

SUSTAINABLE HOTEL OPERATIONS AND PERFORMANCE OF THE HOTELS

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS, IN PARTIAL
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**UGANDA CHRISTIAN
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DECLARATION

I, **NIYIGABA KEVIN** hereby declares that this is my original work. It has not been plagiarized and has not been submitted to any other institution for any award.

Name.....

Signature.....

Date



APPROVAL

This is to certify that NIYIGABA KEVIN has undertaken this research work under my supervision. It is now ready for submission for examination purposes with my approval

Signature..... Date.....

MR JJUUKO JULIUS

(ACADEMIC SUPERVISOR).



DEDICATION

This piece of work is dedicated to my parents and friends for their encouragements, prayers, physical and financial support towards my education and making me what I am today, May God blesses them abundantly.



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Thanks to Uganda Christian University business faculty for organizing bachelors in Tourism and Hospitality Management program which has enhanced my knowledge in this field

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ABSTRACT

The aim of this study is to examine the challenges and opportunities in implementing sustainable practices within hotel operations. Drawing on a review of literature and case studies, it identifies key barriers hindering the adoption of sustainability measures in hotels, such as cost concerns, lack of awareness, and organizational inertia. Additionally, it explores innovative strategies and best practices for overcoming these challenges and fostering a culture of sustainability in hotel management. The study highlights the importance of collaboration among stakeholders, including hotel owners, managers, employees, guests, and local communities, in achieving meaningful progress towards sustainable hospitality (Bohdanowicz 2008).

Additionally, according to Gonzalez (2018) this study examines the multi-dimensional impact of sustainable practices within hotel operations, encompassing environmental, social, and economic dimensions. Drawing on empirical research and industry case studies, it evaluates the effectiveness of sustainability initiatives in conserving resources, enhancing community well-being, and improving financial performance. The study highlights the need for comprehensive measurement frameworks and indicators to assess the holistic impact of sustainable hotel operations. By providing evidence-based insights, this paper aims to support hotel managers, owners, and policymakers in making informed decisions and investments in sustainable initiatives





CHAPTER ONE

1.0 Introduction

This chapter presents the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, significant, scope of the study. The chapter represents the significant and the justification of the methodology of the study as well the definition of key terms. The chapter presents the study entitled "The Sustainable hotel operations and operations.

1.1 Background of the study

Hotel performance is a multifaceted concept that encompasses a range of financial, operational, and strategic metrics. Key financial indicators include occupancy rate, average daily rate (ADR), revenue per available room (RevPAR), and gross operating profit per available room (GOPPAR) - all of which reflect a hotel's ability to generate revenue and maximize profitability. Operational performance is measured through guest satisfaction, employee satisfaction and productivity, which impact service quality and efficiency. Strategic metrics such as market share, brand reputation, and sustainability performance provide insights into a hotel's competitive positioning, guest appeal, and environmental impact. By closely monitoring and analyzing these performance indicators, hotel managers can make informed decisions, optimize operations, and enhance the overall competitiveness and long-term viability of their establishments.

Hotel performance is a crucial metric that reflects the overall success and efficiency of a hotel's operations. It is typically measured through a combination of factors, such as occupancy rate, average daily rate (ADR), revenue per available room (RevPAR), gross operating profit per available room (GOPPAR), customer satisfaction, and market share (Smith, 2020; Ivanov & Zhechev, 2012).

This study will focus on sustainable hotel operations as a key determinant of hotel performance. Sustainable practices, such as energy efficiency, water conservation, waste management, and environmentally-friendly procurement, can have a significant impact on a hotel's financial and operational performance (Bohdanowicz, 2006; Dalton et al., 2008). By



embracing sustainable strategies, hotels can reduce costs, enhance their reputation, attract environmentally-conscious guests, and ultimately improve their overall performance (Mensah, 2014).

Sustainable hotel operations can contribute to the well-being of the local community and the preservation of the natural environment, which can further strengthen the hotel's positioning and long-term viability (Kang et al., 2012). By striking a balance between short-term profitability and

Sustainable hotel operations refer to the integration of environmentally-friendly and socially responsible practices into the daily management and operations of a hotel (Mensah, 2014). These practices are aimed at minimizing the hotel's negative impact on the environment while also contributing positively to the local community and stakeholders (Kasim, 2015).

One key aspect of sustainable hotel operations is energy efficiency. Hotels are significant consumers of energy, primarily for heating, cooling, lighting, and powering various equipment and facilities (Dalton et al., 2008). Sustainable hotels invest in energy-efficient technologies, such as LED lighting, smart HVAC systems, and renewable energy sources like solar panels, to reduce their energy consumption and associated carbon emissions (Bohdanowicz, 2006). This not only lowers operating costs but also enhances the hotel's environmental credentials and appeals to eco-conscious guests.

Water conservation is another crucial component of sustainable hotel operations. Hotels are major users of water, primarily for guest rooms, laundry, and landscaping (Berezan et al., 2013). Sustainable hotels implement water-saving measures, such as low-flow showerheads, efficient laundry equipment, and drought-resistant landscaping, to reduce their water footprint and minimize the strain on local water resources (Dalton et al., 2008).

Waste management is also a critical aspect of sustainable hotel operations. Hotels generate significant amounts of waste, including food waste, packaging, and single-use plastics (Pirani & Arafat, 2014). Sustainable hotels focus on waste reduction, recycling, and composting initiatives to divert waste from landfills and reduce their environmental impact (Mensah, 2014). They also explore alternative disposal methods, such as donating unused food to local charities or repurposing waste materials for other uses.

By implementing these and other sustainable practices, hotels can not only reduce their environmental footprint but also enhance their reputation, attract environmentally-conscious



guests, and potentially achieve cost savings through increased efficiency (Kang et al., 2012; Nicolau, 2008). Ultimately, sustainable hotel operations are a key determinant of the overall performance and long-term viability of hotels in the industry.

Problem Statement:

There is a need for a comprehensive understanding of the challenges and barriers faced by hotels in implementing sustainable practices, the lack of clear guidelines and standards, and the limited availability of resources and expertise. One of the key challenges is the lack of awareness and knowledge about sustainable technologies and strategies, leading to uncertainty regarding the potential benefits and cost savings associated with sustainable initiatives. Kim and Oh (2017) emphasize the perceived high implementation costs as a barrier to adoption, highlighting the importance of considering long-term financial gains and return on investment. Additionally, the absence of standardized metrics and certifications creates confusion, making it challenging for hotels to prioritize and effectively implement sustainable practices (Prasad & Pansari, 2019).

Furthermore, the limited availability of resources and expertise poses a significant challenge. Jones and Comfort (2016) stress the need for specialized knowledge and skills in sustainable operations, which many hotels may lack. The shortage of human capital and financial support hampers the implementation and sustainability of sustainable practices. This lack of resources undermines the ability of hotels to effectively adopt and maintain sustainable initiatives.

Addressing these challenges is crucial to promote the widespread adoption of sustainable hotel operations. By identifying and overcoming barriers, policymakers, hoteliers, and industry stakeholders can develop targeted strategies and interventions. This includes raising awareness and providing education on sustainable technologies and their long term benefits. Establishing clear guidelines and standards for sustainable hotel operations can provide a framework for hotels to benchmark their performance and demonstrate their commitment to sustainability. Moreover, allocating resources and providing support in terms of financing and expertise can facilitate the successful implementation and ongoing management of sustainable practices in the hotel industry.



1.3. Purpose of the study/ General Objective

The purpose of this study is to examine the relationship between sustainable hotel operations and the performance of hotels.

1.3.1. Specific objectives of the study

- i. To examine hotel performance and identify the factors that affects it.
- ii. To explore the impact of sustainability practices on hotel operations.
- iii. To investigate how sustainability practices can be utilized to provide standardized services in hotel operations

1.4 RESEARCH QUESTIONS

- i. What are the key factors that affect hotel performance, and how do they influence the overall success and competitiveness of hotels?
- ii. How do sustainability practices, such as energy efficiency measures, waste management strategies, and eco-friendly procurement, impact the operational efficiency and environmental footprint of hotels?
- iii. How can sustainability practices be effectively utilized to ensure standardized services in hotel operations, and what are the potential benefits and challenges associated with implementing such practices?

1.6 Content scope of the study

The scope of this study on sustainable hotel operations and performance encompasses an examination of the relationship between sustainable practices and various performance indicators in the hotel industry. It involves exploring the range of sustainable initiatives implemented by hotels, analyzing their impact on performance indicators such as financial performance, customer satisfaction, employee productivity, and environmental impact. The study aims to identify best practices and provide recommendations for hoteliers and industry stakeholders to enhance sustainability and overall performance. The content scope



includes investigating factors influencing hotel performance, exploring the impact of sustainability practices on hotel operations, and examining how sustainability practices can be utilized to provide standardized services in hotel operations. The study focuses on the hospitality industry and aims to contribute to the understanding of sustainable hotel operations and their implications for performance.

1.6.1 Geographical scope

This study will be conducted in Uganda hotels

1.6.2 Time scope

This study will be conducted for a period of two to three months, 2024 in Kampala .

1.7 Significance of the study

The finding of the study will benefit the following group of people:

Students: The study will be worthwhile for undergraduate students of Uganda Christian University, especially those majoring in tourism or hospitality management. The study will help students to develop a better understanding of the impact of sustainability practices on hotel operations. This knowledge will be valuable for students as they enter the workforce and seek employment in the tourism industry.

Uganda Christian University: The study will also benefit Uganda Christian University. The findings of the study will help the university to develop its curriculum and teaching methods to better prepare students for the workforce. The university will also be able to use the findings of the study to attract new students and to improve its reputation as a leading institution of higher learning.

Researcher: The researcher will also benefit from the study. The researcher will gain valuable experience in conducting research and will develop new skills in research writing, data presentation, and knowledge in the subject area. The findings of the study will also be valuable to other researchers who are interested in the impact of sustainability practices.



Government: The study will help the government to understand the impact of digital technologies on the tourism industry. This knowledge will be valuable for the government as it develops policies to support the tourism industry.

Hotel Business: The study will help hotel businesses to understand the impact of sustainability practices on customer experiences. This knowledge will be valuable for hotel businesses as they seek to improve customer experiences and stay ahead of the competition.

Knowledge world: The findings of the study will be of interest to the knowledge world. The study will contribute to a better understanding of the impact of sustainability practices on customer experiences in hotel operations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides an overview of the existing literature on sustainable hotel operations and the performance of hotels. Mugenda and Mugenda (1999) emphasize that conducting a literature review involves systematically identifying, locating, and analyzing documents that contain relevant information related to the research problem under investigation. Amin (2005) agrees, stating that this activity entails finding, reading, and evaluating research reports, as well as reports of observations, discussions, and opinions that are relevant to the specific research project. In this literature review, diverse information on sustainable hotel operations and hotel performance is gathered from various sources such as journals, online resources, textbooks, newsletters, and other relevant publications. The collected information is closely related to the proposed study, which aims to examine the relationship between sustainability practices and hotel performance, specifically focusing on how these practices impact hotel operations and contribute to standardized services. The review will be conducted in alignment with the objectives outlined in Chapter One of this study, which include exploring the impact of sustainability practices on hotel operations and investigating how sustainability practices can be utilized to provide standardized services in hotel operations.

2.1 Theoretical Review

This study is based on a theoretical framework that combines the work of Khan and Fasih (2014) and Kaura et al. (2012) in the context of sustainable hotel operations and performance. Khan and Fasih suggest that sustainability practices, such as energy efficiency, waste management, and social responsibility, have a significant impact on hotel performance. Similarly, Kaura et al. propose that the dimensions of sustainability practices are experienced through the operational aspect of hotel services. In this study, the dimensions of sustainability practices are narrowed down to energy efficiency, waste management, and social responsibility based on previous research indicating their positive



influence on hotel performance. Furthermore, the focus is specifically on the operational aspect of sustainability practices because energy efficiency, waste management, and social responsibility can be implemented and observed through the day-to-day operations of hotels. By narrowing down the aspects of sustainability practices to the operational aspect, the study aims to explore the specific impact of energy efficiency, waste management, and social responsibility on the performance of hotels in terms of financial performance, guest satisfaction, and competitive advantage.

Literature Review

Hotel performance and the factors that affects it

Hotel performance is a critical aspect of the hospitality industry, and understanding the factors that influence it is essential for hotel management. This literature review aims to explore the key factors that affect hotel performance and their impact on various performance indicators such as financial performance, guest satisfaction, and competitive advantage.

Staff Reliability: One of the crucial factors that affect hotel performance is staff reliability. Staff reliability refers to the consistency and dependability of the hotel staff in delivering high-quality services to guests (Khan & Fasih, 2014). Reliable staff members are those who consistently meet or exceed guest expectations, providing a positive and consistent experience. Research has shown that staff reliability has a significant impact on customer satisfaction (Abd-El-Salam et al., 2013) and overall hotel performance (Hartmann & Calvo, 2016). Guests value reliable staff who deliver services as promised, address their concerns promptly, and ensure a smooth and enjoyable stay.

Another factor that significantly affects hotel performance is the adoption of sustainability practices. With increasing environmental concerns and changing consumer preferences, hotels that implement sustainable practices gain a competitive edge. Sustainability practices, such as energy efficiency, waste management, and social responsibility, positively impact both financial performance and guest satisfaction (Khan & Fasih, 2014). By implementing



energy-efficient measures and waste reduction strategies, hotels can reduce operational costs and enhance their environmental performance. This, in turn, contributes to financial performance and guest satisfaction, as guests increasingly value eco-friendly practices.

Technology Adoption: The adoption of technology also plays a significant role in hotel performance. Technology has revolutionized the hospitality industry, enabling hotels to streamline operations, enhance guest experiences, and gain a competitive advantage. Online booking systems, guest relationship management tools, and personalized service delivery through technology have become essential for hotels (Buhalis & Law, 2008). Technology adoption contributes to operational efficiency, guest satisfaction, and loyalty. Hotels that effectively leverage technology can provide seamless booking experiences, personalized recommendations, and efficient guest communication, leading to improved performance.

Pricing and Revenue Management: Effective pricing and revenue management strategies are critical for maximizing hotel performance. Pricing decisions, including room rates, packages, and discounts, directly impact a hotel's financial performance (Enz, 2010). Revenue management techniques, such as demand forecasting, inventory management, and dynamic pricing, help hotels optimize revenue and occupancy levels (Kimes, 2013). Studies have shown that implementing revenue management practices positively influences hotel performance indicators such as revenue per available room (RevPAR) and profitability (Hua et al., 2016).

Service Quality and Guest Satisfaction: Service quality is a crucial determinant of hotel performance, as it directly influences guest satisfaction and loyalty. Providing high-quality services that meet or exceed guest expectations is essential for achieving positive guest experiences (Parasuraman et al., 1988). Research has consistently shown that service quality dimensions, such as tangibles, reliability, responsiveness, assurance, and empathy, significantly impact guest satisfaction and overall hotel performance (Cronin et al., 2000; Liu et al., 2016).

Destination Image and Reputation: The image and reputation of a hotel's destination also have a significant impact on hotel performance. The perception of a destination's



attractiveness, safety, cleanliness, and cultural appeal influences travelers' decisions to visit and stay in hotels within that destination (Beerli & Martin, 2004). Positive destination image and reputation can lead to increased demand for hotel accommodations, higher occupancy rates, and improved financial performance. Conversely, negative perceptions or reputational issues can adversely affect hotel performance.

Online Reviews and Reputation Management: In the digital age, online reviews play a crucial role in shaping hotel performance. Potential guests often rely on online review platforms and social media to assess the quality and reputation of hotels before making a booking decision. Studies have shown that positive online reviews and high ratings can lead to increased bookings, while negative reviews can significantly impact a hotel's reputation and deter potential guests (Ye et al., 2011; Xie et al., 2014). Effective reputation management strategies, including monitoring and responding to online reviews, are essential for maintaining a positive online image and driving hotel performance.

Sustainable Practices and Environmental Performance, with the growing emphasis on sustainability, hotels that adopt environmentally friendly practices can enhance their performance. Implementing energy-saving measures, waste reduction, water conservation, and other sustainable initiatives not only contribute to environmental preservation but also appeal to eco-conscious travelers. Research has shown that adopting sustainable practices positively influences hotel performance indicators, such as guest satisfaction, loyalty, and financial performance (Font et al., 2016; Kim et al., 2018).

Technological Innovation, The adoption of technology and innovation can significantly impact hotel performance. Technological advancements, such as online booking systems, mobile applications, self-check-in kiosks, and personalized guest experiences through data analytics, can enhance operational efficiency, guest satisfaction, and overall hotel performance (Xiang et al., 2015; Sigala, 2019). Embracing technology allows hotels to streamline processes, improve service delivery, and stay competitive in a rapidly evolving digital landscape.

Explore the impact of sustainability practices on hotel operations



Energy Efficiency: Implementing energy-efficient practices is crucial for sustainable hotel operations. Font et al. (2016) emphasize that energy-saving initiatives, including the use of energy-efficient lighting systems, smart thermostats, and energy management systems, can help hotels reduce energy consumption, lower utility costs, and minimize their carbon footprint. Furthermore, Kim et al. (2018) suggest that energy-efficient operations contribute to guest comfort and satisfaction, as they provide a conducive and environmentally friendly atmosphere.

Waste Management: Efficient waste management practices play a significant role in sustainable hotel operations. Bohdanowicz (2005) highlights the importance of implementing recycling programs, reducing packaging waste, and promoting responsible waste disposal. Such practices not only minimize the environmental impact of hotels but also enhance their reputation and appeal to eco-conscious guests. Effective waste management can lead to cost savings while contributing to the circular economy.

Water Conservation: Water scarcity is a global concern, and hotels can contribute to water conservation through sustainable practices. Gössling, Scott, and Hall (2013) suggest that implementing water-saving measures, such as low-flow fixtures and water-efficient laundry systems, can substantially reduce water consumption in hotels. Additionally, Kim et al. (2018) propose the adoption of rainwater harvesting and graywater reuse systems to optimize water usage. Water conservation practices not only align with sustainability goals but also have the potential to generate cost savings for hotels.

Sustainable Food and Beverage Practices: The food and beverage sector within hotels significantly impacts their environmental footprint. Sigala (2016) argues that sustainable food sourcing, reducing food waste, and promoting plant-based and locally sourced options are effective strategies for sustainable operations. Partnering with local suppliers, implementing portion control, and donating surplus food are practices that hotels can adopt to minimize waste and enhance sustainability. These practices also appeal to guests who prioritize sustainable dining options.

Employee Engagement and Training: Engaging employees and providing sustainability training



are crucial for successful implementation of sustainability practices in hotel operations. Park and Jang (2018) suggest that actively involving employees in energy conservation, waste reduction, and other sustainable initiatives can significantly contribute to sustainable operations. Training programs raise awareness and empower employees to actively participate in sustainability efforts. Employee engagement and training foster a culture of sustainability within the hotel and enhance the effectiveness of sustainability practices.

Guest Perception and Satisfaction: Understanding guest perception and satisfaction regarding sustainability practices is essential to assess their impact on hotel operations. Kadić-Maglajlić, Arsić, and Đukić (2016) highlight the importance of guest satisfaction in relation to sustainability practices. Assessing guest preferences, willingness to pay for sustainable options, and the influence of sustainability on overall satisfaction and loyalty are crucial factors to consider. Guest surveys and interviews can provide valuable insights into guest perceptions, guiding hotels in refining their sustainability strategies and tailoring their offerings to meet guest expectations.

Competitive Advantage: Sustainability practices can provide hotels with a competitive advantage in the market. Kim et al. (2018) suggest that adopting sustainable practices can differentiate hotels from their competitors and attract environmentally conscious guests who are willing to pay a premium for sustainable accommodations. This can lead to increased occupancy rates, revenue, and overall business performance.

Regulatory Compliance: Implementing sustainability practices is often driven by regulatory requirements and industry standards. DiMaggio et al. (2008) point out that hotels are increasingly subjected to environmental regulations and certifications that necessitate the adoption of sustainable practices. Compliance with these standards not only ensures legal compliance but also enhances the hotel's reputation and credibility.

Cost Savings: Sustainability practices can lead to significant cost savings for hotels. Energy-efficient measures, such as LED lighting and improved insulation, can reduce energy consumption and lower utility bills. Waste reduction and recycling programs can minimize waste disposal costs. Water conservation measures can result in reduced water usage and



lower water bills. By reducing operational costs, hotels can improve their financial performance and invest in other sustainability initiatives.

Stakeholder Expectations: Sustainability practices align with the expectations of various stakeholders, including guests, employees, investors, and local communities. Tzschentke, Kirk, and Lynch (2015) emphasize that stakeholders increasingly expect hotels to demonstrate social and environmental responsibility. By implementing sustainable practices, hotels can enhance their reputation, build positive relationships with stakeholders, and gain support from the local community.

Brand Image and Reputation: Sustainability practices have a direct impact on a hotel's brand image and reputation. Kim et al. (2018) highlight that hotels with a strong commitment to sustainability are perceived as responsible and ethical, attracting environmentally conscious guests and fostering guest loyalty. A positive brand image and reputation can result in increased brand value, customer trust, and positive word-of-mouth recommendations.

Long-Term Viability: Sustainability practices contribute to the long-term viability and resilience of hotel operations. As climate change and environmental issues continue to pose challenges, hotels that prioritize sustainability are better equipped to adapt to changing circumstances. By reducing their environmental impact, hotels can contribute to the preservation of natural resources and ecosystems, ensuring the long-term availability of tourism resources.

Employee Recruitment and Retention: Sustainability practices can positively impact employee recruitment and retention. Park and Jang (2018) suggest that employees are more likely to be satisfied and committed to their organization when they perceive a strong commitment to sustainability. By promoting sustainable practices, hotels can attract and retain talented employees who align with the hotel's values and socially responsible initiatives.

Utilizing Sustainability Practices to Provide Standardized Services in Hotel Operations



Service Quality: Sustainability practices can contribute to the enhancement of service quality in hotels. Gössling et al. (2012) argue that sustainable practices, such as energy-efficient technologies, waste reduction, and responsible procurement, can positively influence the overall guest experience. By ensuring consistent and high-quality services, hotels can meet guest expectations and establish a standardized service delivery framework.

Guest Satisfaction: The integration of sustainability practices in hotel operations has a direct impact on guest satisfaction. Becken and Hay (2007) highlight that environmentally conscious guests are more likely to perceive sustainable practices positively and evaluate their stay accordingly. Sustainable initiatives, such as eco-friendly amenities, green certifications, and responsible waste management, contribute to guest satisfaction by aligning with their values and preferences. Maintaining standardized sustainability practices can lead to consistent guest satisfaction levels.

Staff Training and Engagement: Effective staff training and engagement are essential for utilizing sustainability practices to provide standardized services. Weaver and Lawton (2013) emphasize the significance of training programs that educate employees about sustainability goals, practices, and their role in achieving them. Engaging staff in sustainability initiatives fosters a sense of ownership and responsibility, enabling them to consistently deliver standardized services aligned with sustainability practices. Regular training and monitoring ensure the integration of sustainability into daily operations, leading to standardized service delivery.

Operational Efficiency: Sustainability practices contribute to operational efficiency, which, in turn, supports standardized service delivery. Font et al. (2016) suggest that implementing energy-efficient technologies, optimizing water consumption, and minimizing waste generation can streamline hotel operations. By reducing resource consumption and waste, hotels can operate more efficiently, resulting in standardized processes and service delivery. Standardized operational practices enable hotels to meet sustainability targets consistently while providing high-quality services to guests.



Certifications and Standards: Certifications and industry standards play a crucial role in utilizing sustainability practices for standardized services in hotel operations. EarthCheck, LEED, and Green Key are examples of certifications that validate a hotel's commitment to sustainable practices. Becken and Hay (2007) highlight that certifications provide a standardized framework for implementing sustainability practices, ensuring consistent service delivery across the industry. Compliance with these certifications and standards helps hotels maintain a standardized approach to sustainability and service quality.

Collaboration and Knowledge Sharing: Collaboration and knowledge sharing among hotels facilitate the utilization of sustainability practices for standardized services. Gössling et al. (2012) emphasize the importance of sharing best practices, case studies, and success stories within the industry. Collaborative initiatives, such as industry associations and sustainability networks, provide platforms for hotels to exchange knowledge and experiences. By learning from each other, hotels can adopt standardized sustainability practices that enhance service quality and guest satisfaction.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter offers a comprehensive explanation of the approach and approach that will be utilized in gathering and examining data. It outlines the research plan, target population, size and selection of the sample, techniques and protocols for sampling, methods and tools for data collection, preliminary testing of data, assessment of the validity and reliability of data collection instruments, data collection procedures, measurement of variables, and the data analysis techniques that will be employed in the study.

3.1 Research Design

The study will primarily examine the relationship between sustainable hotel operations and hotel performance; the study will adopt a descriptive and correlation research design. The researcher selected these designs to minimize bias and enhance the reliability of the collected evidence. Descriptive research is known for its thoroughness, accuracy, and focus on investigating the various aspects of the research topic, including the "who, what, when, and how" (Cooper & Schindler, 2006). In the context of sustainable hotels operations and performance, this approach will be employed to comprehensively and accurately explore the different elements of sustainable hotel operations and their implementation. Furthermore, correlation research will be utilized to analyze the connections between sustainable hotel operations and overall hotel performance. By employing these research designs, the study



aims to provide a comprehensive understanding of how sustainable hotel operations impact hotel performance, ensuring the validity and credibility of the research findings.

3.2 Study area, population and sample size determination

3.2.1 Study population

In the context of researching sustainable hotel operations and performance, a population refers to a group of individuals or objects that share a common characteristic (Bailey, 1994). The objective of this research is to investigate the impact of sustainable practices on the overall performance of hotels. By studying this topic, the findings will contribute to a better understanding of how sustainable practices can enhance the operations and performance of hotels. This research aims to provide insights that can be applied to improve sustainable hotel operations in a broader context.

3.2.2 Sample size determination

The sample size will be determined using the Cochran's formula below, as the customer population is large, the following equation developed by Cochran (1963) will be used to select the customers from the organization, Sample size refers to the representative units of the population selected from the population to constitute a sample (William G. Cochran 1997)

3.3 Sampling technique and procedure

For this study, the sampling technique employed will be simple random sampling. This method involves selecting a sample in such a way that each unit of the population, specifically walk-in customers, has an equal and independent probability of being included. The decision to use this sampling technique was guided by the desire to eliminate any subjective or personal bias, as well as the advantages of being cost-effective and time-efficient (Orodho, 2004).

3.4 Data sources

This study will utilize both primary and secondary sources of data. The primary data will be collected through the distribution of self-administered questionnaires to the respondents, following established academic procedures. On the other hand, the secondary data will be obtained from existing documents such as organizational records, journals, and the

company's website.

3.4.1 Data Collection Method

The questionnaire survey method was chosen as it is considered suitable for gathering crucial information about the population under study. This method is known for its ability to reach a large number of subjects who have the capability to read and independently complete the questionnaire (Orodho, 2004).

3.4.2 Data Collection Tool

The study will utilize structured questionnaires, which will be divided into different sections. Section A of the questionnaire will gather demographic information from the participants. Section B will include questions related to hotel performance and identify the factors that affects it, Section C will focus on sustainability practices on hotel operations , and Section D will investigate sustainability practices can be utilized. To measure the items, a five-point Likert scale will be used, where respondents can choose from options ranging from "strongly agree" (1) to "strongly disagree" (5).

3.4.3. Reliability and Validity of the Research instruments

Reliability

Reliability in qualitative research has reached little attention in the development of methods; in fact to raise issues about the reliability of another's research has been considered taboo as if it is an accusation of incompetence (Kirk and Miller, 1986). Typically, qualitative interviews are assumed reliable when the same individual collects and analyses the data, as it is the case with this research. Brains and Manheim (2011) asserted that validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds precisely to the real world. In other words, the validity of a measurement tool such as a questionnaire is said to be the degree to which that tool measures what it claims to measure. The study sought to determine the content validity of the research instrument.



In this study, reliability of the instruments will be the degree of resistance, reliable instrument that will be given the same score when many or several times to measure the same variable provided had changed for a given entity.

3.4.4 Data processing and analysis

Collected data will be chronologically arranged with respect to the questionnaire outline to ensure that the correct code will be entered for the correct variable cleaned and tabulated. The tabulated data will be analyzed using descriptive, correlation statistics with the help of Statistical Package for Social Sciences (SPSS Version 21.0). It enables regrouping of similar items under the same dimension. The study variables will be analyzed using descriptive statistics mainly the mean, standard deviation and Karl Pearson's correlation coefficient.

3.4.5 Data processing

Data Analysis and procedures

The data will be collected and analyzed using both qualitative and quantitative data analysis methods. Qualitative analysis will involve the use of both descriptive and inferential analysis. In this case, descriptive analysis will involve the use of frequencies and percentages to present qualitative data inform of tables and thereafter data from questionnaires will be coded and logged into the computer using SPSS that will be used to analyze the relationship between the variables using regression, correlation coefficients and ANOVA. On the contrary, Qualitative analysis will be carried out using two methods, namely discursive and thematic methods. The discursive method will aim at the detail of the text interpreting the analyzed text and attributing meaning. Thematic analysis on the other hand will be used to cluster data with similar meaning together. Then data will be presented in form of notes, word-for-word transcripts, single words, brief phrases and full paragraphs.

3.4.5.1 Univariate analysis

To gather descriptive information about the customers, frequency tables will be utilized to present the percentages of responses for various variables such as sex, age, religion, marital status, occupation, education level, and networking. Additionally, summary statistics



will be employed to describe customer satisfaction.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter is a section where data collected and analyzed was presented. The study topic was: sustainable hotel operations and performance of the hotels. The statistical findings below come from data collected using questionnaires and interview guides. The data was collected from a total of 52 respondents whereby 46 filled questionnaires and 6 were interviewed face to face. The findings were presented in line with the objectives of the study whereby the raw data in form of questionnaires was edited and interpreted which ensured uniformity, legibility and consistency. The data-filled questionnaires were copied and analyzed by tallying and tabling in frequency polygons while identifying how often certain responses occurred and later evaluation was done. The information was then recorded in terms of percentages. Also, interview results were coded on frequency tables which were calculated in terms of percentages and presented in this study as illustrated below.

4.1 Response rate

Unlike expected, the study did not have a response rate of 100 percent, and thus the turn up is indicated in table 4.1 below.

Table 4.1 showing the Response Rate

Category	Target sample	Percent
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MALE	26	56.5
FEMALE	20	43.5
TOTAL	46	100

Source: primary data 2022

According to the table above, the response rate was very good as attained 100% results

4.2 Demographics of respondents

This section includes cross cutting characteristics of all respondents involved in the study for instance, age, marital status and more.

4.2.1 Age of respondents

The study respondents were from varying age groups as indicated in table 4.2.1 below.

Table 4.2 showing age group of respondent

Age group	Frequency	Percent
15-25 years	6	13.1
25-35 years	19	41.30
35-45 years	10	21.7
45-55 years	11	23.9
Total	46	100

Source: primary data 2022

Table 4.4 displays the age distribution of the respondents in the survey, including both the frequency and percentage of respondents in each age group. Here's how to interpret the data:

15-25 years, the data shows that 6 respondents, which correspond to 13.1% of the total respondents, fall into the "15-25 years" age group. This indicates a relatively small but still notable percentage of young respondents in the survey, suggesting that a portion of the surveyed population is in the early stages of adulthood or late adolescence. 25-35 years, the largest age group among the respondents is "25-35 years," consisting of 19 individuals, or

41.3% of the total. This indicates that a substantial portion of the surveyed population is in the mid-to-late twenties and thirties, representing a significant demographic in the survey sample. 35-45 years: The data shows that 10 respondents, accounting for 21.7% of the total respondents, fall into the "35-45 years" age category. This indicates that a notable proportion of the respondents are in their mid-thirties to mid-forties, representing a mature age group within the survey. 45-55 years: Lastly, the "45-55 years" age group includes 11 respondents, comprising 23.9% of the total. This suggests that a substantial portion of the surveyed population is in their mid-forties to mid-fifties, representing an older age category among the respondents.

In summary, the data provides insights into the age distribution of the survey respondents, highlighting the diversity in age groups represented in the sample. The respondents vary in age from young adults to middle-aged and older individuals. Understanding the age demographics of the survey sample is important for interpreting the survey results, as different age groups may have distinct perspectives and experiences that can influence their responses to the survey questions.

4.2.2 Marital status of respondents

In this study, participants were from varying marital categories and these are indicated in table below.

Table 4.3 showing the marital status of respondents

Marital status	Frequency	Percent
Single	6	13.04
Married	23	50
Divorced	7	15.21
Separated	10	21.7
Total	46	100

Source: primary data 2022

Table 4.3 presents the marital status of the respondents in the survey, including the



frequency and percentage of respondents in each marital status category. Here's the interpretation of the data:

Single, The data indicates that 6 respondents, which correspond to 13.04% of the total respondents, are categorized as "Single." This group consists of individuals who have not entered into marriage or any form of legally recognized partnership. Married, the largest group among the respondents, consisting of 23 individuals, or 50% of the total, is classified as "Married." This indicates that half of the surveyed population has entered into a marital partnership, which typically involves a legally recognized union between two individuals. Divorced, the data shows that 7 respondents, accounting for 15.21% of the total respondents, fall under the "Divorced" category. These individuals have previously been married but are no longer in that marital relationship due to legal divorce or separation. Separated, lastly, 10 respondents, or 21.7% of the total, are categorized as "Separated." This group includes individuals who are currently living apart from their spouses or partners, possibly indicating a temporary or informal separation.

In summary, the data provides insights into the marital status distribution of the survey respondents. It reveals that the respondents vary in their marital status, with some being single, married, divorced, or separated. This information about the respondents' marital status is important for understanding the demographics of the survey sample and may have implications for their perspectives and responses in the survey.

4.2.3 Education levels of respondents

Respondents who participated in the study were of different education levels as indicated in table 4.2.3 below.

Table 4.4 showing the education level of respondents

Level	Frequency	Percent
Primary	6	13.04
Secondary	13	28.2
Institution/ university level	27	58.6
Total	46	100



Source: primary data2022

The table provides information on the education levels of the 46 total respondents in the study. There are three distinct education levels reported:

Primary Education: 6 respondents, or 13.04% of the total, have completed a primary level of education.

This represents the smallest group among the respondents in terms of educational attainment.

The relatively low percentage (13.04%) indicates that the majority of respondents have gone beyond just a primary education.



Secondary Education: 13 respondents, accounting for 28.2% of the total, have achieved a secondary level of education. This is the second largest group, demonstrating that a significant portion of the respondents have completed secondary schooling.

The 28.2% figure suggests that over a quarter of the respondents have progressed to the secondary education level.

Institution/University Level: The largest group consists of 27 respondents, or 58.6% of the total.

This indicates that the majority of respondents, well over half, have attained education at the institution or university level.

This high percentage highlights that the study population is relatively well-educated, with most respondents having pursued post-secondary studies.

Overall, the data shows a clear educational distribution among the respondents. While a small percentage (13.04%) has only a primary education, the majority (58.6%) have reached the institution/university level. The second largest group (28.2%) has a secondary education.

This breakdown suggests the survey population is relatively highly educated, with most respondents having gone beyond just a basic primary school education. The data provides important context about the educational background and characteristics of the individuals included in the study.



4.3 To examine hotel performance and identify the factors that affects it.

The study sought to examine hotel performance and identify the factors that affect it. The statistics in table 4.5 below indicate the findings on this objective.

Responses were in form of ticking against statements in regards to the respondent's degree of acceptance.

Statements	SA		A		NS		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Occupancy Rate	20	43.47	15	32.60	6	13.04	3	6.52	2	4.3
Average Daily Rate (ADR	7	15.2	3	6.52	10	21.7	20	43.47	6	13.04
Service Quality	15	32.60	15	32.60	0	0	8	17.3	8	17.3
Location	25	54.3	15	32.6	0	0	4	8.6	2	4.3
Facilities and Amenities	10	21.7	5	10.8	6	13.04	15	32.6	10	21.7
Revenue per Available Room (RevPAR	5	10.8	3	6.52	8	17.3	20	43.47	10	21.7

According to table 4.5 above, the study examined hotel performance and identifies the factors that affects it and registered the following findings.

Occupancy Rate, A substantial proportion of respondents (43.47%) strongly agreed that occupancy rate is a key factor in hotel performance. An additional 32.60% agreed with this sentiment, indicating a widespread recognition of the importance of occupancy rate. A smaller percentage (6.52% disagreed and 4.3% strongly disagreed) did not consider occupancy rate as a significant factor. Average Daily Rate (ADR):A majority of respondents (43.47%) disagreed that ADR is a critical factor, with an additional 13.04% strongly disagreeing. Only a small proportion (15.2% strongly agreed and 6.52% agreed) considered

ADR to be an important metric for hotel performance.

Service Quality. An equal percentage of respondents (32.60%) strongly agreed and agreed that service quality is a crucial factor. However, a significant proportion (17.3% disagreed and 17.3% strongly disagreed) did not consider service quality to be a key determinant of hotel performance.

Location: A substantial majority of respondents (54.3% strongly agreed and 32.6% agreed) recognized the importance of location as a factor in hotel performance. Only a small percentage (8.6% disagreed and 4.3% strongly disagreed) did not consider location to be a significant factor.

Facilities and Amenities, Respondents were divided on the importance of facilities and amenities, with 32.6% disagreeing and 21.7% strongly disagreeing. A smaller proportion (21.7% strongly agreed and 10.8% agreed) considered facilities and amenities to be a key factor.

Revenue per Available Room (RevPAR), A majority of respondents (43.47% disagreed and 21.7% strongly disagreed) did not perceive RevPAR as a critical factor in hotel performance. Only a small percentage (10.8% strongly agreed and 6.52% agreed) considered RevPAR to be an important metric.

4.4 Explore the impact of sustainability practices on hotel operations

The study sought to explore the impact of sustainability practices on hotel operations. The statistics in table 4.6 below indicate the findings on this objective.

Responses were in form of ticking against statements in regards to the respondent's degree of acceptance.

Table 4.6: Impact of sustainability practices on hotel operations

Statements	SA		A		NS		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Cultural Preservation	30	65.2	10	21.7	0	0	4	8.6	2	4.3
Sustainable Resource Management	10	21.7	10	21.7	5	10.8	15	32.6	6	13.04
Economic Empowerment	6	13.04	2	4.3	20	43.4	15	32.6	3	6.5
Cultural Exchange	20	43.5	15	32.6			5	10.8	6	13.04

According to table 4.6 above, the study investigated impact of sustainability practices on hotel operations the following are findings.

Cultural Preservation: The data shows a very strong positive sentiment towards the impact of sustainability practices on cultural preservation, with a substantial majority (65.2%) strongly agreeing and an additional 21.7% agreeing. This suggests that hotel operators and stakeholders recognize the significant role that sustainability plays in preserving and promoting the local culture and heritage as part of the tourism experience. The overwhelming support for this statement indicates that sustainability is viewed as a crucial tool for safeguarding and showcasing the cultural identity of the local communities, which is an essential aspect of responsible and sustainable tourism development.

Sustainable Resource Management: The responses on the impact of sustainability practices on sustainable resource management are more mixed, with a significant proportion (32.6%) disagreeing and 13.04% strongly disagreeing. This suggests that there may be some skepticism or uncertainty among the respondents regarding the ability of sustainability practices to effectively manage and conserve natural resources, such as water, energy, and waste, within hotel operations. The relatively high neutral stance (10.8%) also indicates that some stakeholders may not have a clear understanding of the direct linkages between

sustainability initiatives and efficient resource management in the hotel industry. This area may require more education, awareness, and demonstration of the tangible benefits of sustainability-focused resource management practices to gain stronger support and buy-in from hotel operators.

Economic Empowerment: The responses regarding the impact of sustainability practices on economic empowerment show a more divided opinion, with a large proportion (43.4%) having a neutral stance on this aspect. This neutral perspective may suggest that the respondents are unsure or lack clarity on the specific economic benefits and opportunities that sustainability can bring to local communities and hotel operations. The relatively high percentage of respondents who disagreed (32.6%) or strongly disagreed (6.5%) with this statement indicates that some stakeholders may not perceive a strong connection between sustainability and economic empowerment, potentially due to a lack of evidence or tangible examples. Addressing this gap and demonstrating the economic advantages of sustainability-focused initiatives, such as local sourcing, employment, and revenue generation, could help strengthen the perception of sustainability's impact on economic empowerment.

Cultural Exchange: The data shows a strong positive sentiment towards the impact of sustainability practices on cultural exchange, with 43.5% of respondents strongly agreeing and 32.6% agreeing.

This suggests that hotel operators and stakeholders recognize the role of sustainability in facilitating meaningful cultural interactions and exchange between tourists and local communities. Sustainability-driven initiatives that promote cultural immersion, educational experiences, and genuine cultural exchange are likely viewed as valuable for enhancing the overall tourism experience and strengthening the connection between visitors and the destination. However, a smaller proportion (10.8% disagreed and 13.04% strongly disagreed) did not perceive a strong link between sustainability and cultural exchange, indicating that some respondents may not fully appreciate the potential of sustainability to foster cross-cultural understanding and appreciation. Overall, the data highlights the varied perceptions and levels of understanding among hotel stakeholders regarding the impact of sustainability practices on different aspects of hotel operations. While there is a strong recognition of the



positive influence on cultural preservation, the linkages between sustainability and sustainable resource management, economic empowerment, and cultural exchange appear to be areas that require further exploration, education, and evidence-based demonstration to gain more widespread acceptance and support.

Table 4.7: To investigate how sustainability practices can be utilized to provide standardized services in hotel operations

Statements	SA		A		NS		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Community-Based Tourism	30	65.2	10	21.7	0	0	4	8.6	2	4.3
Art and Handicrafts	4	8.6	5	10.8	0	0	9	19.56	30	65.2
Environmental Conservation	6	13.04	2	4.3	8	17.3	20	43.4	10	21.7
Hospitality and Accommodation	20	43.5	15	32.6	0	0	5	10.8	6	13.04

Cultural Preservation: The data shows a very strong positive sentiment towards the impact of sustainability practices on cultural preservation, with a substantial majority (65.2%) strongly agreeing and an additional 21.7% agreeing. This suggests that hotel operators and stakeholders recognize the significant role that sustainability plays in preserving and promoting the local culture and heritage as part of the tourism experience. The overwhelming support for this statement indicates that sustainability is viewed as a crucial tool for safeguarding and showcasing the cultural identity of the local communities, which is an essential aspect of responsible and sustainable tourism development.

Sustainable Resource Management: The responses on the impact of sustainability practices on sustainable resource management are more mixed, with a significant proportion (32.6%) disagreeing and 13.04% strongly disagreeing. This suggests that there may be some skepticism or uncertainty among the respondents regarding the ability of sustainability practices to effectively manage and conserve natural resources, such as water, energy, and waste, within hotel operations. The relatively high neutral stance (10.8%) also indicates

that some stakeholders may not have a clear understanding of the direct linkages between sustainability initiatives and efficient resource management in the hotel industry. This area may require more education, awareness, and demonstration of the tangible benefits of sustainability-focused resource management practices to gain stronger support and buy-in from hotel operators.

Economic Empowerment: The responses regarding the impact of sustainability practices on economic empowerment show a more divided opinion, with a large proportion (43.4%) having a neutral stance on this aspect. This neutral perspective may suggest that the respondents are unsure or lack clarity on the specific economic benefits and opportunities that sustainability can bring to local communities and hotel operations. The relatively high percentage of respondents who disagreed (32.6%) or strongly disagreed (6.5%) with this statement indicates that some stakeholders may not perceive a strong connection between sustainability and economic empowerment, potentially due to a lack of evidence or tangible examples. Addressing this gap and demonstrating the economic advantages of sustainability-focused initiatives, such as local sourcing, employment, and revenue generation, could help strengthen the perception of sustainability's impact on economic empowerment.

Cultural Exchange: The data shows a strong positive sentiment towards the impact of sustainability practices on cultural exchange, with 43.5% of respondents strongly agreeing and 32.6% agreeing.

This suggests that hotel operators and stakeholders recognize the role of sustainability in facilitating meaningful cultural interactions and exchange between tourists and local communities. Sustainability-driven initiatives that promote cultural immersion, educational experiences, and genuine cultural exchange are likely viewed as valuable for enhancing the overall tourism experience and strengthening the connection between visitors and the destination. However, a smaller proportion (10.8% disagreed and 13.04% strongly disagreed) did not perceive a strong link between sustainability and cultural exchange, indicating that some respondents may not fully appreciate the potential of sustainability to foster cross-cultural understanding and appreciation. Overall, the data highlights the varied perceptions and levels of understanding among hotel stakeholders regarding the impact of sustainability



practices on different aspects of hotel operations.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introductions

This chapter provided the conclusion and recommendations of the study. Specifically, it contains the discussion of the study findings, conclusion, recommendations, and the areas suggested for future research.

5.1.1 Discussions of findings

Hotel performance and identify the factors that affects it

Occupancy Rate: A large majority of respondents (76.07%) agreed or strongly agreed that occupancy rate is a key factor in hotel performance.

Only a small percentage (10.82%) disagreed or strongly disagreed with the importance of occupancy rate.

Average Daily Rate (ADR):A majority of respondents (56.51%) disagreed or strongly disagreed that ADR is a critical factor.

Only a small proportion (21.72%) agreed or strongly agreed that ADR is an important metric for hotel performance.

Service Quality: An equal percentage of respondents (32.60%) strongly agreed and agreed that service quality is a crucial factor.

However, a significant proportion (34.6%) disagreed or strongly disagreed that service quality is a key determinant.

Location: An overwhelming majority of respondents (86.9%) recognized the importance of location as a factor in hotel performance.



Only a small percentage (12.9%) disagreed or strongly disagreed with the significance of location.

Facilities and Amenities: Respondents were divided on the importance of facilities and amenities, with 54.3% disagreeing or strongly disagreeing, and 32.5% agreeing or strongly agreeing.

Revenue per Available Room (RevPAR): A majority of respondents (65.17%) did not perceive RevPAR as a critical factor in hotel performance.

Only a small percentage (17.32%) considered RevPAR to be an important metric.

In summary, the survey results highlight the widespread recognition of occupancy rate and location as key factors, while there is more divided opinion on the importance of ADR, service quality, facilities/amenities, and RevPAR for hotel performance.

5.1.2 Impact of sustainability practices on hotel operations

An overwhelming majority of respondents (86.9%) agreed or strongly agreed that sustainability practices have a positive impact on cultural preservation.

This suggests that hotel stakeholders recognize the crucial role of sustainability in safeguarding and promoting the local culture and heritage as part of the tourism experience.

Sustainable Resource Management: The responses on the impact of sustainability practices on sustainable resource management were more mixed, with 45.64% disagreeing or strongly disagreeing, and 10.8% neutral.

This indicates some skepticism or uncertainty among respondents regarding the ability of sustainability to effectively manage and conserve natural resources like water, energy, and waste.

More education and demonstration of the benefits of sustainability-focused resource management may be needed to gain stronger support.



Economic Empowerment: Respondents had a more divided opinion, with 43.4% neutral, 32.6% disagreeing, and 6.5% strongly disagreeing on the impact of sustainability on economic empowerment.

This suggests a lack of clarity or perceived connection between sustainability initiatives and the economic benefits and opportunities for local communities and hotel operations.

Demonstrating the economic advantages of sustainability, such as local sourcing, employment, and revenue generation, could help strengthen this perception.

Cultural Exchange: A strong majority of respondents (76.1%) agreed or strongly agreed that sustainability practices have a positive impact on cultural exchange.

This indicates that hotel stakeholders recognize the role of sustainability in facilitating meaningful cultural interactions and exchange between tourists and local communities.

However, a smaller proportion (23.84%) did not perceive a strong link between sustainability and cultural exchange, suggesting the need to further showcase the potential of sustainability to foster cross-cultural understanding.

5.1.3 To investigate how sustainability practices can be utilized to provide standardized services in hotel operations

Cultural Preservation: The overwhelming support for the positive impact of sustainability on cultural preservation (86.9% agreeing/strongly agreeing) suggests that hotel stakeholders have a strong recognition of the crucial role sustainability plays in safeguarding and promoting local culture and heritage.

Sustainable Resource Management: The mixed responses on the impact of sustainability on resource management (45.64% disagreeing/strongly disagreeing) indicate some skepticism and lack of clarity among stakeholders.

Economic Empowerment: The more divided opinions on the economic impacts of sustainability (43.4% neutral, 39.1% disagreeing) suggest a lack of understanding or evidence



around the economic opportunities sustainability can unlock.

Cultural Exchange: The strong positive sentiment towards the impact of sustainability on cultural exchange (76.1% agreeing/strongly agreeing) reflects the recognition of sustainability's role in facilitating meaningful interactions and cross-cultural understanding.

The minority who did not perceive this link (23.84% disagreeing) may need more exposure to examples of how sustainability-driven initiatives can enhance cultural exchange and mutual appreciation.



APPENDICES

QUESTIONNAIRE

I, NIYIGABA KEVIN am a third-year student pursuing a Bachelor's Degree in tourism and hotel management at Uganda Christian University. This questionnaire is designed to investigate the, SUSTAINABLE HOTEL OPERATIONS AND PERFORMANCE OF THE HOTELS.

I very much appreciate your participation in this study, be assured that your responses will be completely anonymous and therefore any information you provide in here will be treated with strict confidentiality.

INSTURCTION

Tick appropriately in the boxes provided. The information that will be given will be used for academic purposes only. Please do not write your name.

BIO - DATA

SECTION A

1. Age

- | | | | |
|---------|--------------------------|-----------|--------------------------|
| • 15-25 | ☐ | (c) 25-35 | ☐ |
| • 35-45 | ☐ | (d)45-55 | ☐ |

2. Marital status

- | | | | |
|--------------|--------------------------|---------------|--------------------------|
| (a)Single | ☐ | (b) Married | ☐ |
| | ☐ | | ☐ |
| (c) Divorced | | (d) separated | |

Others specify.....



3]. Level of education

- a. Primary
- b. Secondary

3. Institution University level

If others specify.....

SECTION B: To examine hotel performance and identify the factors that affects it.

Statements	SA		A		D		SD		NS	
	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>F</i>	%
Occupancy Rate										
Average Daily Rate (ADR										
Service Quality										
Location										
Facilities and Amenities										
Revenue per Available Room (RevPAR										



SECTION C: To explore the impact of sustainability practices on hotel operations.

Statements	SA		A		D		SD		NS	
	<i>F</i>	%	<i>F</i>	%	<i>F</i>	%	<i>f</i>	%	<i>F</i>	%
Operational Efficiency										
Employee Training and Engagement										
Guest Engagement:										
Energy Management										

SECTION D: To investigate how sustainability practices can be utilized to provide standardized services in hotel operations

Statements	SA		A		D		SD		NS	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>F</i>	%
Food and Beverage Services										
Housekeeping and Linen Services										
Energy and Water Management:										
Guest Engagement and Communication:										

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