchie, J. (2009) *Tourism: Principles, practices, philosophies*. 11th edition. Wiley and Sons Inc. New Jersey

Graci, S. and Dodds, R. (2008) Why go green? The business case for environmental commitment in the Canadian hotel industry. *Anatolia: An International Journal of Tourism and Hospitality Research* Vol. 19 Nr 2, p. 5-24

Graci, S. and Kuehnel, J. (2010) *How to increase your bottom line by going green.* P. 1-28

Graci, S. (2009) *Can Hotels Accommodate Green? Examining What Influences Environmental Commitment in the Hotel Industry*, VDM Verlag, Frankfurt.

Grech, J. (2011) Culture and Sustainability: beyond habituated ways of doing things in Malta. *Journal of Institute of Tourism Studies* Issue 7 may 2011, p. 26-45

Global Reporting Initiative (2011) About GRI. Derived June 20th 2012 from https://www.globalreporting.org/Pages/default.aspx

Haber, A. and De Carlo, A. (2010) *Qualifications, Skills and Competences for Tomorrow's Tourism Industry. An analysis of skill shortages in the Maltese hospitality industry*. Institute of Tourism Studies p. 5-9

Handfield, R., Walton, S., Seegers, L., Melnyk, S. (1997) Green value chain practices in the furniture industry. *Journal of Operations Management* Vol. 15, nr. 4 p.293-315

Henderson, J. (2007) Corporate social responsibility and tourism: Hotel companies in Phuket, Thailand, after the Indian Ocean tsunami. *International Journal of Hospitality Management*, Vol. 26, nr. 1 p. 228-239

Hoffman, A. (2001) Linking organizational and field-level analyses - The diffusion of corporate environmental practice. *Organization & Environment* Vol. 14 nr2 p133-156.

Island Hotels Group (2009) Corporate Social Responsibility. Retrieved April 4th 2012 from http://www.islandhotels.com/en/corporate-social-responsibility

Ismail, A., Kasim, A., Zahari, M. (2010). Responsiveness of restaurateurs towards the implementation of environment-friendly practices. *South Asian Journal of Tourism and Heritage* Vol. 3, No. 2. P. 1-10

Justice Services (2012) MJHA – Laws of Malta. Retrieved May 30th 2012 from www.justiceservices.gov.mt

Kasim, A. (2006) The need for business environmental and social responsibility in the tourism Industry. *International Journal of Hospitality & Tourism Administration* Vol. 7 Nr. 1, p. 1-22.

Kirk, D. (1996) *Environmental Management for Hotels: a student's handbook*. Oxford: Butterworth Heineman

Klassen, R. and Whybark, D. (1999) The impact of environmental technologies on manufacturing performance. *Academy of Management Journal* Vol. 42, nr. 6. P. 599-615

Knowles, T., Macmillan S., Palmer J., Grabowski P., Hashimonto A. (1999) The development of environmental initiatives in tourism: responses from the London hotel sector. *International Journal of Tourism Research* Vol. 1. P. 255-265

Malta Business Bureau (2012) MBB launches EU Life+ Investing Water Project. Retrieved March 22nd 2012 from http://www.mbb.org.mt/Articles

Malta Environment and Planning Authority (2008) Fresh Waters. Retrieved March 22nd 2012 from http://www.mepa.org.mt/ter08-freshwaters

Malta Hotel Restaurant Association (2007) MHRA History. Accessed 22 February 2012 from http://www.mhra.org.mt/top_menu/MHRAHistory/tabid/141/Default.aspx

Malta Resources Authority (2011) Second National Energy Efficiency Action Plan, Malta. Retrieved March 14th 2012 from http://ec.europa.eu/energy/efficiency/doc/mt_-_energy_efficiency_action_plan_en.pdf

Malta Tourism Authority (2010) *Hoteliers' view on ECO-certification*. Retrieved March 3rd 2012 from http://www.mta.com.mt/eco-certification

McElroy, J. and Dodds, R. (2007) What does sustainable tourism mean for islands? *Id21 insights November 2007*. www.Id21.org P.1-6

McIntosh, R., Goeldner, C., Ritchie, J. (1995) *Tourism: Principles, practices, philosophies*. 7th edition, Wiley and Sons Inc., New York

Melissen, F. and Roevens, J. (2008) Greening the hotel industry: impossible, convenient or shrewed? Breda University of Applied Sciences p. 1-9

Merwe, M. and Wöcke, A. (2007) An investigation into responsible tourism practices in the South African hotel industry. *South African Journal of Business Management* Vol. 38 nr. 2 p 1-15

Meteo Malta (2008) Malta Climate. Retrieved Feb. 28th 2012 from www.maltaweather.com

Moen, O. (1999). The relationship between firm size, competitive advantages and export performance revisited. *International Small Business Journal* Vol. 18, nr. 1, p 53-72

Mowforth, M. and Munt, I. (2009) *Tourism and Sustainability; Development, globalisation and new tourism in the Third World.* Third edition. Routledge p. 179-199

National Statistics Office (2011) Malta in Figures 2011. P. vii, 18, 35-38. National Statistics Office, Valletta

Pace, D. (2011) Tourism Sustainability in Malta. *Journal of the Institute of Tourism Studies*. Issue 7 may 2011. P. 6-22

Pryce, A. (2001) Sustainability in the Hotel Industry. *Travel and Tourism Analyst* Vol.6 p. 3-23.

Porter, M. and Van der Linde, C. (1995) Green and competitive: ending the stalemate. *Harvard Business Review* Vol. 73, nr. 5 p. 120-134

Ragodoo, N. (2010) An Investigation of the CSR Involvement of Service Providers in the Mauritian Tourism Sector. University of Mauritius. P. 1-20

Sangaroon, T. (2011) *Supply chain management for sustainable development. Adoption and implementation by hotels in Thailand.* University of Twente

Sansone, K. (2001) All in the name of the family (interview with Boissevain). Retrieved March 1st 2012 from http://www.maltatoday.com.mt/2001/0408/people.html

Scott, R. (2001) *Institutions and organizations.* Sage Publications. P. 47-56

Schembri, G. (2011) Interview with George Schembri, CEO of MHRA. Via e-mail at October 11th 2011

Theobald, W. (1998) 'Forward' In W. Theobald (1999) *Global Tourism.* Butterworth-Heinemann, Oxford. p. IX

Times of Malta (2010) MEPA approves Maghtab rehabilitation project. Retrieved March 1st 2012 from http://www.timesofmalta.com/articles/view/20100311/

Travelife (2007) Travelife Sustainability System. Retrieved July 4th 2012 from http://www.travelife.eu/index.php?id=5

Tumas Group (2011) Corporate Social Responsibility. Retrieved April 29th 2012 from http://www.tumas.com

Van Koppen, C. and Hagelaar, J. (1998) Milieuzorg als strategische keuze: van bedrijfsspecifieke situatie naar milieuzorgsystematiek. *Bedrijfskunde* Vol. 70, nr. 1. P. 45-51

Van Marrewijk, M. (2003) Concepts and Definitions of CSR and corporate sustainability: between agency and communion. *Journal of Business Ethics* Vol. 44, nr. 2. P. 95-105

Van Marrewijk, M. and Werre, M. (2002) *Multiple levels of Corporate Sustainability*. Article 6 Innovative Measures. European Union Social Fund. P. 1-12

Van Der Heijden A., Driessen P., Cramer J. (2010) Making sense of Corporate Social Responsibility: Exploring organizational processes and strategies. *Journal of Cleaner Production* Vol. 18 p. 1787-1796 Elsevier Ltd.

Van Der Woerd, F. and Van Der Brink, T. (2004) Feasibility of a responsive business scorecard; a pilot study. *Journal of Business Ethics* Vol. 55 Nr. 2 p. 173-186

Veal, A. (2006) *Research Methods for Leisure and Tourism: A Practical Guide*. Pearson Education Ltd, 3rd edition p. 1-373

Visit Malta (2011) The official tourism site for Malta, Gozo and Comino: plan and book a visit. Retrieved April 3rd 2012 from www.visitmalta.com

Weick, K. (2003) Making Sense of the Organization. *Annual Review of Psychology* Vol. 50 p. 361-386.

Wilkinson, P. and Pratiwi, W. (1995) Gender and tourism in an Indonesian village. *Annals of tourism research* Vol. 22, nr.2 p. 283-299

WTO (1998) *Guide for local authorities on developing sustainable tourism*. Madrid, Spain

Xuereb, N. (2009) The Maltese Foundation: a vehicle for corporate social responsibility. Retrieved March 6th from www.mondaq.com/article.asp?articleid=86730

Zulkifli, N. and Amran, A. (2006) Realising Corporate Social Responsibility in Malaysia. *Journal of Corporate Citizenship* Vol. 24 nr. 13 Greenleaf Publishing p. 125-1

Appendix 1 Map of Maltese islands

Malta comprises three islands; uninhabited daytrip Walhalla Comino, the tranquil Gozo and main island Malta. Tourism as well as population density is concentrated on the eastern coast; the purple areas in the map below demarcate the main areas of development.

Source: Lonelyplanet.com

Appendix 2 Malta's bathing water quality
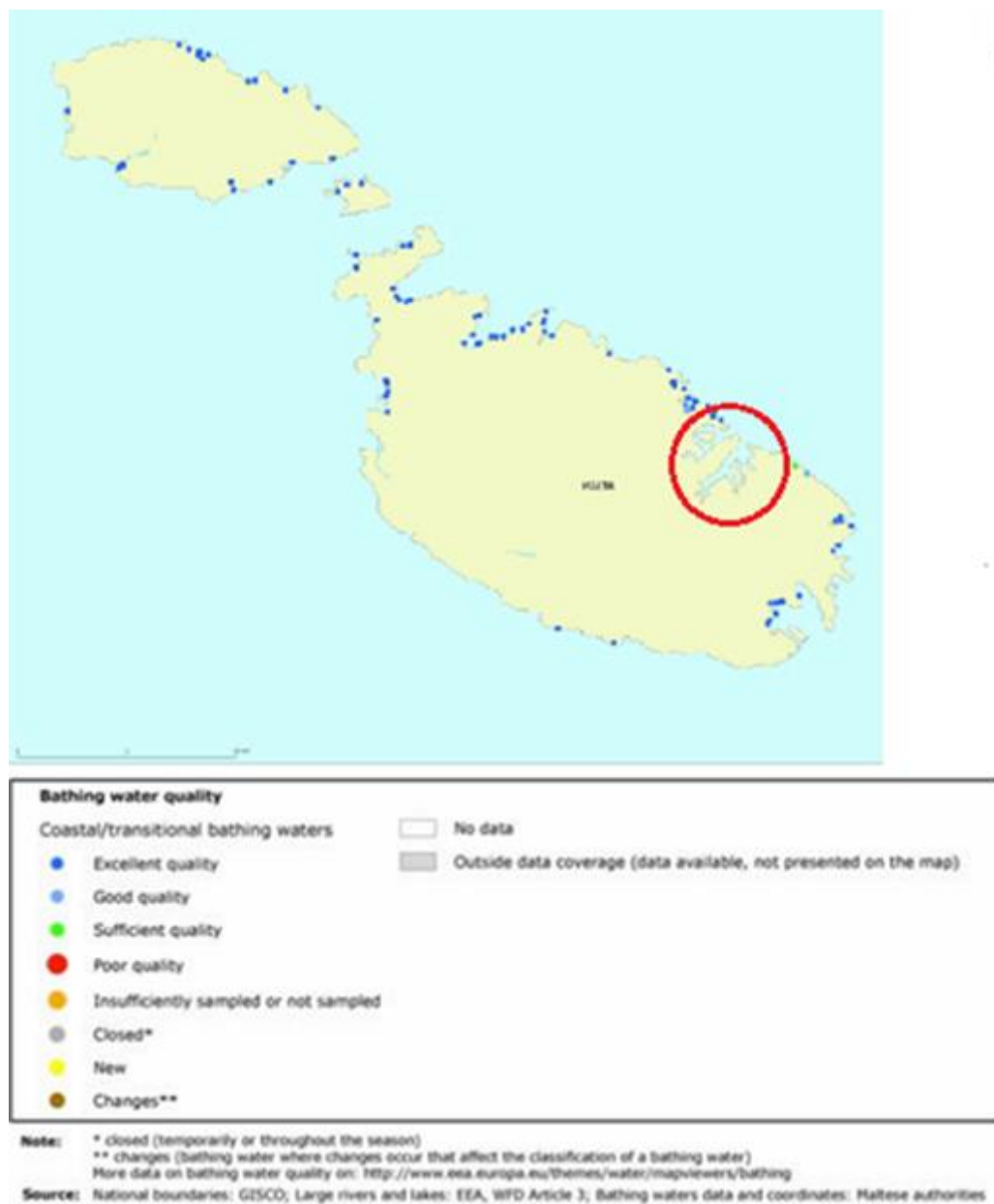
The red circled area was not tested by the Environmental Agency, while many popular bathing areas are located in this area of high tourism-intensity.

Appendix 3 The research survey

Dear Sir/Madam (hotel management),

Responsibility sharing initiatives such as Corporate Social Responsibility are gaining worldwide popularity, also among the hotel industry.

The Tourism Educators Network en Wageningen University would like to know your opinion and would be very grateful if you could fill in this survey.

For this research it is strongly preferred that the survey is answered by the hotel management. It will take approximately 15 minutes of your time.

The research is simply of exploratory nature; therefore, there is no incorrect answer and answers can have no consequences for your business whatsoever.
Please remember that your response will be used in a way that respects and ensures the privacy of respondents; hotel-individual contributions will remain confidential. The results will be analysed only by sector (chain / non-chain hotel, (inter)national ownership, star-classifications, location).
The results will be analysed in a MSc. thesis and published in a research paper.

If you have any questions, please do not hesitate to contact lidwine.bausch@wur.nl

Thank you in advance for your participation, it is highly appreciated.

Lidwine Bausch
Wageningen University and Research Centre

A – These questions regard your hotel and its facilities

1. **Hotel name** ……..

   Location ………

2. **Your function within the hotel:** ....

3. **Organizational structure and operations**

	Yes	No	Unknown
Maltese ownership	□	□	
Subsidiary of (international) chain	□	□	

If yes, which chain?:

....

| Does the chain have a CSR policy? | □ | □ | □ |

Star category: □ 2 □ 3 □ 4 □ 5

Nr. of beds: …………………………………………..

Room rate average
□ Budget
□ Mid-price
□ High-end

Apart from accommodation, what other services are provided by your hotel?
□ Catering
□ Sport / spa
□ Transport
□ Excursions
□ Other, please specify: ....
□ None of the above

How has the hotel's revenue situation been during the last two years?
□ Strongly upward
□ Increasing
□ Steady
□ Decreasing
□ Downward

Years of operation until 2012: .... years

4. Are you familiar with the concept Corporate Social Responsibility?
   If you know the concept, please also specify your understanding of the concept

☐   Yes; to me it means: ....
   ....
☐   No

5. Are you familiar with the term "triple bottom line"?
   If you know the term, please also specify your understanding.

☐   Yes; the three aspects are: ....
   ……..
☐   No

B. The following questions focus on Malta's tourism product

6. What threats can you identify that may affect Malta's wider tourism product in the near future?
   Please mention anything that comes to your mind regarding environmental, social, political economic and cultural issues.

……

……

……

……

7. Which of the aspects below do you consider most important for the success of Malta's tourism product? To which do you believe your hotel could contribute in any possible way?
Please express your level of agreement with each aspect regarding its importance and your hotels' possible contribution.
1 = lowest (not at all) to 5 = highest (very important).

	Importance	My hotel can Contribute
	1 2 3 4 5	1 2 3 4 5
Monument preservation and conservation	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Conservation of historical or archeological sites	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Building restrictions and sustainable landscaping to preserve the island's historical scenery	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Efficient waste management	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Sustainable and efficient water usage	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Efficient energy usage	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Coastal and beach cleanliness	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Celebration of Maltese culture through arts, festivals etc.	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Public transport	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Quality of road network and infrastructure	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Marketing that aims to attract 'quality tourists'	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Diversification of the tourism product (shift from mass tourism to alternative forms)	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Wealth balance and equal opportunities for population	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Education level of population	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
General safety (low criminality rates)	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐
Maltese language preservation	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐

C. The following questions concern your hotel's view on, and involvement in Corporate social Responsibility

Corporate Social Responsibility means the deliberate inclusion of societal and environmental concerns in a business' operations to care for profit, planet and people; it regards a business' commitments to work with employees, their families, suppliers, the surrounding community and society at large to improve quality of life.

7. Sustainable tourism and responsibility sharing in Malta: your perception of the institutional context. Please indicate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. Tourists nowadays expect that environmental or charitable practices are implemented in our hotel	☐	☐	☐	☐	☐
2. 'Green practices' can reduce operational costs and provide long-term economic advantages to a hotel business	☐	☐	☐	☐	☐
3. Negative publicity will be issued by societal stakeholders (e.g. NGO's / press) if we don't implement responsible practices	☐	☐	☐	☐	☐
4. Social and environmental practices can give our hotel benefits in terms of guest satisfaction and hotel reputation	☐	☐	☐	☐	☐
5. We perceive pressure from the general public in Malta, who have the attitude that sustainable developments by hotels are important and achievable	☐	☐	☐	☐	☐
6. Other hotels in Malta have gained economic advantages from their environmental- or social responsibility practices	☐	☐	☐	☐	☐
7. We have sufficient opportunities to receive support (e.g. consultancy, training or financial support) for sustainable development improvements in our hotel	☐	☐	☐	☐	☐
8. The current law enforcement and government involvement is NOT sufficient to ensure responsible practices in hotels	☐	☐	☐	☐	☐
9. Associations and other organizations are actively encouraging us to implement sustainable developments	☐	☐	☐	☐	☐
10. The majority of our staff is indifferent regarding sustainability of our hotel's operations	☐	☐	☐	☐	☐
11. We are provided with sufficient knowledge regarding the environmental and social impacts of our business	☐	☐	☐	☐	☐
12. Environmental or societal problems in Malta have caused, or may in the near future cause a reduction in our hotel's occupancy rate	☐	☐	☐	☐	☐

8. Corporate Social Responsibility options in your hotel
Please express your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. Our hotel can only implement CSR practices that have no additional costs	☐	☐	☐	☐	☐
2. Corporate Social Responsibility is a trend that we need to follow to meet tourist demands and keep up with competition	☐	☐	☐	☐	☐
3. Our environment (social, ecological, cultural) is our greatest value and needs investment at any cost	☐	☐	☐	☐	☐
4. Responsibility for societal development lies with the government and not with hotels or other commercial businesses	☐	☐	☐	☐	☐
5. Due to Malta's small geographical scale and high tourism-intensity, hotels in Malta have higher societal responsibility than hotels elsewhere	☐	☐	☐	☐	☐
6. We can comply with government regulations but have no time and / or resources available to implement additional practices	☐	☐	☐	☐	☐
7. In Mauritius, all profit-making businesses are governmentally enforced to reinvest 2% of profit into either the government's Corporate Social Responsibility Fund or into a project of own choice. This is a good idea for Malta	☐	☐	☐	☐	☐
8. We can achieve most for our environment if we work together with the government and NGO's	☐	☐	☐	☐	☐
9. Hotels are relatively resource-intensive in daily operations; we therefore need to take own responsibility to minimize negative impacts	☐	☐	☐	☐	☐

9. What does your hotel do regarding Corporate Social Responsibility, if anything?
Please specify briefly

……

……..

……

10. Does your hotel regularly produce any of the following non-financial reports?
Please tick the box of all that apply.

□ CSR report
□ Responsible Business Report
□ Environmental report
□ Community Report
□ Responsible Accounting Report
□ Health and Safety Report

11. Does your hotel have any of the following:
Please tick the box of each aspect that is adopted in your hotel's daily operation and specify if necessary.

□ Specialized department or staff member designated to CSR.
Please indicate fte.:...

Environment

□ Maltese eco-label or certification (Malta Tourism Authority)
□ Other eco-label, other form of certification or (sustainable tourism related) awards:
Please specify: ....
□ Participation in the Life+ Investing in Water project
□ Waste water treatment before disposal / reuse of treated waste water
□ Capturing of rain water for use in gardening, cleaning etc
□ Installation of low flush toilets
□ Flow controllers to limit water usage in showerheads and water taps
□ Monitoring of energy (over)use (e.g. by installation of meters)
□ Guest encouragement; ways to reduce, recycle and reuse during stay
e.g. towel reuse encouragement, limited water usage etc
□ Using less materials / waste separation and recycling
□ Energy efficient lighting installed in at least 50% of hotel premises
□ Use of renewable energy sources
If yes, which type? wind / solar / water / biogas / other non-fossil fuel
□ Cooperation with government or other tourism stakeholders to improve environmental standards
□ Employee and guest ideas campaign to solicit ideas for environmental impact reduction
□ Philanthropic initiatives / donations to environmental projects or organizations / NGO's
Please specify: ....
□ Other, please specify...
□ None of the above

Societal

☐ Involved in philanthropic initiatives (profit percentage donations to social projects)
Please specify: ....

☐ Take part in local development projects' activities
Please specify:...

☐ Choose suppliers with environmental policy / minimal standards code of conduct

☐ Preference for purchase of local produce and local suppliers

☐ Active encouragement of guests to buy local produce

☐ Showcase of local artwork or handicrafts within the hotel premises

☐ Guest education of local culture

☐ Contribution to cultural heritage or monument preservation. Please specify project / partners: ……

☐ Other, please specify: ....

☐ None of the above

Employees

☐ Equal opportunity hiring practices (women, immigrant minorities)

☐ Auditing of suppliers' labor practices

☐ Employee benefit and skills development programs

☐ Employee training: health and safety

☐ Employee training: environmental / societal sensitivity of hotel operation

☐ Other, please specify: ....

☐ None of the above

12. **What were the main reasons for these sustainability practices in your hotel?**
Please rank the reasons below (A-E) in order of importance

A. *We expect to achieve competitive advantage with it*
B. *It helps to cut operational costs*
C. *We need to meet tourists' demands*
D. *We identified needs or problems and want to contribute to improvements*
E. *We were forced by governmental regulations*

1. Most important reason (A, B, C, D, or E): ....
2. Second most important: ....
3. Third reason: ....
4. Fourth reason: ....
5. Least important reason: ....

13.Did the hotel encounter difficulties in implementing the activities as listed above?

□ Yes. Please specify briefly: ....
....
□ No

14. Is your hotel planning to expand Corporate Social Responsibility practices in the near future?

□ No; it is very unlikely that we adopt more CSR practices
□ Maybe; it depends on: ………………………………………………………………………………………………..
……
………..
□ Yes. Please specify: ……………………………………………………………………………………………………..
……
……

15.Do you have any comments related to the issues in this survey?

……
……
……
.

Thank you for your cooperation!

Appendix 4 Interviewee characteristics

Mr Alfred Gauci	Mr Austin Micallef	Mr Justin Zammit
Function: operations manager **Hotel characteristics**: midsize, mid-price. Four stars **Target group**: mainly youngsters, language students **Location**: St. Julian's / Paceville. **Interview**: April 13th 2012, 13:00 **Duration**: 65 minutes **Hotel CSR typology:** compliant	**Function**: Front office manager **Hotel characteristics**: large, mid-price, three stars **Target group**: families, couples, youngsters, elderly **Location**: St. Julian's **Interview**: April 11th 2012, 14:00 **Duration**: 55 minutes **Hotel CSR typology:** caring	**Function**: Front office manager **Hotel characteristics**: midsize, budget price, two stars **Target group**: families, couples, youngsters, elderly **Location**: St. Julian's **Interview**: April 17th 2012, 10:00 **Duration**: 20 minutes **Hotel CSR typology:** compliant