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GREEN MANAGEMENT IMPLEMENTATION IN ACCOMMODATION FACILITIES IN BULGARIA

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ABSTRACT: Sustainability is currently one of the major priorities of tourism all over the world. This paper deals with applying elements of green management in accommodation facilities in the city of Sofia, Bulgaria. It analyses the implementation of green management elements and the principles of sustainable development in accommodation services. It focuses on accommodation facilities and their use, and environmental measures. The primary survey was conducted from May until June 2018 and we used a questionnaire survey to obtain primary data. We used the methods of scientific work; and, i.e., the analysis method, a generalization method, mathematical, and statistical methods. A total of 96 accommodation facilities participated in this research and they reached the best results with sorting containers, dual flush toilets, compact fluorescent lamps, and LED lamps. We state that the surveyed accommodation facilities should invest more funds in green initiatives and acquaint employees and guests with this philosophy.

KEY WORDS: eco-friendly accommodation facility, environmental measures, green management, hotel industry, services

Introduction

Tourism is a sector of considerable economic importance and its new ways of development are still emerging (Linderová, Janeček, 2017). Butler (2008) reports that trends in tourism, especially in the hospitality and accommodation market are continually evolving. Managers are finding new ways to harmonize the proposed higher standard with a focus on environmental measures. Environmental practices and innovations of hotel business are a widely discussed topic in scientific literature nowadays due to the benefits they bring to organizations, notably increasing revenues and reducing costs (Petkova, 2017). Green or organic products/services have achieved enormous relevant results in response to the escalated consumer sensitivity to concerns over the ever-worsening environment (Gupta et al., 2019).

Generally, tourism and especially accommodation facilities are responsible for waste pollution, increased water and energy consumption in destination areas, creating many (low paid) jobs for residents, consumption of products and materials produced by the local community (Ivanov, 2005; Ivanov et al., 2014). The literature repetitively argues that to facilitate sustainability, accommodation facilities need to adopt a new environment and socially friendly principles, attitudes and behaviors (Sarkis, 2018).

Therefore we can state that sustainability is one of the major priorities of tourism all over the world nowadays. One part of sustainable tourism is green management. Stakeholders in tourism are increasingly aware of their impact on the environment. Therefore they get involved in various voluntary programs, where they seek appropriate measures by which to contribute to improving the environment at both the local and national levels. A lot of accommodation facilities are turning green at an increasing rate due to a single reason, which is not directly based on profitability, longevity, or sustainability (Scholz, Linderová, 2016).

An overview of literature

A lot of accommodation facilities comprise the largest sector of the travel and tourism industry and have been shown to have the highest negative influence on the environment. Nowadays we can hear or read that green is in. Green is in vogue. A lot of consumers are asking for it. Organizations are requesting it. The future of business is being built by green and socially responsible organizations (Tran, 2009). If hotel guests are not interested in this philosophy, it is necessary to motivate them to go green. Hotels should pay more attention to guests' perceptions of green practices. Social media

can be a useful tool for stimulating guests to go green (Lee et al., 2016). To deal with these environmental, societal, and primarily economic issues, hotel managers or owners are required to be capable of identifying and understanding new sustainable challenges in their accommodation facilities and business environments (Shan, Wang, 2018). Despite the opportunity, some hotel managers remain hesitant to invest in green initiatives because they are not convinced whether or not such investments are financially beneficial. That is, while implementation of some new green practices and elements requires significant initial investments, quantifying returns is often tricky for investments which produce less tangible results such as the improvement to a firm's reputation for being conservation oriented (Bird et al., 2007). Robinot and Giannelloni (2010) argue that 75% of all environmental impacts are created by the hotel industry. This value can be attributed to excessive consumption of local and imported perishable goods, and the waste of energy and water.

On the other hand, the laws or regulations of most countries do not have a legal or a universally accepted definition of what is a "green accommodation facility or eco-friendly hotel." It means that the practice of using "green or eco-friendly" as a marketing ploy is still widespread in many cities and towns around the world. A lot of hotel managers are claiming that they are "green or environmentally friendly" by just hanging a sign and declaring themselves to be green (Pizam, 2009). However, European hoteliers have not perceived their environmental commitment as a significant marketing factor, as they believe that guests have a limited interest in environmental issues and that eco-friendly behavior in hotels involves considerable investment costs (Bohdanowicz, 2005).

A number of measures to protect the environment are focused on reducing energy (Chan, Lam, 2003; Khemiri, Hassairi, 2005; Ali et al., 2008; Pan et al., 2018), water (Deng, Burnett, 2002; Gössling et al., 2015; Reddy, Wilkes, 2015), chemicals, office supplies, reduction of waste (Wie, Shanklin, 2001; Chan, Lam, 2001), transport and mobility, smart technologies (Pan et al., 2018), increasing the proportion of natural materials, aesthetic environment, reducing noise and emissions (mainly carbon emissions), etc. (Patúš, Gúčik, 2004; Hillary, 2004; Bohdanowicz, 2005; Mensah, 2006; Chen, Hsieh, 2011; Petkova, 2017). The best innovative practices are, e.g., linen napkins and terry washing towels, recovery of cutlery, converting old guestrooms bed linens into pot holders and aprons for the kitchen, using TVs for guests information about recycling (Enz, Siguaw, 1999). The international chain Marriott teamed up with their vendors to introduce greener solutions at no extra cost, e.g., eco-friendly pillows filled with materials made from recycled bottles, earth-friendly towels which do not need to be pre-washed, pens made of

75% recycled materials, low volatile organic compounds paint, which are safer and less polluting, Biodegradable laundry bags, laundry detergent that cuts the amount of phosphates released into wastewater (Hu, 2012).

Beyond the traditional return on investment calculation, a framework is needed to evaluate the costs, benefits and return on all activities under the three pillars of sustainability. Sloan et al. (2013) state, some activities are still difficult to quantify in terms of financial or monetary gains (e.g. reduction of carbon dioxide emission or greater biodiversity conservation) although progress in that field has been made over the past decade, by measuring the effect of their actions, owners and managers of accommodation facilities require a more holistic approach to their operations. Greater awareness of the impacts of hotel decisions on the broader eco-system, environmental or social, can ensure a shift from the tradition "make the most money in the shortest time" paradigm towards a long-term approach, which is the very basis of sustainability thinking (table 1).

We can see economics advantages in eco-friendly accommodation facilities, too. We state that reduced consumption of limited resources can signify reduced costs. It should be noted that if the accommodation facilities decide on environmental management, it can increase profits and investment in areas that will be directly beneficial to their guests (Scholz, Voráček, 2016).

Worldwide, accommodation facilities in First Class or Luxury Class begin or have already started to implement green management which results from the moral, social and political reasons. An individual hotel or guest house affects only a small part of the global environment but with suitable environmental measures can contribute to improving the environment at the local level.

Environmentally sustainable purchasing decisions in everyday buyer behavior, therefore, offer a chance to reduce this environmental impact by substituting higher-impact products with products which are environmentally friendlier. This not only produces benefits for the environment but also creates opportunities for businesses (Moser, 2015). The research found that hotels with a green orientation achieve higher profitability and market shares (Menguc, Ozanne, 2005), better levels of employee commitment (Maignan, Ferrell, 2001) and increased guest satisfaction (Luo, Bhattacharya, 2006). Green product and distribution programs furthermore positively affect a hotels' overall product – market performance, while green pricing and promotion practices are directly and positively related to a hotels' return on assets (Leonidou et al., 2013).

Accommodation facilities tend to apply differently in the selection of saving measure. Some hotels and guest houses make decisions according to what is currently the most urgent; others focus on measures that will bring

Table 1. Hotel sustainability performance indicators

ECONOMIC PERFORMANCE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE
– hotel revenues – operating costs (implementation of ISO 14001, Eco-Management and Audit Scheme) – hotel profits (purchasing larger volumes and minimizing packaging and products that the hotel really needs, purchasing products from suppliers in the region, purchasing quality and truly useful products, purchasing of environmentally friendly products, and measuring guests´ satisfaction) – employee compensation – donations and other community investments – retained earnings – payments to capital providers and governments – proportion of spending on locally-based suppliers (purchase of raw materials and products in the region, support local infrastructure) – corporate philanthropy	– total direct and indirect greenhouse gas emissions – energy consumption by primary source (regulating heating and air conditioning, thermal insulation of buildings) – energy saved through conservation and efficiency improvements (low energy technologies, appliances min. class A (A +, A ++, A+++), compact fluorescent lamps) – initiatives to reduce energy consumption (utilization of geothermal energy and waste heat) – total water consumption (installation of single-lever mixers and faucet aerators, energy-saving shower heads, and two-stage flush toilets) – total water recycled and reused (grey-water reuse, rainwater harvesting) – waste output (waste separation in the background of hotels, sorting bins for plastic, paper, etc. in each room, reuse recycled materials, composting organic waste)	– incidents of discrimination – workforce by employment type – workflows and their control – promotion of environmental program to the public, – compliance with environmental principles by guests and employees (use of public transport and bicycles) – employee turnover rates (employment of local population) – workplace representation in health and safety committees – injury rates – employee training – programs for skills management and lifelong learning – percentage of employees receiving performance and career development reviews
INDICATORS BENEFITS	**INDICATORS COSTS**	
– Monetary ↓ energy costs ↓ waste and water costs ↑ revenues ↑ profits ↑ other operational savings – Non-monetary ↓ greenhouse gas and pollutant emissions ↑ biodiversity conservation ↑ employee health and productivity	– Investments in environmental management initiatives – Investments in economic performance initiatives – Investments in social engagement initiatives – Investments in stakeholder reporting	

Source: processed by the International Tourism Partnership, 2017 [06-10-2018].

the most significant savings at the lowest cost. A lot of accommodation facilities invest financial resources into the lighting, where they can attain significant savings. Incandescent bulbs are most often replaced with the compact fluorescent lamps. They reach about 80% less energy consumption compared to the incandescent lamp for the same light flux and also significantly lower power dissipation.

Pollution, waste, greenhouse gases and environmental hazards do not necessarily spring to mind when considering the hospitality and tourism

industries. According to estimates, an average hotel releases between 160-200 kilograms (kg) of carbon dioxide (CO_2) per square meter of room floor area per year and water consumption per guest per night is between 170-440 liters in the hotel in Luxury Class (Sloan et al., 2013). In comparison to the World Health Organization (WHO, 2011) there is a big difference. WHO suggests that a minimum of 7.5-15.0 liters per person per day are necessary for survival, with 2.5-3.0 liters for drinking and food, 2.0-6.0 liters for basic hygiene practices and 3.0-6.0 liters for basic cooking needs. We can state that this estimate of required water is for basic needs, and not a reflection of water "wants" for a much more full range of other purposes (Lundqvist, Gleick, 1997). On average, hotels produce 1 kilogram of waste per guest per night. The US Environmental Protection Agency calculates during a one-night stay in a hotel room 29.53 kg of CO_2 are generated on average in an average hotel. For an upscale hotel, emissions are higher at 33.38 kg CO_2 per room day.

Mainly chain hotels are also increasingly subscribing to eco-labeling and certification schemes (Hamele, 2004 in Mensah, 2013). In Europe, there are over 600 accredited facilities. We state that France is the country with the highest number of accommodation facilities (352) with an environmental certificate in 2015. Especially, The Region of Brittany, Provence-Alps-Côte d'Azur, Aquitaine, and Poitou-Charentes, there is the highest number of accommodation facilities with the environmental certificate of the European Union – The Flower. There are also known other environmental labels: Audubon Green Leaf, Building Research Establishment Environmental Assessment Method (BREEAM), Certified Green Restaurants, Eco Hotels Certified (EHC), Green Globe Certification, Green Key, Green Key Eco-rating Program, Green Seal, Green Tourism Business Scheme, Leadership in Energy and Environmental Design (LEED), etc.

The eco-label certification plays an important role in visitors' decision-making processes. A vast majority of visitors staying in spas and wellness hotels consider eco-labels to be a reliable criterion for choosing environmentally friendly service quality. An eco-label attracts tourists with higher environmental expectations as well as higher incomes. Environmentally conscious visitors are willing to pay a premium to obtain hotel service quality with eco-components. The managers can use eco-label certification or environmentally oriented behavior and practices as marketing tools to reach environmentally conscious visitors (Bastič, Gojčič, 2012).

On the other hand, for accommodation facilities, it is not easy to implement green management. Managers even though start to be creative of the utilization of existing materials and convert to efficient and environmentally friendly (Scholz, Voráček, 2016).

Research methods

This paper aims to analyze the application of environmental measures in selected accommodation facilities in Bulgaria focusing on the city of Sofia. We also set a research question: Which environmental measures are most used in the surveyed hotels?

There were used primary data collected by questionnaire survey and secondary data. The questionnaire survey consisted of twelve questions. They were mostly closed and some were half open questions. The questionnaires were in English and Bulgarian. At the end of the questionnaire, there were three segmentation questions and respondents had space for their views and comments. The primary survey was conducted in Sofia, Bulgaria. We used PAPI and CAWI methods. Paper and pencil interviewing (PAPI), data obtained from the interview is filled in on a paper form using a pencil (Baker, 1992). Computer-assisted web interviewing (CAWI) is an Internet surveying technique in which the interviewee follows a script provided in a website. The questionnaires are made online for creating web interviews. The website can customize the flow of the questionnaire based on the answers provided, as well as information that is already known about the respondent. It is considered to be a cheaper way of surveying since one does not need to use respondents to hold surveys unlike computer-assisted telephone interviewing (Reips, 2000). The survey was conducted from May until June 2018. In the city of Sofia, there are located 108 hotels. We contacted all of them, especially their managers or owners; 89% of them answered willingly. We used the methods of scientific work; and, i.e., the analysis method (also Correspondence analysis – CA), a method of generalization, mathematical, and statistical methods. Using graphic tools of this CA, it is possible to describe an association of nominal or ordinal variables and to obtain a graphic representation of relationship in multidimensional space – for the readers; it is easier to understand. The analysis provides further evidence that dependencies exist between variables.

Correspondence analysis (CA) is a multivariate statistical technique. It is conceptually similar to principal component analysis but applies to categorical rather than continuous data. In a similar manner to principal component analysis, it provides a means of displaying or summarizing a set of data in a two-dimensional graphical form (Zámková, Prokop, 2014).

All data should be non-negative and on the same scale for CA to be applicable, and the method treats rows and columns equivalently. It is traditionally applied to contingency tables – CA decomposes the chi-squared statistic associated with this table into orthogonal factors. The distance among single

points is defined as a chi-squared distance. The distance between i-th and i'-th row is given by the formula 1.

$$D(i,i') = \sqrt{\sum_{j=1}^{c} \frac{\left(r_{ij} - r_{i'j}\right)^2}{c_j}}, \quad (1)$$

where:

r_{ij} are the elements of row profiles matrix R and weights,

c_j are corresponding to the elements of column loadings vector cT, which is equal to mean column profile (centroid) of column profiles in multidimensional space.

The distance between columns j and j' is defined similarly, weights are corresponding to the elements of the row loadings vector r and sum over all rows. In correspondence analysis we observe the relation among single categories of two categorical variables. Result of this analysis is the correspondence map introducing the axes of the reduced coordinates system, where single categories of both variables are displayed in graphic form. The aim of this analysis is to reduce the multidimensional space of row and column profiles and to save maximally original data information. Each row and column of correspondence table can be displayed in c-dimensional (r-dimensional respectively) space with coordinates equal to values of corresponding profiles. The row and column coordinates on each axis are scaled to have inertias equal to the principal inertia along that axis: these are the principal row and column coordinates (Hebák, 2007).

Results of the research

Sofia is the capital and largest city of Bulgaria. The city of Sofia is also the most visited tourist destination in Bulgaria besides coastal and mountain alternatives. Its area is 492 sq. km and is divided into 24 administrative districts, the most populous of which are Lyulin and Mladost. The population of the capital city numbers 1.33 million inhabitants, and it is almost one fifth (18.6%) of the population of Bulgaria. There were located 485 accommodation facilities; 114 of them were in the class A and the rest (371) were in the class B. Based on their location, there is apparent concentration of accommodation facilities in the central part of the city as well in the southern peripheral districts.

The distribution of the different types of accommodation facilities is traditionally characterized by a significant predominance of guest rooms, hotels, guest suites, and family run hotels. Guest rooms represent one-third of all accommodation facilities but they have less than 5% of the bed places, while hotels represent 22% of all accommodation facilities but have almost three quarters (72%) of the total of beds in accommodation facilities (table 2).

Table 2. Categorized accommodation facilities on the territory of Sofia

TYPE OF AF	Number of facilities	Number of rooms	Number of beds
AF – class A	114	7,797	13,763
Hotel	108	7,681	13,535
Motel	3	72	143
Holiday village	1	20	40
Tourist village	0	0	0
Villa	2	24	45
AF – class B	371	2,277	4,965
Boarding house	18	350	711
Holiday house	3	58	116
Family-run hotel	61	767	1,493
Guest room	161	416	899
Guest house	25	151	359
Bungalow	2	12	35
Campsite	0	0	0
Hut	9	106	361
Guest suite	82	259	638
Hostel	10	158	353
Total	485	10,074	18,728

Note: AF–accommodation facilities.
Source: processed by Sofia Tourism Administration [06-10-2018].

In our research, we focused on hotels only. In Sofia, there are located 108 hotels, and we contacted all of them, especially their managers or owners; 89% of them answered willingly. The sample of surveyed hotels by class looked follows; Tourist class 3%, Economy class 7%, Standard class 41%, First Class 41%, and Luxury class 8%. It is important to highlight that the accommodation facilities in First Class and Luxury class represent scarcely

10% of all accommodation facilities on the territory of Sofia. On the other hand, they also have almost one half (46%) of the total number of beds in the capital.

The surveyed hotels in the Tourist class had mostly 5-20 rooms, in the Economy class 41-60 rooms, in the Standard class 21-40 rooms, in Class First Class 61-90 rooms, and in the Luxury class, it was mostly about hotels with more than 100 rooms (figure 1).

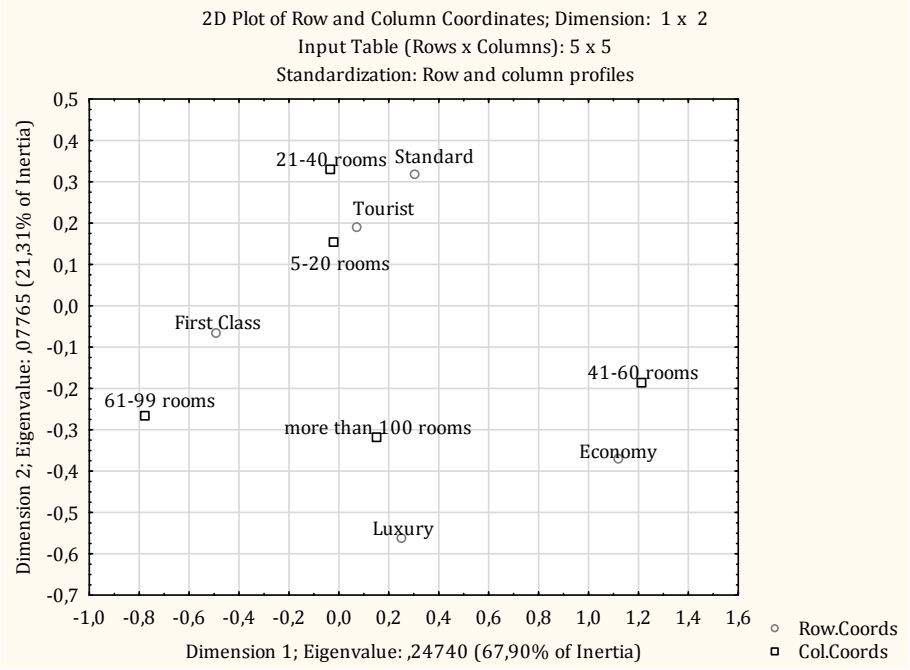

Figure 1. Surveyed hotels and the most frequent number of rooms

Source: author's own work processed by Statistica program [06-10-2018].

Environmental measures were discussed with experts in ecology area and environmental sciences. These measures were selected on the basis of a pilot survey among 45 hotel managers or owners in Czechia. We had to keep only basic environmental measures because managers and owners were not interested in these hospitality trends and had only heard about some of the measures for the first time. We also carried out a pilot survey in Bulgaria, but we encountered a significant language barrier. The questionnaire was therefore translated by a native speaker from Czech into Bulgarian. The English version of the questionnaire was not filled in by managers or owners.

Generally, the surveyed hotels had the best results with compact fluorescent lamps and LED lamps. Hotels in the Tourist class carried two environ-

mental measures only (sorting containers and dual flush toilets). On the other hand, hotels reached better results with sorting containers (66%) than other class besides Luxury class (table 3).

Good results were reached by hotels in the Economy class with compact fluorescent lamps and LED lamps (71%) and saving appliances (57%). The surveyed hotels did not apply almost one half (44%) of environmental measures. Unsatisfactory results were noticed with measures such as heating regulation in each room individually, changing linen and towels on request, cleaning products and laundry detergents friendly to the environment, or informing guests about environmental efforts (each 14% only).

Hotels in the Standard class achieved very good results with compact fluorescent lamps and LED lamps (93%), most measures had the average values, e.g., changing linen and towels on request (66%), central lighting switches in rooms (62%), minimizing the use of disposable products (62%), and windows thermal insulation (59%). Insufficient results were found by more one half (57%) of measures.

Very good results were noticed by hotels in the First Class with compact fluorescent lamps and LED lamps (100%), saving appliances (79%), and windows thermal insulation (74%). It was surprising that no hotel was interested in the individual heating control installed in the rooms. If the room is not occupied by the hotel guests, it is not environmentally friendly to use the air conditioning or to heat in the room. It is completely sufficient if the heating or air conditioning is turned on a few hours before the expected arrival of the guests. The worst results were shown in the providing of information to the guests about sorting bio-waste (0%), preference for products with the "eco" label (18%), and reducing the flow of faucet aerators or shower heads (28%).

Hotels in the Luxury reached outstanding results with compact fluorescent lamps and LED lamps, central lighting switches in rooms, using recycled paper, and informing guests about environmental efforts (each 100%). Other measures were primarily on the average or high level.

The managers or owners of the surveyed hotels stated that green management implementation in accommodation facilities providing a competitive advantage over other accommodation facilities, cost reduction, increased sales, guest benefits, and environmental improvements. On the other hand, more than one quarter (26%) of the hotels were interested in the environmental certificate. They were mainly hotels in the First Class and Luxury class.

Table 3. Environmental measures used in accommodation facilities in the city of Sofia [%]

Environmental measures/ Hotels by class	Tourist	Economy	Standard	First Class	Luxury
sorting containers	67	43	55	56	88
sorting bio-waste	-	-	7	-	38
windows thermal insulation	-	-	59	74	88
heating regulation in each room individually	-	14	55	54	75
saving appliances	-	57	34	79	63
compact fluorescent lamps and LED lamps	-	71	93	100	100
central lighting switches in rooms	-	29	62	72	100
using recycled paper	-	-	31	56	100
reducing the flow of faucet aerators or shower heads	-	-	7	28	63
dual flush toilet	33	29	28	56	63
changing linen and towels on request	-	14	66	69	88
cleaning products and laundry detergents friendly to the environment	-	14	14	53	75
minimizing the use of disposable products	-	-	62	38	25
giving priority to products with the „eco" label	-	-	10	18	38
green management employees education	-	-	3	54	63
informing guests about environmental efforts	-	14	3	100	100

Source: author's own work processed by Statistica program [06-10-2018].

Discussion

The findings provide us with answers to the research question: Which environmental measures are most used in the surveyed hotels? Generally, the surveyed hotels had the best results with compact fluorescent lamps and LED lamps. Hotels in the Tourist class carried two environmental measures only (sorting containers and dual flush toilet). On the other hand, hotels reached better results with sorting containers (66%) than any other class besides Luxury class.

Following the world trends in tourism, Sofia city invests in the development of its accommodation facilities, taking into consideration the sustainable development of the hotels. In general, our recommendation is to invest more funds towards faucet aerators and water saving shower heads and sorting containers. It is utterly inadequate that each class reach very low values.

The faucet aerator achieves great results and costs no more than 10 euro, and water savings are in the range of 48% to 84%. This is in line with results from previous studies in the field of green management in accommodation facilities in Czechia and Slovakia (Patúš, Gúčik, 2004; Scholz, Linderová, 2016). We have to state, that not so many surveyed hotels were not interested in sorting containers and sorting bio-waste. Pham Phu et al. (2018) say that 72% hoteliers in Hoi An, a tourism city in the center of Vietnam, disliked storing waste in their hotels, while 58% of the hotels thought that they lacked information and skills in recycling. Some hotel managers explained that recycling took more time and labors (42% and 22%) and was unsanitary (18%). It was a surprising fact because there is a law about sorting waste and many hotels do not recycle at all. We agree that mentioned accommodation facilities should definitely invest in the green initiatives (Chan, Lam, 2003; Bohdanowicz, 2005; Ready, Wilkes, 2015).

Limitations

This paper contributes to the research of hotels' environmental measures in some aspects, but there are several limits, too. On the other hand, mentioned limits provide directions for further research.

Firstly, our research cannot be generalized. We were merely interested in hotels, and the research was conducted in the city of Sofia only. We would like to investigate other important towns in Bulgaria (e.g., Bourgas, Varna, Plovdiv, etc.) and compare it with the results of Sofia city. Subsequently, we would like to focus on other towns and regions and map the adoption of environmental measures in accommodation facilities in Bulgaria. We also mapped accommodation facilities and their environmental measures in Czechia. We think that a comparison of these two states would be desirable.

Secondly, an in-depth analysis was not realized with the environmental measures. It was not stated there whether the hotels were focused on the particular environmental measures or not.

Finally, in our future research, we would like to focus on environmental measures individually (e.g., analyzing solid waste practices in a hotel – categories such as paper, cardboard, garden waste, kitchen and food waste, tissues, PET, nylon, plastic, glass, etc.). In our opinions, the results would have a more meaningful value.

Conclusions

This paper contributes to research by furthering understanding of the particular relevance of factors determining green management implementation. Selected hotels in the city of Sofia attained average results. With the rise of environmental consumption, guests are also increasingly critical of hotel practices, especially in cases where it is difficult to verify that environmental themes take precedence over that cost. The First Class and Luxury class hotels had better care of the environment in comparison with other classes.

The main reasons for the adoption of environmental measures are also guests. Some of them generally recognize the practices of eco-friendly hotels by showing their willingness to pay more, sacrificing part of their comfort and luxury during the implementation of environmental measures. Although their demand for eco-friendly accommodation is still relatively low, some guests are looking for hotels that demonstrate the use of just environmental practices. Therefore, it is essential to have a better understanding of the behavior of the guests regarding the use of eco-friendly accommodation so that the marketing and operational strategies that influence the behavior of the participants in tourism can be successfully implemented.

Green management extends the portfolio of services in the accommodation facilities. We can state that a greener workplace can mean a lighter ecological footprint, a healthier and more productive place to work, and finally better conditions for employers, employees, and guests.

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