



UNIVERSIDADE CATÓLICA PORTUGUESA

Corporate Social Responsibility for sustainable goals achievement in the hotel industry:

The case of Le Monumental Palace in Porto

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May 2021



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Corporate Social Responsibility for sustainable goals achievements in the hotel industry.

A case of Le Monumental Palace in Porto

Final Work in Organisational Context presented to Universidade Católica Portuguesa in order to obtain the master's degree in Management

by

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May 2021

Acknowledgement

To professor Sandra Lima Coelho, who has been by my side during the all process of the research and helped keeping me organized and look in the right direction at each step of the study.

To all employees at *Le Monumental Palace* in Porto, who welcomed me with opened arms and gave their support during the time of the internship.

To the hotel director and human resources manager, who allowed me to fully developed my ideas for the purpose of my study and helped me to carry some projects until realization.

To all the students, in university and college, from everywhere, for whom 2020 and 2021 represent mainly a period of questioning and wonders of what the uncertain future will hold for us. Be strong and do not give up. The pandemic of COVID-19 frozen our economy and social balances, but also gave us the opportunity to start all-over and do things differently: this is our chance to make the world a better place.

To my family and friends, whom I have not seen a lot the past year but constantly supported me at distance through their unconditional love, and stand by my choices to see me growing and be happy.

To the one who shares my life here in Portugal and let me discover this beautiful country, its culture and traditions, and make me feel at home again.

Resumo

O objetivo desta dissertação foi descobrir se as expectativas dos trabalhadores sobre os resultados do desenvolvimento da Responsabilidade Social Corporativa (RSC) em relação à moralidade, no que concerne às dimensões ecológica e social (incluindo a criação de um senso de comunidade, trabalho significativo e satisfação), poderiam encaixar-se na representação dos líderes da implementação da RSC, conforme apresentado na literatura (imagem corporativa, requisitos legais, vantagem competitiva) num hotel de luxo como o *Le Monumental Palace* no Porto. O foco incidiu sobre os valores morais subjacentes às ações ambientais e sociais a partir da implementação da RSC e no potencial comportamento económico perceptível dos gestores responsáveis pela boa execução daquelas práticas. Aplicar-se inquéritos por questionário aos colaboradores, entrevistas a dois responsáveis do estabelecimento, e recorreu-se à observação participante, o que nos ajudou a descobrir quais as representações do pessoal do hotel têm sobre as consequências da RSC nos aspetos social, ecológico e económico. A pesquisa evidenciou conceções não tão divergentes de tais práticas, permitindo perceber potenciais atuações sustentáveis quando aplicadas.

Palavras-chave: Responsabilidade Social Corporativa, Sustentabilidade, Moralidade, Comportamento Económico, Hotelaria.

Abstract

The purpose of this dissertation was to discover if worker's expectations of Corporate Social Responsibility outcomes (including create a sense of community, meaningful job and satisfaction) in respect to ecological and social morality, could fit the leaders' representation of CSR implementation as presented in literatures (corporate image, legal requirement, competitive advantage) in a luxury hotel such as *Le Monumental Palace* in Porto. The focus was made on moral values underlying the environmental and social actions from CSR implementation, and the potential economic behaviour enrolled by managers in charge of their well-execution. Surveys to employees, interviews with two heads of the business establishment as well as observations, have helped the study to discover the representations people have on the consequences of CSR from the social, ecological and economic aspects. The research highlighted non-so divergent conceptions of such practices allowing to perceive a potential reach of sustainable performances when applied.

Keywords: Corporate Social Responsibilities, Sustainability, Morality, Economic Behaviour, Well-Being.

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Introduction

In nowadays society, the pursue for innovation and economic growth from developed civilizations and big industries, has led the environment and populations in precarity to suffer from human actions. As part of the worldwide politicians' discussion and shared obstacles, the conservation of nature, the protection of our surroundings and social help for people in need are major concerns that all individuals should consider to improve the well-being of earth and its inhabitants, including the human kind. Therefore, it seems to be part of our moral duty to acknowledge the environmental issues the world is suffering from and act on them in order to build a better future for next generations.

The concept of morality has been for long argued and discussed among different philosophers and sociologists such as Durkheim, Weber, Simmel or even Adam Smith. All presents different conceptions of what can be considered moral, yet, under the same aspect that moral is about acknowledging what it right or wrong (Fevre, 2003, p.1-13) and more precisely what is good for individuals and society. In this specific case, the morality underlying the environmental and social concerns is the general consciousness that humans' acts are wrong for the environment but acting on saving it is the right behaviour. According to Stockhof (2018), ethics and morality are two variables that are inter-connected in principle (Stockhof, 2018, p.297-298). Therefore, considering that philanthropic, humanitarian or charitable actions are moral behaviour that positively serve better the society, those actions are shown as perfect ethical practices individuals shall enroll.

Furthermore, Geoffrey Lantos (2001) once wrote in an article of his journal that "Experience, anecdotal evidence, and empirical evidence reveal that in long run 'good ethics is good business'" (Lantos, 2001, p.17) supposing that ethics and profit

are two compatible components for organizational performance and therefore ethical behaviour such as altruistic activities are good business. Yet, the statement of Lantos shows a paradox as the all article was written on the idea that philanthropic motivation to implement Corporate Social Responsibility (CSR) activities within organizations, should not be practiced. Indeed, he believed that firms should focus on economic responsibility because “Humanitarian CSR (...) includes actions that morality doesn’t mandate but which are beneficial for the firm’s constituencies although not necessarily for the company” (Lantos, 2001, p.15). This statement highlights a separation between CSR practices and ethical CSR duty. Therefore, if enterprises should not act on philanthropic CSR because it could harm the economic objective, but that good business implies good ethics, the interrelation between the fundamental components of CSR (as defined by professor Archie.B Carroll in 1979 and which will be described further in this paper) appears inexistent. Researches, such as the one of professor Kenneth.E Aupperle (1984), demonstrated the impossibility of positive results from the interrelation of those same components, as the degree of importance, weight and value of each of them is too different to achieve sustainable performance (Aupperle, 1984, p.271-272). They should not be cared at once in order to avoid organization’s disruption.

However, in another hand, Aupperle (1984) suggested in that same paper that further researches should be made on the relationship between elements composing CSR, as their positive interrelation could depend on the type of organization chosen to be analyzed and the method used to collect data, advising surveys to be conducted (Aupperle, 1984, p.273).

Therefore, the following paper is an answer to Aupperle’s last questioning that he suggested to be further researched. It will, more especially, demonstrate if the economic and individual aspects underlying the CSR objective for organizations to adopt environmental and social practices, are positively compatible in a specific

firm (*Le Monumental Palace* hotel in Porto); regardless the potential divergence of motivations driven by CSR and representations of its benefits of people in a same organization.

As proposed by professor Aupperle (1984), a pre-approach survey was conducted toward the implementation of different CSR activities and their connectivity to employees' interpersonal and intrapersonal well-being as the first research question suggests. A second survey was then conducted as a post-approach analysis of employees' feeling after implementation of CSR activities and, when supported by observation, could answer the third research question of this paper. The second research question ask the organizational representation, enrolled by managers in charge, of the implementation of CSR activities and the legitimacy of adopting economic rationality. In order to respond this last, interviews were organized with the director of the hotel and human resources. The outcome of the implementation of those research methods to answer the research questions, has led to think that Aupperle (1984) and Lantos (2001) affirmation should be considering the environment and a specific case to be studied to avoid generality.

Nevertheless, it would be important to mention that this research studied was made in a context that may have altered the results found. In fact, the COVID-19 crisis has led many enterprises to revise their goals, structure and business vision. In the case of *Le Monumental Palace*, the establishment had the obligation to close its door because of its revenue stream that were way below the annual objectives. Therefore, as the focus this year was into the survival of the establishment and its workers, the application of CSR activities to demonstrate its necessity for sustainable goals was neglected or at least, not a priority.

In this research we first present a literature review, acknowledging facets of the implementation of CSR activities, and the different ethical and economic representations they imply. The second part is dedicated to the methodology with a descriptive paragraph about the research methods used in this case study of a

hotel and the type of data collected for this internship report (surveys, interviews and observation). An overall firm's presentation (acknowledging the context in which the internship and research have been made and confronted) is provided in a third chapter. Lastly, the analysis of the results founds is shown, ending by a discussing part about the finding in relation with the literatures stated before. Finally, we provide the conclusion and reflections for further researches.

Chapter 1: Literature Review

1. Summary

The past few decades have seen an increasing number of researches made about Corporate Social Responsibility (CSR) practices within organizations, their expected benefits, and their necessity for internal and external stakeholders' satisfaction (Kim, Song & Lee, 2016); (Yusri & Amran, 2012); (Branco & Rodrigues, L., 2009); (Riordan, Gatewood & Bill, 1997); (O'Reilly, n.d); (Mael & Ashforth, 1992); (Lee, Kim, Son, & Lee, 2011); (Donna & Griffin, 1999); (Hosmer, 1995).

First of all, CSR has been defined in many ways since 1953, when the economist Howard R. Bowen published his book "Social Responsibilities of the Businessman". The author believed that all decisions and actions (from their potential to their limitations) taken by the hundred largest firms in the United States could drastically touched the lives of people. He acknowledged the important influence of those particular firms for the well-being of all societies (Bowen, 1953, p.x-xi). Since then, the notion of CSR has evolved in a path enrolling worldwide organizations which must actively invest in social responsibilities practices. In support, professor Archie.B Carrol defined, in 1979, one of the most popular constructs of CSR that has been used, after being published in 1991, by many literatures for several decades. It is based on a four-part framework of the Corporate Social Responsibility dimension, including economic, legal, ethical and philanthropic expectations that society has of organizations they consume, at a given point in time (Carroll, 1991, p.39-48). Those

four pillars, that firms must embody in order to respond people's expectations, are foundations and characterize the nature of businesses' responsibilities to society.

As for the benefits and necessity of such implementation, it has been demonstrated the influence of CSR on trust and relationship between the company and its stakeholders (consumers and investors), as well as among the people that composes it internally, resulting in an overall well-being (Su & Swanson, 2019). Considering the definition of Carroll (1991) and many other researches, CSR is also linked to the concept of moral value and the idea that the social and ecological practices implemented are source of shared value creation (between external and internal stakeholders) based on common ethical beliefs of what is good behavior (Lantos, 2001). This last should result on obtaining social, environmental and economic benefits for sustainable performances (Ham, Lee, Yoon & Kim, 2020).

However, even though the description of CSR in previous statements seems to draw a productive business strategy, other papers have also demonstrated that its efficiency lays on the representation people of the firm has about its benefits for the organization and the necessity of a shared vision, yet, hard to achieve (Riordan, Gatewood & Bill, 1997).

Indeed, as for individuals side (mainly consumers and employees) those practices are majorly understood as ways to protect and support environmental and social surroundings, to improve inside communication, relationship and identification with the firm to achieve a common goal (O'Reilly, n.d); for the business side (mainly represented by managers) it has been proven that the motivations pushing leaders to introduce CSR are usually economically driven and described as "hypocritical" behaviors aiming on highlighting only the organization's reputation for self-centered economic ends (Wagner, Lutz & Weitz, 2009); (Yang, Manika & Athanasopoulou, 2020).

This assumption could be even more conceivable when addressed to the hospitality industry, which has been proven to be a sector where reputation, image

building and attractiveness are major influencers for a successful establishment (King Fung Wong & Kim, 2020). In fact, green behavior, and sustainable practices at large, are becoming important factors for guests' attraction and retention in tourism destinations, especially hotels (Grosbois, 2012). Therefore, this last point addressed the possibility that CSR implementation can be object of moral manipulation from its essence usage in order to achieve economic ends. Yet, researchers have also explained the necessity from managers to respond to a legitimate economic rationality in order to balance the investment in such practices that could negatively impact the financial performance of the business if any economic behavior are being displayed (Fevre, 2003). According to all points stated above, CSR has been then proven to be either source for moral well-being and happiness for stakeholders; or an economic strategy for financial performance through the image, reputation and attraction built out of the business' disclosure of its social and environmental actions (Deegan, 2002). Therefore, it can be understood that even though CSR implementation seems to be profitable for both people and business perspective, the divergent visions of its outcomes makes the interrelation between ethical, social, economic and environmental benefits impossible to be displayed at once to positively answer all Carroll's components of Corporate Social Responsibility.

The following literature revision is divided in four parts. First of all, the concept of CSR will be defined from Carroll perspective, in which many authors have based their researches on and have shown contradictory results about the outcomes, based on the representation individual and organization at large have of such implementation. The second, third and fourth parts will present those two representations and the way it can lead to positive benefits for both at once. The idea of the following literature review is to present the contrast existing in the representation of CSR, when applied in for altruistic matter, by individual and its

expected social benefits, with the motivations pushing organization to implement CSR, and the expected economic outcome. We will see that the notion of ethics value plays an important role in the distinction of both expectations. The last paragraph will serve as a demonstration that all CSR components (mostly philanthropic, ethical and economic), when applied jointly can have a role to play to achieve positive objectives.

2. Corporate Social Responsibility: the four pillars

The following paragraph will present the four components of CSR from Carroll last publication in 2016 in the article “Carroll’s pyramid of CSR: taking another look”:

The economic responsibility is the highest fundamental category in the pyramid of CSR. Carroll (2016) expresses that it is “a requirement of existence that businesses must have an economic responsibility to the society that permits them to be created and sustained” (Carroll, 2016, p.3). In fact, in order to be socially responsible, it is expected from firms to be able to sustain themselves and make profit to create enough resources to continue operating and thus, satisfy stakeholders. Therefore, the economic pillar of CSR is a baseline requirement for business to assure social responsibility by remaining active and competitive.

The legal responsibility includes the minimal ground rules under which the businesses must operate and function. They include laws and regulations governmentally established, in order “to fulfill all legal obligations to societal stakeholders” (Carroll, 2016, p.3). It is all basic laws that society expects from firms to care about as all good citizens would.

In addition to those legal requirements, the society is also expecting businesses to operate in an ethical way. This includes that organizations should act on moral

principles, and fit with standards, norms and policies expected or prohibited by the society at large. Therefore, the organization should “recognize that the business integrity and ethical behavior go beyond mere compliance with laws and regulations” (Carroll, 2016, p.3-4) as it relates to moral duty and must clearly be stated.

The last responsibility called “philanthropic” includes the business’s voluntary and discretionary activities that, in an ethical sense, are now part of the everyday expectation of society. Carroll (2016) acknowledges the fact that there is sometimes an altruistic motivation behind business giving; yet, most businesses engage in those practices to demonstrate their good citizenship. This last element is historically considered as one of the most important of CSR definitions. However, as shown previously in this dissertation, researchers, like Lantos (2001), believe that it is irrelevant to practice philanthropic practices when applying Corporate Social Responsibilities because it could harm the profitability of the organization (Lantos, 2001).

Furthermore, others have stated that there is no possible connection between elements of Carroll’s conception towards CSR benefits. In fact, according to Aupperle’s study (1984), there is no relationship between profitability and CSR (Aupperle, 1984).

According to him and other authors, doing good for firm and doing good for others cannot be done jointly without harming the profitability of the organization, contrarily to what the pyramid of CSR tends to support. In literatures, the two sides have majorly been divided in one hand, the individuals (consumers mainly) seeking for organizations adopting ethical and philanthropic behaviors from CSR implementation. This first aspect will be presented in the following part of the chapter. And in the other hand, the organization (enrolled by leaders and managers) looking, at first, at the economic benefits from the introduction of such practices which will be highlighted in the fourth parts of this chapter.

Yet, other authors contradict the idea that the two side cannot be jointly treated and demonstrate that answering both expectations could lead to sustainable performance. The fifth part of the chapter focuses on this last aspect.

Therefore, all components of the pyramid are mentioned in the following parts of the chapter, yet, the questioning remains only on the interrelation between three of the major pillars: ethic, economic and philanthropic matters.

3. Individual representations and benefits

Evidences from different researches have proven that the implementation of Corporate Social Responsibility activities towards social and ecological matters within organization does affect the image consumers have on that same organization. Moreover, the issue itself defined by the company through CSR interacts with the consumer's personal position and beliefs about the firm's trade-offs. Sen and Bhattacharya (2001) define in their shared study that there is a positive relationship between a company's CSR actions and consumer's attitudes towards the company and its products. Therefore, CSR initiatives are crucial for marketers seeking for benefits (Sen & Bhattacharya, 2001).

Here, the individual, represented by the consumer, bases his representation of firm's CSR from the communication made by the organization and it leads to say that social responsibilities have effect on his evaluation of the firm. Yet, depending on the communication strategy chosen, the image resulting from CSR implementation could also lead to a decrease of consummation if not responding the individuals' expectation. Wagner, Lutz & Weitz (2009), proposed in their research different strategies that firms enroll when it comes to communicate about social and ecological actions undertaken and the impact they have on consumer's

perception of those CSR and real intentions. Those strategies (proactive, active, abstract or concrete) are being compared according to the degree of consumers' satisfaction towards the CSR implemented they induce. All those communication approaches have different conception, yet, have one same component being the transparency with consumers, in order to minimize any potential negative attributes (Wagner, Lutz, & Weitz, 2009, p.83-89). Therefore, the communication made by the company about its ecological and/or social practices from CSR implementation can impact the consumers' feelings towards the firm (from the representation and image the consumer will have of the organization).

Furthermore, the introduction of such practices can also interact with the trust the individual will have towards the company. In fact, according to Hosmer (1995), building trust with stakeholders is a moral duty for organization. It covers as much the "confidence" consumer or employee will have for the firm, as the dependence it will create between them (Hosmer, 1995). Indeed, in its essence, CSR activities influence employee's relationship in terms of organizational trust and subsequently his well-being and engagement to the firm. Hosmer said "when companies resolve social problems in an ethical manner, it is more probable that employees will trust the organization" (Su & Swanso, 2019, p.439). Therefore, trust to the organization is seen as a major key that individuals (here represented by the employees) expect from the implementation of ecological and social practices as ethically related.

Moreover, it is also demonstrated the close link existing between individuals' well-being in organization and relationship building. Indeed, according to the authors Donna & Griffin (1999), researches, such as the one undertaken by Cooper & Cartwright in 1994, have proved that mistrust from poor relationships among co-workers can lead to "high role ambiguity, poor communication, low job satisfaction and poor psychological well-being" while "employee relationships offering support and attachment have very positive effects" (Danna & Griffin, 1999, p.359). In addition, lack of employee's health and well-being in firms can have a huge impact

on the overall profitability of the firm (Danna & Griffin, 1999, p.375). Those same authors also state that initiatives including social and ecological interventions, as Corporate Social Responsibility activities would suggest, can be very advantageous. Such programs have proved to increase employee's physical and psychologic health from relationship building.

So far, it has been described the beneficial consequences on inter-personal well-being from the application of CSR activities toward social and ecological matters. Yet, the positive result goes further the relation people will have with each other, or between them and the firm. In fact, the benefit can also be found intrapersonal. The authors Kim, Song & Lee (2016), found out in one of their study that CSR programs added to internal marketing programs, in the casino field, are likely to improve employee work attitudes such as commitment from the happiness it procures (Kim, Song & Lee, 2016). Therefore, it seems to be a matter of leaders' decision to apply such programs that will provide or not satisfaction to the individual within himself.

Indeed, according to Riordan, Gatewook & Bill (1997), job satisfaction is directly related to the corporate image from which the head of any organization has the control of. A positive corporate image coming from the decision to include CSR activities on social and ecological matters within the business, can then have a direct impact on the individual's satisfaction for the firm (Riordan, Gatewood & Bill, 1997, p.403-404) and can bring a sense of meaningful job. We will also discover later in this dissertation that the well-being of employees is a major player for money creation from the performance it implies and therefore the customer satisfaction resulting.

The previous literatures presented have demonstrated the positive impacts on individual's well-being (inter and intra-personal) from implementation of Corporate Social Responsibility (communication, trust, relationships) and the representation those individuals have of the benefits of such practices (happiness,

satisfaction, meaning). Yet, researches have mainly focused on the consumers prospect and only few have studied the employees feeling when looking at the “individual” representation; also, not many have been made within the hospitality industry, and non-about *Le Monumental Palace* in Porto. Therefore, the following research question arise in this dissertation:

Do ecological and social practices from CSR, within the hotel industry and especially in the case of *Le Monumental Palace* Porto, can have an impact on employee’s interpersonal and intrapersonal well-being?

4. Organizational motivations and strategy

When researches are focused on discovering what are the organizational motivations pushing leaders to implement Corporate Social Responsibility activities towards social and ecological matters, results have tended to lead to the same conclusion: increasing the economic performance. As Milton Friedman would define, individuals responsible in the application of such practices are the proprietors or corporate executives who will, in accordance with their desires, conduct the CSR implementation generally to make as much money as possible (Friedman, 1970). To achieve this goal, organizations (here represented by leaders in charge) majorly use and involve in high disclosure with their stakeholders, in order to both conform with law and contribute to social objective for ethical matters.

According to the authors Yusri & Amran (2012), companies would use disclosure as a mechanism to increase communication and relationship building in order to benefit from a positive image and reputation to create profit (Yusri & Amran, 2012). As previously stated in the literature review, communication and relationship are major representations individual (such as consumers and employees) have toward

CSR activities and if well responded, can be source of social development and therefore economic performance. Branco & Rodrigues (2009) support this concept of CSR disclosure for external and internal benefits by stating that it goes further the increase of communication and relationship, it brings know-hows to employees through pedagogic activities to develop their capacities and make them work better (Branco & Rodrigues, 2009).

The authors Yusri & Amran (2012) also suggest that companies engage in CSR activities for legal obligations and to comply more to the community expectation by legitimizing their behavior and generate greater competitive advantage (Yusri & Amran, 2012, p.42). The concept of legitimization is being defined, according to Deegan, Rankin & Tobin (2002), as an attempt from organization to comply with society's expectations. Yet, those same authors also believe social expectations are gained from media reflecting and shaping community concerns (Deegan, Rankin, & Tobin, 2002, p.314-315). In fact, as Wallter Lippman said in 1965 "over time, many of the issues receiving major emphasis in the news become the major issues on the public agenda" (Deegan, Rankin & Tobin, J., 2002, p.314). This statement was referring to the idea that environmental concerns, within individuals, are being influenced by what news and medias tend to show as important matters to care about. The question here is to wonder if companies are still considered legitimate if they not only comply with people's expectations to introduce environmental practices (from responsible motivation) but also use those practices as economic stimulus from the strategic disclosure in order to respond media's attention (Deegan, Rankin & Tobin, 2002, p.319 & 334). Friedman once stated in an article that the "doctrine of social responsibility is frequently a cloak for actions that are justified on other grounds rather than a reason for those actions", highlighting the idea that social actions undertaken by managers in charge, are usually covering the desire to generate goodwill and serve self-interest (Friedman, 1970).

When looking at Deegan's research introduction (2002) on the legitimizing effect of social and environmental disclosure, some of the major reasons and pushing motivations for managers to voluntarily undertake CSR activities are provided (Deegan, 2002, p.290-291). The compliance with legal requirements and community expectations are being mentioned, yet others factors bring up the assumption that social and environmental practices are only attributes to legitimacy creation for economic ends (attract investment funds or win particular reporting awards for positive publicity) (Deegan, 2002, p.290-291). Turban & Greening (1997) also mention the motivation in providing "competitive advantage in attracting applicants" to develop CSR activities (Turban & Greening, 1997, p.659). Therefore, the morality displayed behind the implementation of such activities toward social and ecological matters from leaders seem to be very much interrogated.

In Yang et al (2020) research paper, an investigation is being developed towards the pro-environmental behaviour of managers and the "organizational hypocrisy" of it, as they call it. The authors would define a hypocrite pro-environmental behaviour as a "claim or action appearing to be ecologically friendly but made or initiated primarily out of self-interest" (Yang, Manika & Athanasopoulou, 2020, p.337). It is to say that leaders will tend to adopt such behaviour also to full-fill their own interest of creating money regardless the existing environmental and social benefits that could result from it. Ralph Fevre (2003), the author of the book "The New Sociology of Economic Behaviour" would employ the term "economic behaviour" to define a way to produce good, realize tasks or maximize benefits of a firm for only economic advantages. This support the assumption of CSR activities application for economic ends and brings here again the question of morality (Fevre, 2003).

Fevre's book (2003) provides several sociologists' opinions toward the morality of economic behaviour when applied to environmental and social concerns. From Marx, Durkheim, Weber and Simmel perspectives, fulfilling social desire for

altruistic behavior is important but also very cost-full; and that is a reality. According to Durkheim, economic behavior can be moral if individuals start to see it as a right thing instead of wrong. The sociologist states that “absence of all economic discipline (...) weaken public morality” as it is a need for all. For example, as bad as the industrial capitalism was, it brought at the end a sense of morality from the organic solidarity it created among people. The economic rationality saw the light in the classical sociology stipulating that there is morality in economic necessity. As Adam Smith would say “it is the self-interest of the baker that makes sure we have bread on our table”, suggesting that immorality of one can bring good for all (Fevre, 2003, p.10). Milton Friedman (1970) reinforced this assumption by stating that corporate executives, and other managers in charge at large, should not be blamed for the hypocritical behavior underlying CSR application as it comes from institutional requirements and the attitude of the public to push it this way harming, therefore, the foundation of a free society where organizations can decide for their own (Friedman, 1970). Therefore, if applying social and environmental actions through CSR activities can bring the expected benefits, does the economic essence motivation to implement them really matter? The recent sociology supports the idea that economic behaviour can be moral if we consider the economic growth and development it implies. Indeed, when looking at the actual sanitary crisis the society is living in right now (COVID-19), all citizens act on an economic behaviour in a certain way without their actions critically defined as immoral. As the global economy is threatened by the virus, it is moral for everyone to reconsider the way they behave, consume and live as a necessity to survive.

As we have discovered the pushing factors leading organizations (here presented as the managers) to introduce CSR activities towards social and ecological matters, the concept of moral behind economic motivations raised. Even if it has been proved that the use of economic behaviour from leaders does not necessary mean acting

immoral, the legitimacy of the CSR activities is still point into question. Yet, as the implementation of ecological and social efforts needs economic investment, the economic rationality displayed by managers seem to be legitimate. Therefore, the interrelation of the economic and ethical components of Carroll's pyramid of CSR leads to the following interrogation and research question:

Is legitimacy behind CSR implementation and economic rationality from the leaders two compatible variables at *Le Monumental Palace* in Porto?

5. Sustainable objectives and performance

In the past paragraphs it has been presented the different literatures acknowledging the representation individuals have of organizational CSR (consumers and employee's perspectives) and the motivations pushing leaders to introduce such practices. Discoveries showed that as for individuals the benefits should result on creating interpersonal and intrapersonal well-being, for managers in charge, the outcomes should first respond economic necessity. However, even if representations are diverging, it seems that the implementation of those actions is still beneficiating and responding all parties and expectations. In fact, from researches made, sustainable results are noticeable in the positive impact it has on the environment, the organizational social satisfaction and the financial performance.

First and foremost, enrolling in Corporate Social Responsibilities actions toward ecological concerns answers the will to realize goods for the environment surrounding. As this paper tends to analyze a case of an establishment in the hospitality sector, it would help to discover what other hotels have realized as "green operations" in the context of corporate social responsibility. In fact, it is

known that the hospitality industry is a major source of environmental and social issues. From their contribution to air pollution from the operations, biodiversity loss from resort development, waste generated by food and beverage outlets and other issues, commitment from hotels to achieve environmental goals and actions undertaken through CSR is inevitable (Grobois, 2018, p.898). Grobois (2018) also believes that there is a difference between being committed to realize ecological practices and acting on them. Therefore, it would be interesting to see what a hotel chain such as Hilton, realize in a daily bases to answer this engagement.

Indeed, the well-known American company is an example of hotel chains that believe that coordinated actions at all levels of the society need to be taken to avoid the progression of environmental degradation (Bohdanowicz, Zientara & Novotna, 2011, p.797). For this purpose, the company launched the *We Care! Program* originally conceived as an environmental initiative but with also an empowering role to change people's mind inside and outside the institution through Corporate Social Responsibility activities. This program focuses on four issues: energy efficiency, waste reduction, water efficiency and chemical use. In order to achieve their goals, top management endorsement for environmental policy was needed, a partnership with *International Tourism* for guidelines on sustainable hotel siting was required, workshops and trainings for employees was introduced through the "GreenBox", reporting on performance was done and communication towards its implementation was realized (Bohdanowics, Zientara & Novotna, 2009, p.805). Results have shown that the establishments succeeded from 2006 and 2008 to reduce energy consumption to 15% and water consumption to 10% compared to numbers from 2005 (Bohdanowics, Zientara, & Novotna, 2009, p.805). Therefore, from the actions undertaken by Hilton here as an example, the necessity from hospitality institutions to involve in both CSR and ecological concerns together, is demonstrated. This should lead to answer the first pillar of sustainable

development which is realizing environmental goods and assure a healthy future for next generations (Bohdanowics, Zientara, & Novotna, 2009, p.812).

Moreover, the social and economic components of CSR are also considered within the development of sustainable performances and therefore should be acknowledged by hospitality establishments. Indeed, the concept of sustainability finds its definition on the idea that humanity should act on meeting “the needs of the present without compromising the ability of future generations to meet their own needs” (Kates, Parris, & Leiserowitz, 2005, p.10) as the Brundtland Commission was suggesting when publishing “Our Common Future” in 1987. It is to say that institutions should be able to realize their economic and social needs without harming the environment in order for next generations to achieve their own economic and social needs. Therefore, from its essence, the implementation of CSR towards ecological and social matters tends to achieve sustainable goals from the financial (economic benefits) and organizational (individuals well-being) performances it leads.

Authors would suggest that CSR is a great strategy for Creating Share Value among all stakeholders in order to build a sustainable path of a better society (Han, Lee, Yoan & Kim, 2020); (Chen, Hung-Baesecke, Bowen, Zerfass, Stacks & Boyd, 2020). Indeed, as previously stated, consumers are being more and more attentive to the ecological actions that establishments and brands developed within their operations. In the hospitality sector, a preserved environment is now constituent of high quality of services and strong influencer to people’s attraction (Bohdanowics, Zientara & Novotna, 2009, p.798). Respecting the surrounding environment and involve operations into greener day-to-day actions, is a way to create common value among the people composing the organization.

Not only from the consumers perspective, it is also a matter of employees believes that this kind of implementation are highly valued and respected. In fact, other investigations have also proved that organizations with high independently

rate on corporate social performance will have more positive reputation as employers and would attract a higher number of applicants than others (Turban & Greening, 1996, p.659). Therefore, CSR does have a role to play in the value created and the attraction it implies on consumers and employees.

Some other sociologists have researched on the mechanism of “culture” within organization as a process to create this share value and retain stakeholders. From O’Reilly perspective (n.d), culture in organization is being defined as a social control system, a normative order and a promoting innovation (O’Reilly, n.d, p.10-16). In fact, for him, culture is about caring about people instead of outcomes resulting and should answer a common set of expectations. When looking at Hilton’s culture, the company’s moto is to promote diversity as it is “part of our future, part of our legacy and fundamental to our success” (our culture a business of people serving people, 2019). Here the value created is to respond a common set of expectations that the establishment cares about the diversity of their people, products and services. The organization builds its norms around the culture of diversity and the communication will be made toward the belief of it.

As O’Reilly (n.d) also suggests, the use of CSR is one of the mechanisms that helps on developing the organizational culture (O’Reilly, n.d, p.20-23). Through CSR activities implemented toward ecological and social matter, the value created around ecological matters should aim on building a common culture, among stakeholders, to do better for the planet and people composing it (the same way it does for other type of culture and value created). The benefits are, according to the same author, further the only will to induce greener mindsets and practices but increase compliance, identification and internalization inside the firm and its overall stakeholder, in order to achieve stronger sustainable performance.

Furthermore, for any project of sustainable development to be fully accomplished, the money factor is required to be considered in the organization. In fact, as previously stated, sustainability involves, out of different facets, the

necessity to answer the economic objectives of the firms. According to Sen, Battachaya & Kurschun (2006), organizations capable to produce quality of goods while committing to societal obligations through CSR, are building competitive advantages from the corporate ability it creates (Sen, Battachaya & Kurschun, 2006, p.158). It is to say that the money invested in sustainability by firms through CSR actions shall create high benefits from the competitive advantage it procures. Therefore, companies should be willing to involve themselves in sustainable development for the profit resulting.

This assumption is supported by other authors and researches whom believe that involving in CSR to create sustainable performance and therefore bring competitive advantage, “should be considered as a form of strategic investment” (McWilliams et al., 2006, p.4). Yet, it is important to highlight the necessity to maintain a certain quality of goods and/or services expected by the clients. This is why most firms are stepping back to introduce green purposes within their operations or CSR toward charitable causes. Indeed, implementing eco-friendly practices and involving the organization into philanthropic mindset present, for businesses that cannot afford them, a too high investment of money while maintaining standards of productions. This is potentially the reason why ecology and sustainability at large should be presented and developed as accessible for all.

Recently, the founder of the well-known French co-driving application “Bla Bla Car”, Frederic Mazzella, stated in a publication on *liked-in* that, for the car industry at least, it is a matter of finding solutions that are easy, practical and affordable that will push firms to step into sustainable development (Mazzella, 2020). Through motivating and pedagogic ways to introduce green behavior, organizations, even the less profitable, should be able to perceive the investment in durable ways. As Frédéric Mazzella (2020) wrote “it is better to act with a carrot than a stick”. Sustainable development should be played positively and adapted to the human

psychology to be effective through the use of fundamental human mechanisms (such as the necessity to eat, drink, sleep) (Mazzella, 2020).

When implementing Corporate Social Responsibility, organizations are stimulating the human basic sense of social interaction. This way, positively, CSR naturally answer one of the human-being needs, while still contributing to accomplish important matters and realize economic benefits in the long term. However, it is not only a matter of positively motivating organizations to develop eco-friendly practices, but also the necessity to revise the system of production and/or making business within the firm that should be taking care of. While the term “sustainability” still frightens businesses for its perceived “negative inter-relation” with economic growth, the notion of “Circular Economy” has seen the light in different literatures to characterize the process of green-production within operations. Indeed, *Circular Economy* is a regenerative system in which resource used, waste emission and energy leakage are minimized by slowing, closing and narrowing material and energy loops. This can be made through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing and recycling (Geissdoerfer, Avaget, Bocken & Hultink, 2017, p.759). It is an institutional investment yet that has proven to be positively received by organizations from its high consideration of the economic factor within the term sustainability.

The past paragraphs have presented the different facets of sustainability in organizations and the role it plays on the individual, organizational and financial satisfactions. However, it has also been proven the reticence still present in leaders’ mindset in charge of such implementation from the economic investment it represents. Yet, we discovered that involving Corporate Social Responsibility activities toward this subject could help organizations achieving financial performances. However, when acknowledging the use of CSR from organization for economic ends and the representation individuals have of CSR as precursor of

environmental goods, it is to wonder if CSR implementation would still be effective if perceived differently by its users. Therefore, the interrelation between philanthropic and economic components of Carroll's pyramid of CSR arise the following research question arise:

Does the implementation of CSR, towards environmental and social concerns, can effectively respond individual and organizational performance at once in order to achieve the sustainable performance desired?

Chapter 2: Methods

1. Case Study: the hotel industry. Why did we conduct the study in a hotel?

1.1 The hotel industry

On September 25th of 2015, the United Nations General Assembly agreed in the adoption of a universal agenda based on transforming the world by 2030 through the integration of 17 Sustainable Development Goals (SDGs) into regulations and procedures, and 169 targets that all countries should realize, including countries in development. Those SDGs not only include the necessity to approach differently the three dimensions of sustainable development (economic, social and environmental) but also highlight the need for universal goals and targets at all range of actors, from the non-governmental organization to the local authorities (national report on the implementation of the 2030 Agenda for Sustainable Development, 2017, p.6).

At a European level, the settlement of a new approach of sustainable growth of the three dimensions mentioned above (economic, social and environmental) is part of current debate and presented as a challenge to fight not only the internal dimension but also poverty, inequality, conflicts, climate change and more. As active represent of the Summit, Portugal helped on the elaboration of common decision to be taken by the European Union such as recognizing the conservation and sustainable use of the oceans and promoting human rights to tackle inequalities

(national report on the implementation of the 2030 Agenda for Sustainable Development, 2017, p.7).

All in all, the 2030 Agenda bases its streamline into five pillars for national plans, policies and strategies to be developed around: people (including human rights issues), prosperity (including fulfilling economic, social and environmental harmony), planet (including nature protection), peace (including ethical needs) and partnership (including the necessity for everyone's participation) (national report on the implementation of the 2030 Agenda for Sustainable Development, 2017, p.7).

As already mentioned in this dissertation in the previous chapter of Literature Review, the hospitality industry is major source of environmental and social issues. Therefore, as the 2030 Agenda would suggest, the sector is in a position in drastic need to change its operations and functional patterns. The Global Sustainable Tourism Council provides performance indicators and guidelines for hotels and accommodations through the elaboration of different criteria, to help the sector reaching "effective sustainability planning, social and economic benefits for local community, cultural heritage promotion and negative impacts on the environment reduction" (GSTC Industry Criteria, 2016, p.1). The criteria indicate what should be done in terms of sustainable practices in tourism establishments, and will be further explained in the next chapter of the study.

Moreover, based on the Gravity Model used to explain international flows of trade from the bilateral attractions between two parties (Morel, Rosselló, Santana-Gallego, 2014), it exists in the tourism sector a movement called "push" and "pull" factors representing the motivation pushing tourists to go in a certain destination and the capacity of tourism destination to pull people in their area. Those factors are evolving every day, every time depending on many criteria such as age, education, status, income and more. Overtime, our society has developed new

status symbols, all being linked to each other, that drives people's consumption on their daily bases: experiences, authenticity, connection, health and ethical & sustainable lifestyles. Companies and brands must care about those symbols to create their audience; and this is also true for tourism destination. As the last symbol suggests, ethical and sustainable criteria are now part of consumer expectations when consuming any kind of goods and services, including in their choices of accommodations when traveling.

Therefore, the study of Corporate Social Responsibility activities for sustainable achievements seems appropriate to search when applied to the sector of hospitality.

1.2 Organizational environment: the internship experience

As mentioned in the previous subpart, the study of sustainable practice in the tourism sector presents a great path of analysis when considering the industry, a major source of environmental and social disturbance, but a devoted sector to embrace consumers expectation of what is considered luxury nowadays, such as sustainable practices integration. Moreover, it has been said that Portugal tends to be a great actor in the decisions making for sustainable goals achievement as a nation at large. Therefore, the study of a luxury hotel in one of the two biggest cities of the country, appeared as an interesting area of research. The following chapter will provide deeper information and details about the organization itself.

Moreover, as the study tends to analyze the motivations underlying the integration of CSR, having the possibility to develop actions directly on a practical base and not only on a theoretical framework, it is an opportunity to support results and points out deeper research findings. As Lune and Berg (2017) explain, being on a collaborative approach to research, also known as Participatory Action Research,

provides people with the means to take systematic action in an effort to solve specific problems (Lune & Berg, 2017, p.136-138). Being part of *Le Monumental Palace* team, helped the research to develop the study and to make it gain strong roots of analysis as the activities and practices were specifically developed for that matter. Yet, it also contributed to highlight points and problems needed to be solved in the organization. In the following subchapter we present the different methods used in this research and support the idea that being able to launch direct surveys and interviews into real life analysis, helped us to draw a better conclusion on the topic analyzed.

2. The research methods

2.1 Surveys

The use of surveys in research analysis has proven to be a very effective method to obtain information in diverse organizational settings. According to Marchetti (2015), using surveys helps generalizing aspects of the analysis with stronger empirical evidence, where case studies, for example, tend to be limited: it provides “information about groups’ internal operations and decision making across a range of organizations and socio-political contexts” (Marchetti, 2015, p.2).

For this particular research, the idea is to understand a general internal feeling towards the organization in terms of CSR application and well-being within the firm. Furthermore, the research tends to acknowledge the perception all individuals of a same firm may have of social and ecological practices: through survey, the possibility to gain such information is stronger as it asks everyone from all departments.

In addition, the use of a quantitative research methods to analyze personal impressions help the respondent to feel safer. Indeed, as all respondents are being asked anonymously, the responses can reflect stronger honesty.

Once more, the author Marchetti (2015) would describe the use of survey a good way to “provide detailed information about internal workings of organizations (...) about issue attention and lobbying targets (...), groups’ relationships with their constituents (...), and groups’ interactions with liked-minded or oppositional organization” (Marchetti, 2015). For this specific case, having the possibility to gain such in detailed information without compromising the trueness of the answers, seemed the ideal way to process the study analysis.

For the research paper, two surveys were conducted using GoogleForm. The first one was launched as a pre-approach analysis to observe employees of *Le Monumental Palace* Porto responsiveness toward social and ecological events/activities/practices that could be beneficial for both external/internal environment and create a better communicate-building atmosphere with the organization.

The second survey served as a post-approach analysis of the different activities implemented toward social and ecological concerns during the time of the organizational internship, and the employee’s responsiveness to the concept of “sustainability”, well-being at the workplace and inter-communication and relationship.

As the research holds different concepts and questions within a same topic, surveys helped to gather information and create link between aspects for a better understanding of the path of study chosen.

Both surveys were proposed with a Portuguese translation in order to the respondents to perceive all information clearly and answer them more easily. Also, the surveys were tested before implemented in order to discover any wordings

mistakes or unclear questions. The choice to realize the surveys on GoogleForm came with the necessity to find a platform that everybody can relate to. In fact, using Google allows people to have an easy access to the inquiries. Moreover, this “free of charge” site gives the opportunity to create polyvalent questions format, from close to open answers required. The answers to the surveys were then transcribed into statistical graphs and tables that will be further presented and analyzed in the results chapter of the dissertation. Questions to both surveys can be found in appendix G.

To conclude, using a quantitative research technique, such as surveys, for the first part of the research case, was needed to analysis the employees, as an all sample. Nevertheless, the second part of the research required a different process. As Flick, Kardorff and Steinke (2004) suggest, “the juxtaposition of quite different methods of organizational analysis is therefore crucial (...) both quantitative and qualitative procedures may be used” (Flick, Kardorff & Steinke, 2004, p.132). Therefore, a qualitative approach was developed for the analysis of another specific sample: the managers.

2.2 Interviews

The use of qualitative approach of analysis, in an organizational environment, helps to investigate the human being as a social science (Flick, Kardorff and Steinke, 2004, p.1). It is to say that from his actions, attitudes and compartmental behavior, researchers are able, through qualitative techniques, to discover and interpret another kind of research data. The organization studied, like here presented by *Le Monumental Palace* in Porto, exists by the humans, employees, composing it. It seems then an obligation for the researcher, when studying an organization, to interrogate

the people that makes its structure (Flick, Kardorff and Steinke, 2004, p.1). For the purpose of the study, a qualitative approach provided a descriptive manner to acknowledge the point of view of the people who participate. It opens a wide range of possible results, making the unexpected, a base reality.

Therefore, it is through the use of interviews that the dissertation approaches the study of one side of the research participants: the managers; and more especially the General Director of *Le Monumental Palace*, and its Human Resources Manager. As the idea is to understand their own perceptions and motivations under the application of Corporate Social Responsibility practices, using interviews helped to access a different context, a personal area, that would have not been as accessible if using another type of research method (Seidman, 2006)

Moreover, many literatures on this topic have tended to highlight the economic behavior and unethical facets managers enroll when coming to the application of CSR. The use of interviews let the hypothesis of an unexpected response from the subject and to abord this delicate topic in a clearer and more transparent way. Indeed, leading interviews allows to better acknowledge the identity of the respondent and enables the researcher to gather raw answers to create stronger interpretation.

The decision to interview the General Director of the hotel and the Human Resource Director, was taken on the ambition to gain responses from the top of the tree, from the people in direct link with the application, or not, of Corporate Social Responsibility actions. Both also have a direct eye on the establishment performance and therefore can truly speak about the organization's strategy and decisions making process.

To realize the data analysis from the interviews, all questions and answers have been transcribed from audio to written text (see appendix I) and will be further analyzed in the next chapter, using the content analysis technique. For better a better analysis of the responses, the research divided the interview questions into three main topics (questions in appendix H):

1. Previous work experiences: in terms of relationship, communication, happiness and organizational culture and philanthropic Corporate Social Responsibility activities.
2. Actual work experiences: in terms of relationship, happiness and personal feeling towards ecology and social concerns. It also includes the challenges the hotel meets in terms of motivation, communication, education on sustainability and mental well-being.
3. Altruistic CSR: opportunities, limitation, personal and professional investments.

For discretion purposes, both respondents will hold the diminutives “Mr.A” for the Human Resources director and “Mr.B” for the hotel director but both signed an interview agreement (Annex).

2.3 Participant observation

As mentioned previously in this chapter, developing the study on a participatory action research is a great help to create evidence (Vinten, 1994, p.30). In addition to surveys and interviews, being part of the organization while researcher, allows the study to gain another dimension.

Indeed, it helps to structure the research path accordingly to participant observations made on sight; the results found may be surprising or deceptive but can only be based on real facts; and provides a great insight of the enterprise and its actual situation towards the topic questioned (not only concluding on speculations). Being a direct observer breaks the limitation of interviews or surveys, from the hypothesis that in both, respondents have the possibility to change their answers if they want to.

Additionally, being part of the problem posing and its solution, allows the participant to drive his/her research to the path needed. In fact, from the first survey to the last interview conducted, the information provided and collected were all relating to the actual research highlighted. It provided example to support the theory and a stronger collaboration among the participants.

Nevertheless, the study would have never worked entirely without the use of qualitative method such as the interviews and quantitative data gathering from surveys. In fact, all employees of the organization acknowledged that a research was made during that specific time, if the research was only based on observation, it would have affected the nature of the actions being observed (Vinten, 1994, p.32). Participative and observations can also sometimes be interpreted as an invasion of privacy. This is why, for this specific case, no information was collected without prior approval. The data collected came directly from the development of projects and evidences created for that purpose; and not based on previous agistments. Indeed, as the following chapter will show, surveys, interviews and observation were based on the analysis of projects implemented during the time of this case study. Moreover, for the projects that have not yet been implemented, proposals were sent and signed by the director as a proof for their relevancy for the research.

To conclude, we based our observation part on the way people behaved toward the announce of development of projects or the fact that research on that specific topic was being done. From the employees' sample, the observation was on the responsiveness on the implementation of certain activities and actions toward Corporate Social Responsibility practices. On the managerial side, the observation was mainly based on the approval or not of projects and the reasons of their reject or acceptance.

3. The limitations

3.1 The context of COVID-19 pandemic

Before acknowledging the measurements and results of the research, it is important to place the study within its context from the organizational environment it is being developed in.

2020 was a year marked by the apparition of the Corona Virus Disease 19 (COVID-19), an infectious respiratory outbreak disease causing strong sickness or death among the worldwide population (Emotional Wellbeing During the COVID-19 Outbreak, n.d). Alongside with the terrible life destruction, the COVID-19 pandemic also represents an unprecedented disruption to the global economy, international trades and therefore the tourism, hospitality and food & beverage industries from the impact of closing frontiers between countries and cutting of what is being described as "non-essential activities" (Brinca, Duarte, Faria & Castro, 2020).

This drastic decision from worldwide governments to shut down those sectors of activity during the pandemic has obliged the hotel, in which this dissertation

relied on, had to close from March until July 2020 before reopening under strong limiting rules, pushing the establishment to reduce its operations until December 2020. Moreover, it has been recently concluded that the hotel should close again this January 2021 until July 2021, considering the third vague of spread happening in Portugal nowadays. As the timeline of the internship, allowing the research to be conducted, was stating between September 2020 and February 2021, many projects and data have not been able to be properly launched, gathered and analyzed. Indeed, only two major Corporate Social Responsibility activities were able to see the light, when four others remained at the state of proposals.

Nevertheless, the paper tends to present as much as possible the different findings, concluding some of the results from assumption of what could have happened in other circumstances.

Therefore, the following part of this chapter presents the different projects that have been able to be implemented and proposals of other projects that, because of the reasons stated above, have only been presented to employees and director for approval and future implementation.

The general research is based on the analysis of those six specific projects and the communication made for them.

3.2 Low participation

Alongside the incapacity to be present on sight because of the sanitary crises that pushed the hotel to revise and implement new measures incompatible with the development of projects and research; the report also met difficulties in getting employees involved in the survey and get responses.

The low number of answers to this quantitative approach brings the idea of a weak analysis of the samples asked and therefore seems to keep the data analysis at a surface without supporting the overall research. However, as the next results chapter will show, the collected responses were diverse enough in terms of demographic questions, to consider the analysis reliable, acknowledging actual facts.

It is yet important to mention that the surveys were being communicated very often, supported by the Human Resources director who helped on sharing the links more than once in order to gather responses, as shown in appendix A.

Chapter 3: Hotel overview and participants social characterization

Following the previous chapter about the methods used for the analysis, this chapter will help us to describe the overall context in which the study was conducted, as it has been developed in an organizational environment, a specific case, *Le Monumental Palace* in Porto. Therefore, a first part will be dedicated to answer “where” (acknowledging more details about the establishment), and “who” was involved in the study process. This last point includes a greater description of the samples used to be studied but also the entity created for the purpose of the research and the different ideas and projects from which the analysis is basing the results on, as already spoken in the previous “methods” chapter. Furthermore, the following part will highlight the description of those projects by providing more details on their applications, their purpose for the research and importance when related to the literatures mentioned previously.

1. The environment and participants

1.1 Hotel’s presentation

This research was conducted in an organizational environment. This means that, originally based on theoretical frameworks from literatures, the research tends to

confront ideas on a practical bases through the elaboration of applicable projects throughout a professional internship allowing greater responses to the research questions proposed.

The organization in which the study was developed is *Maison Albar Hotels, Le Monumental Palace* Porto. Allocated in the center of the city of Porto, the establishment of *Le Monumental Palace* opened its door the end of 2018. Known as the place for a “parisian rendez-vous” in the heart of the city, *Le Monumental* holds its values and philosophy from the famous phrase of Coco Chanel, “Luxury is the opposite of vulgarity”, aligning elegance from high standing services, closeness and simple relationship with the guests (Welcome Kit, n.d).

As the first European hotel that *ParisInn Group* opened outside France under the chain name *Maison Albar Hotels, Le Monumental Palace* enrolls the proud of an international base, defending values and the philosophy of hotel deeply human, always attentive to the well-being of guests (Welcome Kit, n.d).

Chronological background of *Paris INN group*: Important Dates retrieved from the Welcome Kit

1998 – First time meeting between the Alber family and Jean-Bernard Falcó, from where the the number of hotels went from 1 to 8.

2005 – Paris INN group was born. It is also the year of the creation and restructuration of the Yields-Revenue Management and the first E-commerce portal. At that time, the group already had 11 hotels.

2011 – Joint-venture between Pramerica Real Estate Investors group and Paris INN group from a 65 millions euros investement and the aquisitions of 4 new establishments.

2013 – Joint-venture between Morgan Stanley Real Estate Investment and Paris INN group from a 250 millions euros investement and the acquisitions of 4 new establishments.

2014 – Acquisition of a 5 stars hotel in Champs-Élysées Mac Mahon (Paris), allowing the group to count its first establishment of this height.

The group has a central managing all the different kind of business but Maison Albar Hotels is the major one. Therefore, the group has developed the chain in order for it to acquire multiple 5 stars with time, in Paris, Nimes, China and Portugal (*Le Monumental Palace* Porto). By the way, *Le Monumental Palace* Porto was the first acquisition outside France that the group has invested in.

2015 – Acquisition of a building in Pont Neuf street and another one, the Best Western Premier Opéra Diamond that will serve to build up two new five stars hotels in the future. It was also the year of the inauguration of the Best Western Opéra Liège.

2016 – Creation of a five stars boutique hotel, Maison Albar Hotels Le Pont-Neuf, located at the 23rd Pont-Neuf street, 1st Paris district. The same year, the group own to manage the Hôtel La Demeure.

2017 – Paris INN Group became part of the World Tourism Organization (UNWTO), as well as one of the founder member of the Welcome City Lab. The same year, the group received the trofee of “Best Tourism Hotel Complex” with the Maison Albar Hotels Le Pont-Neuf. The Best Western Premier Opéra Diamond was renovated to become the Maison Alber Hotels Le Diamond, allowing the chain to extend its growth. In May 2017, the group announced the acquisition of the hotel L’Imperator in Nimes.

2018 – Opening of the firsts Maison Albar Hotels in Europe, in Porto, with the acquisition of Maison Albar Hotels *Le Monumental Palace* in Aliados Avenue.

Acquisition also of an establishment at the number 9 Helder street, in the 9th Paris district, and the hotel Boscolo Park Avenue in Nice, that will shortly become Maison Albar Hotels too.

2019 – After two years of work, the hotel L’Imperator in Nimes opened.

1.2 Organizational composition

For the purpose of the thesis, it is important to mention the following information as they reflect the nature of the establishment (a palace), highlighting the standards of service it holds (providing to the guest the quality of what he/she is paying for) and therefore its organizational identity as an all (objectives, goals and spirit):

The hotel counts 63 superior bedrooms and 13 suits. Its gastronomic restaurant “*Le Monument*” reflects the work of Chef Michelin Julien Montbabut, aligning Portuguese products with international cuisine. Since November 2020, the hotel counts another food and beverage outlet, jointly coordinated with Chef Olivier, called *Yakuza*, proposing high-standing Japanese cuisine. The establishment is also counting 3 meeting rooms, a library, a bar, an underground parking and a Spa in partnership with *Nuxe*, including a swimming pool, a sauna, a treatments center and a fitness-gym (Welcome Kit, n.d).

By acknowledging the different outlets composing the hotel, we understand that *Le Monumental Palace* enrolls a high standing tourism destination in the area, classified as luxury establishment. As mentioned in the methodology chapter of this research study, the integration of social responsibility actions and activities in luxury entities is now part of travelers’ expectation. *Le Monumental Palace* Porto

presents then all the features of an organization able to respond this specific attention.

As presented in the following organogram, the hotel is divided in 5 main pillars:

- Administration (including the directing board, Human Resources, Sales & Marketing);
- Food and Beverage (including the Restaurants and Economat);
- Engineering (with IT & security, Maintenance);
- Rooms Division (including Conciergerie, Reception and Housekeeping);
- Spa.

Those divisions are part of the organizational decisions and do not necessarily represent the structure of all hospitality establishments at large.

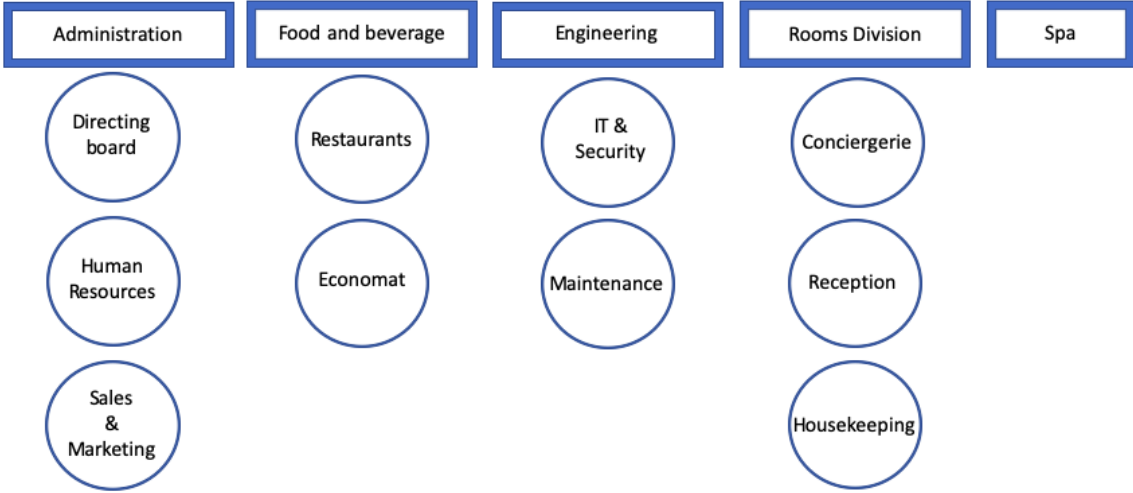


Figure 1: Organogram simplified

There is at the moment 76 employees working at the hotel. This number does not include the employees fully employed by *Yakuza* as not part of the same registration and legislation. Nevertheless, the contract between *Le Monumental Palace* and *Yakuza* is not only exclusively rental. Some of the employees of *Le Monument restaurant* were employed by *Yakuza* but remain on the hotel payroll.

Therefore, the research is conducted to collect data from the 76 employees (all departments confounded) and counted between September 2020 and May 2021, time during which the internship has taken place for the report.

1.3 Presentation of the samples

As mentioned in the methodology chapter of the report, the sample of research includes every employee of the hotel, from all positions and status. Yet, the interviews are conducted only with the director of the hotel and Human Resources director, as the main actors for all decisions taken at the hotel in terms of business strategy and people management.

You will find in appendix C, an organogram of the hotel composition in terms of department, positions and entities.

The surveys were created on basis of analyzing the reaction and interpretation from employees on Corporate Social Responsibility projects before and after their implementation, when possible. Those surveys look at the impact of such practices *internally* (based on the communication and relationship built among employees that could occur from them) and also *externally* (based on the hotel image, reputation and footprint on the environment and social surroundings from the application of such actions).

All the projects were organized to answer philanthropic matters (based on environmental and social concerns) and the internal well-being of employees (based on team-building activities and health & safety proposals). As a whole, activities

and projects were developed under a same entity “ECOS”, which will be further explained in the following subpart.

In the two tables below, we present all the ideas that have been elaborated for the hotel during the time of the internship and research. This research was conducted by analyzing the reaction and interpretation, as explained in the previous paragraph and chapter of the report, of the projects’ ideas shown in this first table. In fact, they each represent each an important phase of the general analysis and the survey and interviews were organized around their elaborations. A descriptive explanation will be provided in the following part of this chapter.

Most of the other ideas presented in the second table have been implemented yet, do not highlight more variables for the research. Nevertheless, you will find some of the projects’ posters in the index.

IDEAS	DESCRIPTIONS	COMMENTS
Donations	<p>Gathering of clothes from employees and donation to Resgatar Sonhos.</p> <p>Gathering of kids’ books from employees and donation to Resgatar Sonhos.</p>	<p>1st donation: 6th of October 2020</p> <p>2nd donation: 21st of December 2020</p> <p><i>More information in the following part of the chapter</i></p>
Beach Day Clean-Up	Clean-up of Matosinhos beach in association with other hotels of the city	<p>Day: 14th of October 2020</p> <p><i>More information in the following part of the chapter</i></p>

Health & Safety	Stretching and warm up sessions before shift. + Yoga classes	<i>More information in the following part of the chapter</i>
Recycling with DSsmith	Trash recycling in partnership with DSsmith	<i>More information in the following part of the chapter</i>
GSTC certificate	Acquisition of document to certify the hotel as a green establishment	Elaboration of different modifications and practices to answer sustainable standards. <i>More information in the following part of the chapter</i>
GreenCard	Creation of a green card in guests' bedroom to allow them in participating in ecofriendly actions during their stay	GreenCard ready to be put in place (anulated because of COVID-19 context) <i>More information in the following part of the chapter</i>
Facebook Page and Newsletter	Creation of a group Facebook to communicate with the employees. + Newsletter launched every month to inform collaborators on the different activities and events at the hotel	Facebook page launch: 15 th of January 2021 Newsletters: October, November & Special editions. <i>More information in the following part of the chapter</i>

Table 1: Ideas of Corporate Social Responsibility activities implemented

IDEAS	DESCRIPTIONS
Lost & Found	Give of found objects from guest, that have past the reclamation deadline, to employees as usually they were high quality products.
Healthy Corner	A corner in the canteen that will propose healthy snacks (Fruuts or Pozis supplying) for employees during their break.
Kids Club	Organizing a Halloween or Christmas party in one of the conference room for kids in difficult situation (FreiGil association)
Suggestions Box	A box at disposal to employees would allow them to place ideas and feeling anonymously
Running for Association	Organize a running session at the Parque da Cidade Porto. Teams of runners confronting each other according to departments. Everyone being wearing colors of LGBT for example or pink for breast cancer.
One day, One job	Allowing the employees to discover for one day another department in the hotel that he would like to discover or that the supervisor believe being important for a professional development.

Book Fair	Boxes were placed at the Human Resources doors in which employee could give books or lend them. In that last case, they will sign a paper and the person taking it would sign it too in order to assure a proper give back.
Guess Who?	Each month, a description of an employee is disposed at the canteen and other employees have to guess who is behind it.

Table 2: Ideas of Corporate Social Responsibility activities not used for the study

1.4 Creation of ECOS: base for study research

When looking at firms which have integrated Corporate Social Responsibility practices within their operations, a common trait appears naturally. Most of them created an entity or joint with existing sustainable brand name, in order to promote their commitment to eco-friendly and social concerns (6 Socially Responsible Companies to Applaud, n.d).

Taking the example of the company Ben & Jerry's, we discover that the firm has created its own green label called "Ben & Jerry's Foundation", engaging their employees in philanthropy and social change, encouraging them to give back to the local community and supporting activist gathering to promote social and environmental justice around the country (Ben&Jerry's foundation, n.d).

It is also the case of LEGO for example, which has integrated environmentally friendly processes into the manufacture with the creation of an entity name "LEGO's Sustainable Materials Center" working on elaborating sustainable alternative to the production and packaging of the famous construction toy (Sustainable material research, n.d).

From all example found of companies which have publicly declared their will to go on a greener path and socially concerned, the creation of the entity ECOS for *Le Monumental Palace* came as a necessity. As the brands cited above were already famous also from their own logos such as the cow for Ben & Jerry's and the yellow character for LEGO's, ECOS was created at the beginning of the internship with a green and blue bird symbolizing the wild life in need of protection and the joint colour of nature and water. The name "ECOS" refers to the "ecology" (ECO) and "social" (SOC) aspects underlying sustainability from both reading ways.

Under ECOS's name, the objective was to introduce the concept of sustainability on the hotel operations and organizations at large, by promoting activities toward this subject and sensitizing on the necessity to invest on ecological practices. At the same time, ECOS builds a sense of community and arise the different issues existing internally in terms of communication and team spirit.



Figure 2: Logo type of ECOS as personal creation, 2020

2. Measurement approaches

2.1 The projects implemented and communication strategy

In order to evaluate the perception of employees and managers toward ecological and social practices and actions that could benefit the firm, activities were built for that purpose. The following three projects contributed to the data analysis. They all were thought and launched to help the study gather as many information as possible to answer the research questions.

2.1.1 The Beach day Clean-Up

The 12th of October 2020, *Le Monumental Palace* was organizing a big clean up at the Matosinhos beach, gathering with it two others well-knows hotels in the area and the school of tourism.

Based on the will to promote the necessity to through our residues in the correct trash to both beneficiate the recycling process and help reducing the pollution of oceans; the clean-up day of Matosinhos beach shown many other interesting aspects for the study.

Indeed, as the results of observation part will present in the next chapter, the elaboration of the project led to discover not only the will for ecological practices integration within the organization, but also the insights of such implication (like image building, reputation and ethics) pointed out in the research questions.

2.1.2 Donation for Resgatar Sonhos

The 2nd of October 2020, and then again on the 15th of January 2021, the hotel organized gatherings of clothes and books to donate to an association in the city. The project was a huge success among employees who greatly participate. This

activity helped to understand the social aspects underlying the philanthropic definition and the willingness of the people to participate in such activities.

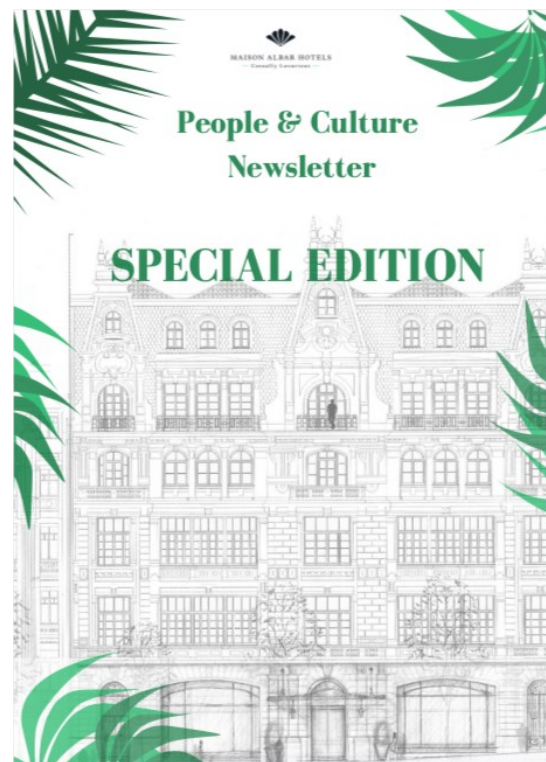
2.1.3 Health and Safety

The elaboration of warm-up sessions for employees before shifts (mainly in housekeeping and food&beverage) had the objectives to promote well-being at the workplace, acknowledging the necessity to care for body and mind.

This project was needed for the study part about feeling at work, well-being and therefore, the social pillar of sustainability.

The three projects presented above reflects the major key points of the study: ecology, social, ethic and well-being.

The communication of the projects was also very important to the understanding of the research analysis as representative of how the communication at large between employees and inter-departments is in the hotel. In fact, as seen in previous chapters of the dissertation, communication and disclosure are important factors for organizational trust, reputation, relationship-building and well-being at large. A poor communication within a business can affect people's feelings towards their jobs, their willingness to identify themselves to it and therefore their performance. Therefore, it is through the elaboration of Newsletters and a facebook group that the communication was made in the hotel about its projects. A part of the surveys' conducted tend to discover the perception employees have towards such communication and the indirect consequences occurring from it on the different aspects stated above.



Images 1&2: Newsletters as personal creations (October 2020) and special edition (November 2020)

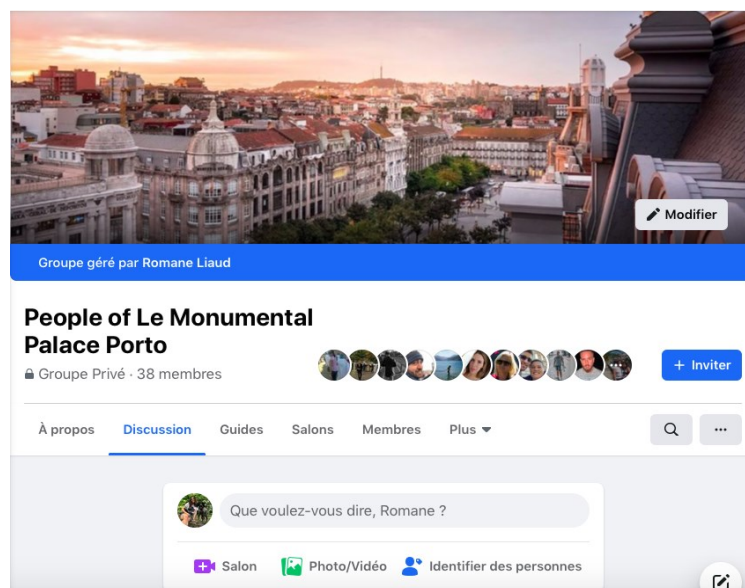


Image 3: Front page Facebook group “People of Le Monumental Palace Porto”, 2021

2.2 Projects to be implemented

The following projects, equally to the other three stated above, had the purpose to help us gather the information needed to answer the research questions. Nevertheless, considering the COVID19 context (as discussed previously), those specific projects have not been able to be put in place. However, they all represent important aspects of the study as they relate to the GSTC certificate allowing any establishment accomplishing a certain list of standards, earning the title of “Green Tourism Destination”. Therefore, more than a support for answers on the ecological, social and well-being aspects of the study, the guiding line of those projects interacts with the subjects of reputation, image building and morality; which is also important for the purpose of the research.

It is also important to mention that all the following projects were communicated to the hotel director for approval. Proposals were sent, followed by a feedback of their approval or not, and their applicability if the hotel was under different conditions. Those proposals will be explained later in this part of the chapter, with their full accessibility in appendix F.

2.2.1 The GreenCard

Placed in each bedrooms of the hotel, the GreenCard represents the key for any traveler to take part of the ecological and social supports the establishment tends to promote and develop.

The idea under GreenCard was to discover the willingness of the hotel to invest and implement new ways to serve guests, in respect to the environmental and local surroundings.

The figures in appendix E show a template of how the greencard would have looked like.

2.2.2 Yoga and Stretching Sessions

The idea of integrating Yoga Sessions for employees (appendix E) was following the previous project of Warm-Up sessions.

The aim was to discover if by introducing in-house activity for employees such as this one, it would bring people together and reinforce internal relationships, improving their general well-being and therefore influencing satisfaction toward the establishment and their job (through value and trust).

2.2.3 DSsmith

DSsmith is a company in charge on picking the trash bins at big establishment and elaborate a recycling process for all kind of materials. Their mission is to accelerate the transition to a circular economy through the elaboration of packages from the recycled products.

By contracting with *DSsmith*, *Le Monumental* allows itself to step into a green future and participate, at its level, to build better waste management inside hotel management. Moreover, it implies a certain traceability of the waste picked-up when going through a private company.

This project would have allowed the research to acknowledge better the importance of ecological practice and the principal of circular economy, sustainable investment for performance.

As already explained before, those three last projects, as well as the pursue of the hotel for the GSTC certificate, have not been able to be fully implemented during

the time of the research period. Nevertheless, communication toward the objective to make them see the light one day, was accomplished. For the employees, the surveys conducted mention the possibility for the hotel to implement such practices to acknowledge their perceptions of them for future goals.

In addition, proposals were elaborated and sent with a full description of each projects and objectives underlying each one of them. The hotel director had to sign the proposals for well reception and add a comment for his approval or not to their implementation.

Even if not entirely integrated into the hotel daily bases, those projects have greatly helped the research study as they highlighted the willingness of the hotel directing board to pursue new objectives related to Corporate Social Responsibility.

Proposals and contracts are being displayed in the Appendix F and Annex parts of this research dissertation.

Chapter 4: Results

As previously mentioned, the analysis of the results includes three different research approaches, from surveys to employees to interviews to managers and data collected from observation. The first survey launched in October 2020 and the interviews realized in February 2021 helped to answer the two firsts research questions:

- 1) Do ecological and social practices from CSR, within the hotel industry and especially in the case of *Le Monumental Palace* Porto, can have an impact on employee's interpersonal and intrapersonal well-being?**
- 2) Is legitimacy behind CSR implementation and economic rationality from the leaders two compatible variables at *Le Monumental Palace* in Porto?**

The second survey launched in March 2021 was designed to help us to collect information to provide an answer to the third research question, while the observation tends to help gathering answer for all questions raised:

- 3) Does the implementation of CSR, toward environmental and social concerns, can effectively respond individual and organizational performance at once in order to achieve the sustainable performance desired?**

The following subparts will only show the most important data analysis of the study. Moreover, for this specific, all surveys have been analyzed using Pivot Tables in order to display as many information as possible, at once. In fact, Pivot Tables are

great at sorting data as it allows to summarize and interact with large amounts of data in a simple format. As the dissertation explores several aspects and deals with different samples of people, the use of Pivot Tables appeared as the perfect tool for data analysis.

1. Pre-approach analysis: the first survey and interviews

1.1 The first survey

The survey number one, launched officially the 20th of October 2020, serve as a pre-approach of analysis to observe employees of *Le Monumental Palace Porto* responsiveness toward social and ecological events/activities/practices that could be beneficial for both external/internal environment and create a better communicate-building atmosphere within the organization. Therefore, the survey helps to answer the first research question of this dissertation: **Do ecological and social practices from CSR, within the hotel industry and especially in the case of *Le Monumental Palace Porto*, can have an impact on employee's interpersonal and intrapersonal well-being?**

As stated in the methodology chapter, a small amount of people has participated in the filling of this survey. In fact, for this first survey, 33 employees out of 75 have answered. Yet, as the results will show, the diversity of answers and people who participated in terms of their age, gender, departments and positions, reassures the research on the validity of its findings. Indeed, 8 departments are present in which, both female and male are responding, and almost all positions are represented.

Adm.	Economat	FO	HSK	HR	S&M	F&B	SPA
Duty manager; GM	Trainee; Store Manager	Baggagist; Supervisor	Housekeeper ; Lingerie	HR Manager; Trainee	Sales and Marketing director; Reservatio ns agent; Sales Executive	Bartender; Chef rang; Cook; F&B director; Waiter (x3); Waitress; Events; F&B; Restaurant Manager (x2)	Spa Manager; Therapist 5x2)

Table 3: Departments and positions presented in survey1¹

¹Adm: administration; FO: Front Office; HSK: Housekeeping; HR: Human Resources; S&M: Sales & Marketing; F&B: Food & beverage

1.1.1 Intra-personal feeling

The first third of the survey bring the intra-personal feeling aspects tackled in the Literature Review chapter. Notions of happiness, satisfaction and proud were analyzed. The analysis takes the form of pivot tables, gathering information about the department in which the respondent is part of, his/her position and the degree of agreement with the sentence stated.

The first pivot table below shows that all the employees, who have answered the survey are proud of themselves after a day at work, with even 8 out of the 33 respondents who feels very proud, in 4 different departments (front office, food&beverage, Spa and sales&marketing) and 7 different positions, from baggage assistant to director F&B.

Do you feel proud of yourself after a day at work?			
SAMPLE	Very much	Yes	Grand Total
Administration		2	2
Economat		2	2
Front Office	1	1	2
Housekeeping		2	2
Human resources		2	2
Food and beverage	4	12	16
Spa	2	2	4
Sales and marketing	1	2	3
Grand Total	8	25	33

Table 4: Do you feel proud of yourself after a day at work? Survey1

The second pivot table below presents the degree of satisfaction from the 33 respondents from which 24 have answered that they were satisfied and 9, declare themselves very satisfied. Once more, the 9 very satisfied respondents are from different departments and hierarchical positions.

Are you, in general, satisfied with your job at <i>Le Monumental</i> ?			
SAMPLE	Very much	Yes	Grand Total
Administration		2	2
Economat		2	2
Front Office	1	1	2
Housekeeping		2	2
Human resources		2	2
Food and beverage	5	11	16
Spa	3	1	4
Sales and marketing		3	3
Grand Total	9	24	33

Table 5: Satisfied with your job at *Le Monumental*? Survey1

Lastly, the table below demonstrates the level of happiness from the employees who answered. 21 out of the 33 answers state to be happy at work while at least 1 answer in each department almost, has responded being happy “most of the time” bringing a total of 12 answers for that specific criteria.

Are you happy to go to work?			
SAMPLE	Most of the time	Yes	Grand Total
Administration	1	1	2
Economat		2	2
Front Office	1	1	2
Housekeeping	1	1	2
Human resources	1	1	2
Food and beverage	6	10	16
Spa		4	4
Sales and marketing	2	1	3
Grand Total	12	21	33

Table 6: Are you happy to go to work? Survey 1

We could say that the intra-personal feeling that most of the employees have in the hotel is positive. They all have proud and satisfaction realizing their jobs, yet, results show that they are not all completely happy in their workplace.

1.1.2 Inter-personal feeling

The second third part of the survey relates to the notion of inter-personal feelings between employees of the hotel and the aspects of communication, relationship and trust existing, or not, in the establishment.

The firsts two tables below present the communication aspect underlining the inter-personal feeling existing between employees of a same organization. The first table acknowledges the level of communication that the employees believe existing between departments, and in the second one, the level of communication between employees of a same department.

While the responses present an average of 3 out of 5 on the communication between departments, the average grade on the communication between colleagues of a same department is at 4,06 out of 5. The communication is then stronger between close colleagues than it is as an all organization.

On a scale of one to five, how would you grade the communication between departments within the hotel?

SAMPLE	
Administration	3,50
Economat	2,00
Front Office	2,50
Housekeeping	3,00
Human resources	3,50
Food and beverage	3,00

Spa	3,00
Sales and marketing	3,33
Grand Total	3,00

Table 7: The communication between departments within the hotel. Survey1

On a scale of one to five, how would you grade the communication between colleagues within your own department?	
SAMPLE	
Administration	4,00
Economat	3,00
Front Office	3,00
Housekeeping	3,50
Human resources	4,50
Food and beverage	3,94
Spa	5,00
Sales and marketing	5,00
Grand Total	4,06

Table 8: The communication between colleagues within your own department. Survey1

The third table presented below shows the degree of belief employees have towards the affirmation that good relationships between employees is a must to feel accomplished at work. This question highlights the level of importance the employees of *Le Monumental* put to the necessity of great relationship within an organization.

The answers go from “yes” to “absolutely” on the degree of agreement to the statement, with 22 answers on the “absolutely”.

Do you believe good relationships inter-employees within an organization is a must to fully feel accomplished at work?			
SAMPLE	Absolutely	Yes	Grand Total

Grand Total	22	11	33
-------------	----	----	----

Table 9: Good relationships inter-employees to fully feel accomplished at work. Survey1

The following table shows the results obtained on one of the affirmations stated by the hotel, as part of the establishment identification and value, “the hotel cares about its workers”. Acknowledging if the employees believe in that specific statement, arises the question of trust from employees to the organization. Indeed, a lack of belief on a major criterion defining the hotel could be seen as a lack trust built by the organization with the people composing it.

The results show an average grade of 4,12 out of 5, of agreement to that affirmation with the lowest grading in the housekeeping department.

On a scale from one to five, how much do you believe in the following affirmation: the hotel cares about its workers.	
SAMPLE	
Grand Total	4,12

Table 10: The hotel cares about its workers. Survey1

We could conclude, from the findings above, that inter-personal relationship seems very important for the employees of *Le Monumental*. The communication and trust between employees are quite high yet, it appears that between departments the communication is not has strong.

1.1.3 Sustainability and CSR

The last, but not least, part of the survey highlights the representation employees have towards sustainability and their willingness to participate, or not, to Corporate Social Responsibilities activities proposed.

First of all, it was important to know the level of interest towards social and ecological practices to understand if they will be willing to participate if some were being implemented. For those two questions, the employees were divided according to their gender and positions to discover if their gender could interfere with the way they perceive social and ecological practices. The interest is almost equivalent for both gender and very much diversified between positions. The average grades were 4 out of 5 of interest towards both social and ecological matters.

From one to five, are social practices, such as making donations for associations helping people in need, a concern for you?	
SAMPLE	
Male	4
Female	5
Grand Total	4

Table 11: Are social practices a concern for you? Survey1

From one to five, are ecological practices, such as recycling plastic, a concern for you?	
SAMPLE	
Male	4
Female	4
Grand Total	4

Table 12: Are ecological practices a concern for you? Survey1

Second of all, in this research we aimed to relate the development of CSR activities with the themes tackled before, such as communication, relationship and trust, to discover if one could impact the others. 26 to 27 out of the 33 respondents would involve for sure themselves in activities, all departments confounded, if it could improve communication, trust and relationship between the members.

Would you involve yourself in activities organised for employees if you knew it could improve communication between members (ex: trainings for employees, yoga session, outside activities)?					
SAMPLE	Absolutely	Do not know	Maybe	Yes	Grand Total
Administration	1			1	2
Economat	1			1	2
Front Office	2				2
Housekeeping			1	1	2
Human resources	2				2
Food and beverage	5	3	2	6	16
Spa	2			2	4
Sales and marketing	2			1	3
Grand Total	15	3	3	12	33

Table 13: If you knew it could improve communication? Survey1

Would you involve yourself in activities organized for employees if you knew it could bring trust among members (ex: trainings for employees, yoga session, outside activities)?						
SAMPLE	Absolutely	Do not know	Maybe	Yes	Grand Total	
Administration	1			1	2	
Economat	1			1	2	
Front Office	2				2	
Housekeeping				1	1	2
Human resources	2				2	
Food and beverage	5			3	6	16
Spa	1			3	4	
Sales and marketing	2			1	3	
Grand Total	14			4	33	

Table 14: If you knew it could bring trust among members? Survey1

Would you involve yourself in activities for employees if you knew it could improve their relationship?					
SAMPLE	Absolutely	Do not know	Maybe	Yes	Grand Total
Administration	1			1	2
Economat	1			1	2
Front Office	2				2
Housekeeping			1	1	2
Human resources	2				2
Food and beverage	5	2	2	7	16
Spa	1			3	4
Sales and marketing	2			1	3
Grand Total	14	2	3	14	33

Table 15: If you knew it could improve their relationship? Survey1

Moreover, the tables below show that the employees will be also willing to involve themselves if those activities were for social and ecological concerns. As the gender, previously demonstrated, seem not to be a variable impacting the interest toward social and ecological practices, the following questions were analyzed according to the departments to highlight a potential link. Once again, the answers are very homogenic between departments and positions as 25 to 26 out of 33, all confounded, will feel good/very good of having ecological and social actions in the hotel.

How would you feel if the hotel was introducing ecological actions? (ex: recycling, beach cleaning etc)				
SAMPLE	Good	Interested	Very good	Grand Total
Administration	1		1	2
Economat	2			2

Front Office	1		1	2
Housekeeping		2		2
Human resources			2	2
Food and beverage	9	4	3	16
Spa	1	2	1	4
Sales and marketing	1		2	3
Grand Total	15	8	10	33

Table 16: Hotel was introducing ecological actions? Survey1

How would you feel if the hotel was introducing social actions in the hotel? (ex: donations)				
SAMPLE	Good	Interested	Very	Grand Total
			good	
Administration	1		1	2
Economat	2			2
Front Office	1		1	2
Housekeeping		2		2
Human resources			2	2
Food and beverage	9	3	4	16
Spa		2	2	4
Sales and marketing	1		2	3
Grand Total	14	7	12	33

Table 17: Hotel was introducing social actions in the hotel? Survey1

Some other answers have also highlighted that employees will be willing to participate to sustainable activities if it could beneficiate communication, relationship and satisfaction about their job. For those specific answers, the results will be display in a table with only the grand total, as it gathers multiple variables such as “ecological activities”, “social activities”, “communication”, “relationship” and “satisfaction”, that could confuse the reader.

	Social activities	Ecological activities
Satisfied	19	19
Probably satisfied	13	12
Not satisfied	1	2
Participate to improve relationship and communication	21	16
Participate probably improve relationship and communication	10	13
Do not participate to improve relationship and communication	2	4

Table 18: Conclusion table Survey1

In this part we therefore discovered that people have great interest toward ecological and social practices, all gender, departments and positions confounded, and that they will be willing to take part of such activities if it could also beneficiate other inter-personal and intra-personal aspects.

1.2 The interviews

Both interviews to the human resources manager and hotel director were conducted during the month of February 2021. They tend to look at the second research question, tackling again the notions of communication, relationship, ecological and social efforts, with a focus on the legitimacy of economic behavior underlying them: **Is legitimacy behind CSR implementation and economic rationality from the leaders two compatible variables at *Le Monumental Palace in Porto*?**

Both interviews were recorded electronically using a recording system, Voice Memos, on telephone. The questions and transcripts can be found in the appendix H and I of the research.

In the two interviews, the first question asks personal information on professional self (name, job positions, tasks etc) followed by previous career experiences questions. As the interview go, questions tend to focus on specific notions like communication, relationship, ecology and CSR at the actual work place. The last part focus on the economic aspect underlying all terms previously stated, in order to respond the research question in its fullest.

1.2.1 Interview to Mr.A (HR director) and Mr.B (Hotel director)

The interview with Mr.A, Human Resources Director of *Le Monumental Palace* in Porto, took place on the 25th of February 2021, after the hotel closed during the second locked-down. The interview lasted for 28 minutes with different aspects being approached. As mentioned in the methodology chapter, the diminutive “Mr.A” is used to preserve the identity of the interviewee (see Annex). The interview with Mr.B, General Director of *Le Monumental Palace* in Porto, took place on the 17th of February 2021, after the hotel closed during the second locked-down. As mentioned in the methodology chapter, the diminutive “Mr.B” is also used to preserve the identity of the interviewee (see Annex). The interview lasted for 29:45 minutes with different aspects approached.

Indeed, the questions were organized in order to review again notions mentioned in the surveys such as communication, relationship, well-being, happiness etc; all linked to the implementation of Corporate Social Responsibilities and the experience of the respondent with this term and the reasons of their actual implementation or not. The goal was to discover if there existed an economic behavior underlying the integration of altruistic activities at the hotel.

The main reasons for choosing Mr.A for the interview, were his role in the conceptualization and application of CSR within the organization and proximity

with all departments at the hotel, making his answers legitimate to understand the establishment strategy in terms of the notions mentioned. In fact, as Mr.A mentions himself in the interview, his “daily basis consists (...) in motivating associates, recruiting, selection, conflict management, payroll system, social responsibilities, health, hygiene and safety measures at the hotel and among other things”. Therefore, the respondent appeared as a great candidate to help on the research.

As for Mr.B the main reasons were for his implication in all decision making and taking at the hotel in terms of business strategy but also people commitment. As Mr.B says, his daily responsibilities are “(...) assuring good quality (...), product you sell is top (...), sustainable products (...), sales and marketing (...), commitment to the staff and the team (...) to manager and keep everybody happy.”Therefore, this respondent appeared as well as the perfect candidate to help on the research.

The interviews are divided under 3 major topics:

1. Previous work experiences: in terms of relationship, communication, happiness and organizational culture and philanthropic Corporate Social Responsibility activities.
2. Actual work experiences: in terms of relationship, happiness and personal feeling towards ecology and social concerns. It also includes the challenges the hotel meets in terms of motivation, communication, education on sustainability and mental well-being.
3. Altruistic CSR: opportunities, limitation, personal and professional investments.

1.2.2 Interviews responses

A. Previous work experiences: relationship, communication, happiness and organizational culture and philanthropic Corporate Social Responsibility activities

First of all, the interviewees were asked to describe their previous work experiences in which we acknowledged that Mr.A worked in Melia Hotels International in Madrid, Spain, as an assistant manager; and Mr.B in Brazil, Falls de Iguaçu, by the waterfalls, where he exercised the role of assistant F&B and then F&B manager. He also worked in Palacio Nazarenas for four years in Peru as general manager.

Secondly, Mr.A describes the relationship among people at Melia Hotels as very informal, close and open minded. The communication was strong; he could always go to his colleagues to ask for help. Therefore, Mr.A qualified very positively his feeling during his time at Melia Hotels by stating “(...) I think we were a very united family so hard to leave.”

As for the organizational culture at the previous work experiences, Mr.B answered about his time in Peru by stating “(...) I have this and this hobby, and I’m passionate about this. Okay, bring it to the guest. We can really empower the people. And it’s part of the culture. (...) out of the corporate culture, I am talking about the customs and believes. (...) I’ve always followed to be human and to listen to the people and try to het integrate in the place”.

Finally, when we asked both about activities, toward philanthropic matters, implemented in previous establishments they have worked in, Mr.A said that Melia Hotel was one of the two company hotels with more social responsibility practices he ever worked for. Not only recycling but helping institutions with food, toys etc.

Mr.B would describe the activities implemented in Brazil less intense but with interesting things like selecting a few young people, in difficult situation, with a special contract and hire them to get an entry ticket and beneficiate from a cross training. As for his experience in Peru, they realized food deliveries, partnership with Rotary to get furniture for hospitals. They did Christmas cards with orphanages, offered their church. They did pilgrimages and shamanic events etc.

B. Actual work experiences: relationship, happiness, personal feeling towards ecology and social concerns and challenges.

First of all, we asked the feelings of Mr.A in terms of ecological and social concerns and discovered that he cares about the ecology and tries to reduce the use of plastic. He also tends to go as much as possible to local shops and does recycling.

On that same matter, Mr.B answered that at least one a month he picks up garbage and take. his children to teach them where responsibility start. Business wise, Mr.B describe the concern toward those concepts very poor at *Le Monumental*: “I think we haven’t made progress, on the contrary, with Yakuza, for example, and covid measures (...). Single-use plastic has increased, unfortunately (...). Energy is reduced as much as we can, but it’s small impact.” Nevertheless, it is a matter that the hotel is working on with the chef of the gastronomic restaurant “to make it more a pillar in our communication, especially here in *Le Monumental*.”

In terms of relationships and feelings at work, Mr.A believes that it is good but would name it as “work relations”. We asked then both about the communication at the hotel and the different challenges. Mr.A answered that communication is poor, reinforced by Mr.B stating that they should need to speak on a daily bases but the mistakes is also his. Both believes then that communication is a challenge at the hotel, alongside the challenge of motivating the teams, educating them in order to

maintain a general well-being. Indeed, Mr.B shared the fact that they all have a common goal and the objective is to educate and give concrete tools to act and make the difference. Through those CSR actions and activities, environmental progress, social care and personal well-beings are achievable: “The mental well-being, I think it will be the key”; “(...) Yesterday I read something saying about about Bill Gates, he's a progress optimist. He believes in the capability of humankind to get through all this and beat the climate change, make zero emissions, beat the covid crisis. So, we need to be confident that this all will pass and we'll just come stronger out of it. Than tomorrow there's another crisis and this will serve us as a lesson.”

Nevertheless, Mr.B does not have the proper answer when we asked how he pictured the way to have social well-being again after the reopening.

C. Altruistic CSR: opportunities, limitation, personal and professional investment.

Mr.A answered questions related to CSR toward philanthropic matters at *Le Monumental*, the limitations found for their application (standards and management), the opportunities (unity and relationship) existing under such practices and the notion of investment.

He believes that the main issue is not the organization, but the mentality of five-star hotel clients and their concerns toward standards. Another limitation will be the miscommunication and the need to fight in order to implement something at the hotel. However, he is optimistic on the benefices altruistic CSR could bring. For the donation activities organized, the hotel received a lot of donation which created union. Mr.A even stated that “ (...) if you want to get close to your colleagues from the hotel, you will see that some people here are fighting for the same causes.”

Therefore, Mr.A does believe that altruistic CSR activities are investments that should be made. He does not think that it is economically difficult, people just need

to do something extra from their typical way. He also states that the hospitality industry has financial support for those causes and it surely can benefit the hotel especially in terms of internal health: "I think we will go for the health and safety measures because it's a topic that is being spoken every single day in the television (...) We will go for the strategic point and activity to involve employees (...)". For him, the big issue is to start to invest: "Because it's just like a short-term investment and people won't see it in three years or four years' way."

On another side, Mr.B describes his personal motivation to implement such activities as a way to sleep at night because it is not only a key asset for the hotel as a business, it is also one for us as human beings: " (...) It's not just to save money for the hotel. It's really to make an impact as a team. The hotel, at home, family spread the word, but it's a good point."

On a professional side, Mr.B states that it is not much a financial gain to implement CSR activities: "(...)We don't earn more money because we recycle (...)". But when it comes to hotels, traveling and luxury at large, ecological and social concerns are becoming factors of destination decision. The importance is to make it clear from the start, through good communication, that this is a priority now. Moreover, Mr.B also believes that investing on CSR practices does not necessarily harm the economic performance of the hotel. He also added that "Probably we spend more on copy paper than with social responsibility, which is not good actually."

2. Post-approach analysis: the second survey and proposals

2.1 The second survey

The survey number two, launched on the 5th of March 2021, served as a post-approach of analysis to search on "Corporate Social Responsibility" and understand the representations employees have towards this concept and influence to achieve sustainable performance at the hotel *Le Monumental Palace*. Therefore, it looks at different activities implemented towards social and ecological concerns, and the employees' responsiveness to the concept of "sustainability", well-being at the workplace and inter-communication and relationship. This survey, as well as observation from proposals, helped to answer the third research question: **Does the implementation of CSR, towards environmental and social concerns, can effectively respond individual and organizational performance at once in order to achieve the sustainable performance desired?**

As stated in the methodology chapter, a small amount of people has participated in the filling of this second survey. In fact, for this second survey, only 17 employees out of 75 have answered the survey. Yet, as the results will show, the diversity of answers and people who participated in terms of gender, age, departments and positions, reassures the research on the validity of its findings. Indeed, 7 departments are present in which, both female and male are responding, and almost all positions are represented. Also, as for the previous subpart of the first survey, the main results were visible from the grand total, here, the most important data will be highlighted in the details. Therefore, results in red will be showing the most relevant information that are negatively answering the question, while the green results are the most relevant information positively answering the question.

Economat	Front office	HSK	Human Resources	Food & Beverage	SPA	Sales & Marketing
Store manager	Supervisor	Housekeeper	HR Manager	Bartender; Cook; Waitress (x2); Events; F&B; Sous-chef	Spa Manager; Therapist spa	Reservation; Sales executive

Table 19: Departments and positions presented in Survey2²

2 HSK: Housekeeping

2.1.1 Environmental/social concerns

The first third of the survey bring again the notion of the environment as one of the pillars of sustainability in terms of ecology and social behind it.

Once again, the results take the form of Pivot Tables, to acknowledge all variables needed for the understanding of the study.

In the first tables below, we analyze the concern people have towards ecology and their participation to an activity proposed towards this topic. It has been made accordingly to the gender, age and position to understand if those variables could have interfered with the results found.

The results show that women between 25-44 are more likely to care about ecological and social matters and most of which have participated to both the ecological activity (Beach clean-up day) and social action (donations) all position confounded. While men between 25-34 have the lowest interest but still, some have participated in the two activities. The general average grade is at 4,4 out of 5 interest

for ecological and social practices. The final result of participation to the clean-up activity is very low as only 4 out of 17 participated. However, 11 out of 17 donated belongings on donation days.

From one to five, are ecological practices (like recycling or outside cleaning) concerns for you?	
SAMPLE	
25 - 34	4,1
Male	3,8
Female	4,5
35 - 44	4,8
Male	4
Female	5
45 - 54	5
Female	5
55 - 64	4
Female	4
Grand Total	4,4

Table 20: Are ecological practices concerns for you? Survey2

Did you participate in the "Beach Day Clean-up" activity organized the past October?			
SAMPLE	No	Yes	Grand Total
25 - 34	7	2	9,0
Male	3	2	5
Female	4		4
35 - 44	3	2	5
Male	1		1
Female	2	2	4
45 - 54	1		1
Female	1		1
55 - 64	2		2

Female	2	2
Grand Total	13	4
		17,0

Table 21: "Beach Day Clean-up" activity organized the past October? Survey2

From one to five, are social practices (like donation of clothes/food) concerns for you?	
SAMPLE	
25 - 34	4,2
Male	4
Cook	3
F&B	3
HR Manager	5
Sales Executive	5
Supervisor	4
Female	4,5
Waitress	5
Events	5
Reservations	4
Sous-chef	4
35 - 44	4,6
Male	4
Bartender	4
Female	4,75
Waitress	5
Spa Manager	4
Therapist spa	5

Table 22: Are social practices concerns for you? Survey2

Did you donate any belongings?			
SAMPLE	No	Yes	Grand Total
25 - 34	3	6	9,0
Male	3	2	5

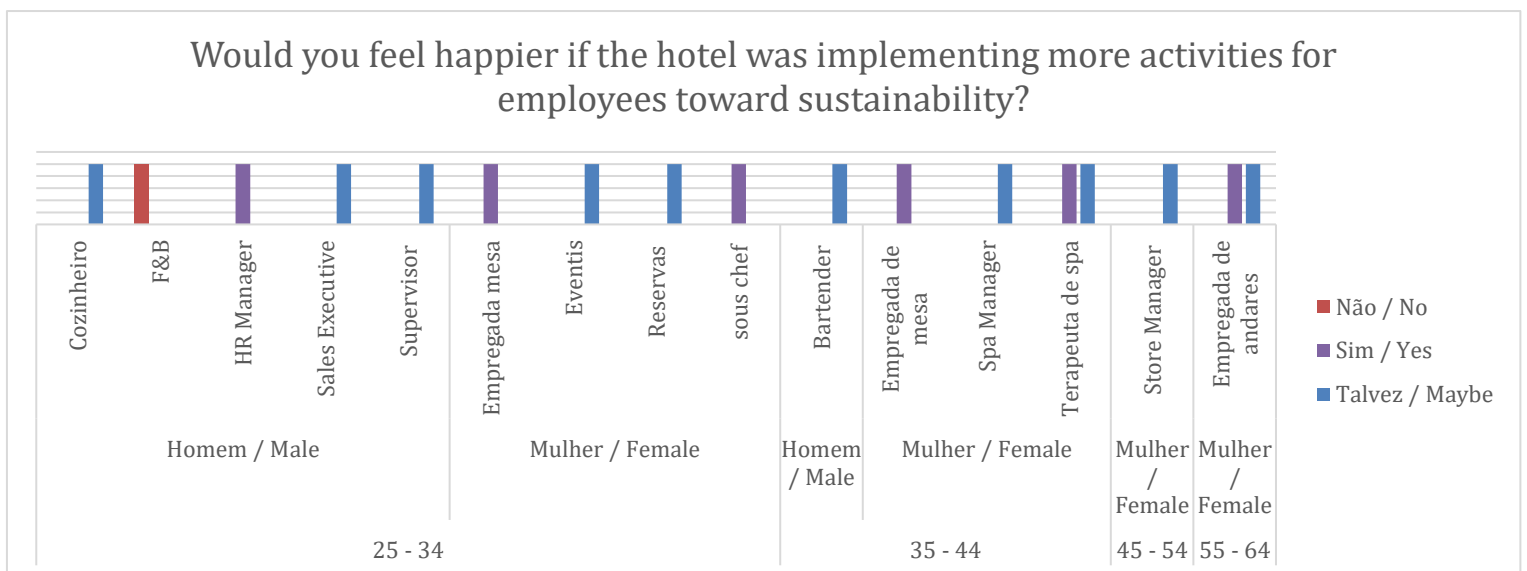
Female		4	4
35 - 44	2	3	5
Male	1		1
Female	1	3	4
45 - 54	1		1
Female	1		1
55 - 64		2	2
Female		2	2
Grand Total	6	11	17

Table 23: Did you donate any belongings? Survey2

On the following table we acknowledge the level of happiness expected by people if more activities towards environmental and social concern were implemented too demonstrate the importance they have on the building of a sustainable organization.

In fact, only one person declares she might not be happier at work if more CSR activities for employees would be organized towards sustainability.

Would you feel happier if the hotel was implementing more activities for employees toward sustainability?



Graph 1: Would you feel happier? Survey2

2.1.2 Organizational impression

In the second third part of the survey we asked questions about the aspects related with organizational identification, corporate social value, and culture within the establishment.

First of all, the tables pivot below show how much people identify themselves with brands and organization having ecological and social policies.

The results show that men and women between 25 and 34 years old identify less with those brands and companies.

From one to five, how much would you identify yourself to brands having environmental policies within their products' offers?	
SAMPLE	
25 - 34	3,7
Male	3,4
Female	4

Table 24: Identification to brands.

Survey2

From one to five, how much would you identify yourself with companies having social responsibility policies within their operations?	
SAMPLE	
25 - 34	3,8
Male	3,8
Female	3,75

Table 25: Identification to company. Survey2

Results also show that employees do value services in respect to the environment, even if more expensive, especially the women, at all age and all

positions confounded. Furthermore, the answers present an average grade of 4,1 out of 5 on the belief that the training sessions proposed for employees can help them feel valued in the hotel.

In your personal life, do you value services acting in respect to the environment (like restaurants using recycled paper, tap water, organic hygienic products, LED lights or others...) even if more expensive?				
SAMPLE	No	Yes	Grand Total	
25 - 34	1	8	9,0	
Male	1	4	5	
Cook		1	1	
F&B		1	1	
HR Manager	1		1	
Sales Executive		1	1	
Supervisor		1	1	
Female		4	4	
Waitress		1	1	
Eventis		1	1	
Reservations		1	1	
Sous-chef		1	1	
35 - 44	2	3	5	
Male	1		1	
Bartender	1		1	
Female	1	3	4	
Waitress		1	1	
Spa Manager		1	1	
Therapist spa	1	1	2	
45 - 54		1	1	

Female		1	1
Store Manager		1	1
55 - 64		2	2
Female		2	2
Housekeeper		2	2
Grand Total	3	14	17,0

Table 26: Value services. Survey2

From one to five, how much do you think training sessions can make the employee feel valued?	
SAMPLE	
Grand Total	4,1

Table 27: Training for value. Survey2

Furthermore, results from the first survey towards culture in the hotel were showing an average belief of 4,6 out of 5 towards the fact that the hotel cares about its guests but a lower average grade of 3,9 out of 5 on the belief that it is deeply human. Those two statements are part of the hotel culture.

On a scale from one to five, how much do you believe in the following affirmation: the hotel cares about its guests?	
SAMPLE	
Grand Total	4,6

Table 28: The hotel cares about its guests? Survey2

On a scale from one to five, how much do you believe in the following affirmation: the hotel is deeply human.	
SAMPLE	
Grand Total	3,9

Table 29: The hotel is deeply human. Survey2

2.1.3 Economic investment

This part tackles the economic pillar of sustainability and the concept of investment hidden under the development of CSR activities.

First of all, from the table below, we tend to discover if employees, as travelers and therefore guests, would consider social and ecological practices as criteria for hotel selection. Results have shown for example, that the employees asked would majorly not consider those variables, especially the 25 to 34 years old.

When traveling, are social considerations within hotel practices, a criteria for hotel selection?			
SAMPLE	No	Yes	Grand Total
25 - 34	9		9
Male	5		5
Female	4		4
35 - 44	2	3	5
Male	1		1
Female	1	3	4
45 - 54	1		1
Female	1		1
55 - 64		2	2
Female		2	2
Grand Total	12	5	17,0

Table 30: A criteria for hotel selection? Survey2

Secondly, the following tables acknowledge the reputation gained from the implementation of ecological and social actions. The results prove that employees

do believe such actions contribute to the image of the organization. Only one employee from food and beverage does not agree.

Do you believe introducing ecological actions can increase the hotel reputation (ex: beach clean up day)?			
SAMPLE	No	Yes	Grand Total
Economat		1	1
Front Office		1	1
Housekeeping		2	2
Human resources		1	1
Food and beverage	1	6	7
Spa		3	3
Sales and marketing		2	2
Grand Total	1	16	17,0

Table 31: Ecological actions can increase the hotel reputation? Survey2

To conclude, it has been asked if employees believed it should be important for the hotel to invest money on ecological and social practices, and results strongly support that investment should be made on ecological practices and 15 out of 17 respondents think the same towards social actions.

Do you believe the hotel should invest money on ecological practices? (ex: recycling)		
SAMPLE	Yes	Grand Total
Economat	1	1
Front Office	1	1
Housekeeping	2	2
Human resources	1	1
Food and beverage	7	7
Spa	3	3
Sales and marketing	2	2
Grand Total	17	17,0

Table 32: Invest money on ecological practices? (ex: recycling) Survey2

Do you believe the hotel should invest money on social practices? (ex: social support)			
SAMPLE	No	Yes	Grand Total
Economat		1	1
Front Office		1	1
Housekeeping		2	2
Human resources		1	1
Food and beverage	2	5	7
Spa		3	3
Sales and marketing		2	2
Grand Total	2	15	17,0

Table 33: Invest money on social practices? (ex: social support) Survey2

2.1.4 Communication

The communication part of the survey refers to the efficiency projects implemented were communicated to see if this variable could have altered the success of the CSR activities integration. These activities include the “Beach Day Clean-up”, the donations to associations, as well as trainings for employees on different subject such as “French class”, “first aid” or “reclamation management” (see Appendix D).

As mentioned in previous chapters, all projects were communicated through Newsletters, posters and emails (see Appendix A).

All of the employees have acknowledged the “Beach Day Clean-up”, 16 out of 17 knew about the donation days, and 4 of them did not know about the trainings.

Do you have acknowledged the "Beach Day Clean-up" activity organized the past October?		
SAMPLE	Sim / Yes	Grand Total
Grand Total	17	17,0

Table 34: "Beach Day Clean-up" activity organized the past October? Survey2

Do you have acknowledged the "Donations for Association days" that were proposed the past 6 months for "Resgastar Sonhos"?			
SAMPLE	No	Yes	Grand Total
Food and beverage	1	6	7
Cook	1		1
Grand Total	1	16	17,0

Table 35: "Donations for Association days"? Survey2

Have you acknowledged the training sessions proposed for employees the past November?			
SAMPLE	No	Yes	Grand Total
Front Office	1		1
Supervisor	1		1
Food and beverage	2	5	7
Cook	1		1
Sous-chef	1		1
Sales and marketing	1	1	2
Reservas	1		1
Grand Total	4	13	17,0

Table 36: Training sessions proposed for employees November? Survey2

Moreover, through the creation of the Facebook page "People of *Le Monumental*", we tend to discover if through a different way of communicating than

through Newsletters, Posters and Emails, people would believe it could serve greater communication at the hotel at large.

Results prove that all respondents have acknowledged the Facebook page, one person actually participates while 9 do it sometimes; but 13 out of 17 actually think it is a great way to maintain good communication.

Have you acknowledged the Facebook page called "People of Le Monumental" created for employees during this second lock-down?			
SAMPLE	No	Yes	Grand Total
Grand Total	1	16	17,0

Table 37: Have you acknowledged the Facebook page? Survey2

Do you participate in the Facebook group posts according to the topic of the week?					
SAMPLE	Sometimes	Most of the time	No	Yes	Grand Total
Grand Total	9	4	3	1	17,0

Table 38: Facebook group posts according to the topic of the week? Survey2

Do you believe this Facebook group can be helpful when the hotel will open again to maintain good communication between employees?			
SAMPLE	No	Yes	Grand Total
Economat	1	1	
Store Manager	1		1
Food and beverage	2	5	7
Cook	1		1
F&B	1		1
Sales and marketing	1	1	2
Reservations	1		1
Grand Total	4	13	17,0

Table 39: Do you believe this Facebook group can be helpful? Survey2

2.1.5 Limitation: COVID-19

This following results section serve as a way to discover if the limitation coming from the sanitary conditions impacted the way employees felt about CSR activities and their belief as a constraint from the hotel to develop some. The results show, for example, that COVID-19 pandemic has not impacted on their will to participate or not in to ecological activities, yet, 13 out of 17 believe it affected the possibility from the hotel to develop more social actions, for example.

Do you believe the COVID-19 context affected your decision to participate to ecological actions proposed by the hotel?			
SAMPLE	No	Yes	Grand Total
25 - 34	9		9
Cook	1		1
Waitress	1		1
Events	1		1
F&B	1		1
HR Manager	1		1
Reservations	1		1
Sales Executive	1		1
Sous-chef	1		1
Supervisor	1		1
35 - 44	2	3	5
Therapist spa	2		2
45 - 54	1		1
Store Manager	1		1
55 - 64	2		2
Housekeeper	2		2
Grand Total	14	3	17,0

Table 24: COVID-19 context affected your decision to participate? Survey2

Do you believe the COVID-19 context affected the possibility from the hotel to develop more social actions?			
SAMPLE	No	Yes	Grand Total
25 - 34	1	8	9
Cook	1		1
Waitress		1	1
Events		1	1
F&B		1	1
HR Manager		1	1
Reservations		1	1
Sales Executive		1	1
Sous-chef		1	1
Supervisor		1	1
35 - 44	2	3	5
Bartender	1		1
Waitress		1	1
Spa Manager		1	1
Therapist spa	1	1	2
45 - 54	1		1
Store Manager	1		1
55 - 64		2	2
Waitress		2	2
Grand Total	4	13	17,0

Table 25: COVID-19 context affected the possibility from the hotel? Survey2

2.2 The observation

As mentioned previously in the methodology chapter, participant observation was done on a daily participation of the researcher into developing the different

projects that contributed to the study. Findings from the observation came as additional information from the interviews and surveys conducted. In fact, the main source of results from the participative observation approach, comes from the elaboration of projects (proposals, participation to survey and activities etc) and the way employees and managers around replied to them.

2.2.1 The activities: the economic behaviour hidden

In this subpart, the focus relies on the behaviour of managers around the two main philanthropic activities organized during the time of the study. The following observations made, highlight the economic behaviour enrolled by some managers in the hotel.

First of all, during the first donation for the association *Resgatar Sonhos*, it was noticeable a gap between the message this donation held and the way the organization looked at it. In fact, while most of the employees enjoyed the activity as a great social responsibility action, it appeared on the day of the donation that the activity was taken as an opportunity for marketing and selling the hotel as a socially responsible hotel. Indeed, a high focus was made on the necessity to take pictures when the bags of clothes were donated in order to publish on social media (see Appendix L).

Second of all, the elaboration of the Beach Day Clean-up was around the idea to take an environmental action and spread unity and team-building around an important matter. Yet, once again, the action appeared to be used by the organization as an opportunity to publish (see Appendix L). Moreover, the organization of the event seemed to not have pleased everyone in the managerial comity of the hotel, as most of them looked first at the costs and under which budget this activity was planned, regardless any actual interest on the message it held.

2.2.2 The proposals

The elaboration of proposals for projects helped to understand the motivation of the hotel to support CSR development especially turned toward philanthropic matters.

We discovered that the hotel is willing to implement the different projects and see them as opportunities for investment (see Appendix F). In fact, the hotel director signed all of them under the promise that if the conditions were different, the projects would have been developed. Moreover, some proposals were shown in the second survey to see if employees would answer positively to their potential implementation. The average grades present positive return (see pivot tables below).

Each project focused on a different aspect (ecology, social and well-being), helping the study to answer its overall research questions.

From one to five, how much would you like the following decision to be taken at the hotel: creation of a "Green Card" at guest's rooms to allow them participating to social and ecological small actions during their stay (donation to APA/WFF at check-out)

SAMPLE

Economat	5
Store Manager	5
Front Office	5
Supervisor	5
Housekeeping	5
Housekeeper	5
Human resources	5

HR Manager	5
Food and beverage	5
Bartender	4
Cook	3
Waitress	5
Waitress	5
Events	5
F&B	5
Sous-chef	5
Spa	4
Spa Manager	4
Therapist spa	5
Sales and marketing	4
Reservations	3
Sales Executive	5
Grand Total	4,6

Table 26: Creation of a "Green Card". Survey2

SAMPLE	From one to five, how much would you like the following decision to be taken at the hotel: Waste recycling in partnership with DSsmith in charge of establishing waste management strategy and assuring a well recycling process
Economat	5
Store Manager	5
Front Office	5
Supervisor	5
Housekeeping	5
Housekeeper	5
Human resources	5
HR Manager	5
Food and beverage	5
Bartender	4
Cook	3
Waitress	5

Waitress	5
Events	5
F&B	5
Sous-chef	5
Spa	5
Spa Manager	5
Therapist spa	5
Sales and marketing	4
Reservations	3
Sales Executive	5
Grand Total	4,7

Table 27: Waste recycling in partnership with DSsmith. Survey2

SAMPLE	From one to five, how much would you like the following decision to be taken at the hotel: Yoga and stretching session for health & safety purposed. The idea is to propose this activity to employees every week in order to increase their general well-being.
Economat	4
Store Manager	4
Front Office	5
Supervisor	5
Housekeeping	4
Housekeeper	4
Human resources	5
HR Manager	5
Food and beverage	4
Bartender	4
Cook	1
Waitress	5
Waitress	5
Events	5
F&B	3
Sous-chef	2

Spa	5
Spa Manager	5
Therapist de spa	5
Sales and marketing	5
Reservations	5
Sales Executive	5
Grand Total	4,2

Table 28: Yoga and stretching session for health & safety purposed. Survey2

To conclude on the results chapter, the first survey conducted helped to highlight certain interesting aspects such as happiness at work going further the only feeling on doing great the job asked; communication as a key for relationship building between employees of an organization; and CSR towards sustainability practices as a tool for internal happiness.

The interviews also greatly encourage to understand the motivations and positions of managers in charge for CSR application, towards the necessity of investing in philanthropic activities and practices

The second survey was also crucial in the understanding of what people feel and expect of organizational decision to develop altruistic actions, practices and activities. It also highlighted the influence of communication for internal well-being and the difficulties met during the research.

Finally, the observation was a great tool to dig deeper into the real motivations for CSR applications by looking directly on the behavior of people instead of words.

All in all, the coordination of surveys, interviews and observation allowed the research to gain stronger results on the questions raised in the dissertation. Therefore, the following chapter will easily state what we can conclude on each of the interrogations.

Chapter 5: Discussion

1. CSR, vector of happiness and well-being at the workplace

The overall research led to confirm the first research question: **ecological and social practices from Corporate Social responsibility, within the hotel industry and especially in the case of *Le Monumental* Palace Porto, have an impact on employee's interpersonal and intrapersonal happiness.** However, such activities need certain requirements such as good communication and relationship to meet success.

From surveys to interviews, the aim was to discover the level of interpersonal well-being and intrapersonal happiness of employees when CSR activities towards ecological and social concerns were deployed for them.

The first part of the first survey helped as a base of analysis to understand the general feeling of the employees before implementation of CSR activities, in terms of proud, satisfaction and happiness. The results proved that people were either satisfied and proud or very satisfied and very proud of their jobs (tables 4 and 5). Yet, when it came to the question of happiness, 12 out of the 33 people who answered, replied being “most of the time” happy at work. Therefore, it was not only a matter of satisfaction or proud that would make the employee feel happy, something appeared to be missing.

During the six months of this research, two major CSR activities toward ecological and social concerns were developed: Beach Day Clean-up and donations for an association.

Following those events, we asked the employees if they participated in those activities. While for the donations 11 people out of 17 respondents participated (table 23), only 4 out of 17 participated to the beach day clean-up (table 21). However, for both ecological and social concerns, the average grades prove a high concern for those matters (tables 20 and 22) at all ages and genders, with even almost everyone believing it would make them feel happier to have more sustainability activities at the hotel (table 23). Therefore, ecological and social CSR do also have an impact on employees’ happiness in a hotel such as *Le Monumental*, as the authors Kim, Song & lee suggested for the casino field. Yet, the low participation in these activities highlighted the assumption of an element contributing to the failure of CSR implementation as a vector of happiness and well-being.

Different authors, as mentioned in the first sub-part of the literature review, have demonstrated the importance of communication for greater satisfaction from the transparent and trustful relationship it brings among people of a same organization. Indeed, the authors Wagener, Lutz & Wietz (2009) proposed a research based on the impact of the communication about social and ecological actions on the consumer's feeling to prove that transparency with stakeholder can increase the positive image and representation they will have of the firm (Wagner, Lutz, & Weitz, 2009, p.83-89). In our research, we tend to see if this assumption can be validated in the case of employees' perception and if it can impact their well-being. When we asked the participants to evaluate the level of communication between colleagues of a same department in the survey 1, the average score showed a high result of 4,06 out of 5 (table 8). As well as when we asked them to grade their own believes about the hotel caring about its workers, with 4,12 out of 5 (table 10). However, the grade on communication between departments raised only at 3 out of 5 (table 7). Relationship between departments appeared then weaker, while actually 22 out of 33 employees consider good relationships being an absolute necessity to feel happy at work (table 9). This validate the link existing between communication and feelings at work, in agreement the authors Donna & Griffin (1999). Indeed, as stated in the literature review, poor relationships among co-workers can lead to "high role ambiguity, poor communication, low job satisfaction and poor psychological well-being" while "employee relationships offering support and attachment have very positive effects" (Danna & Griffin, 1999, p.359).

Therefore, the low satisfaction at the workplace appears to come from the low relationship existing between department and the poor communication between members. To support this assumption, we asked the Human Resources director (Mr.A) about his belief towards the communication and relationship between employees in the first interview. As his responses show, the communication is poor at the hotel and relationships are strictly professional (Mr.A, 2021).

From this first part of the research, we understood that implementation of Corporate Social Responsibility activities towards ecological and social concerns does impact the employees' intra-personal happiness, yet, for them to fully feel happy, the poor communication and therefore relationships between employees at the hotel, makes difficult the success of such implementation. However, as the third subpart of the chapter will suggest, employees do believe that investing on philanthropic activities can have an impact on their inter-personal well-being.

2. The legitimacy of economic behaviour

The overall research led to positively answer the second research question: **legitimacy behind CSR implementation and economic rationality from the leaders are two compatible variables at *Le Monumental Palace* in Porto**. However, the participative observation realized during the research confirmed the existence of pro-environmental behaviours at the managerial level when it comes to altruistic practices, yet, not arming the legitimacy behind it. From the interviews conducted to two major decisional heads at *Le Monumental* palace, the aim was to highlight the economic behaviours potentially existing behind the motivations of those managers to put in place CSR activities at the hotel.

First of all, we tried to discover the way the two interviewees were perceiving ecological and social practices at large. We asked about personal feelings toward those specific concepts: both positively responded caring about ecology and social concern, and being evolved on a daily bases to respect it.

- Mr.A (HRD): “Yes, I do care about ecology. (...) I’m trying to reduce every single usage of plastic. I go for shopping more closely from local area (...) and recycling.” (Mr.A, 2021)

- Mr.B (CEO): “At least one a month we pick up garbage and we take the kids and show them where responsibility start.” (Mr.B, 2021)

After acknowledging their personal feeling about environmental issue, we tend discover if they have already experienced sustainable CSR in previous establishments and job positions.

- Mr.A told us that before being Human Resources Director, he worked as an assistant manager in Spain, in an establishment developing often CSR activities: “It was one of the two company hotels with more social responsibility practices. Not only recycling but helping some institutions with food, toys, mostly kids.” (Mr.A, 2021)

- Mr.B mostly experienced managerial positions in his past career, in establishments, like in Peru or Brazil, in which CSR practices were part of their daily jobs: “In Peru we did, I don’t know food deliveries. We did the partnerships with Rotary to get furniture for hospitals. We did Christmas cards with orphanages. We helped the church, we offered our church. We had a chapel where we offered people to come and have soup, kids. (...) We did pilgrimages, we do shamanic events, a lot of things, honestly.” (Mr.B, 2021)

From the two past paragraphs we understand then that, for those both managers of *Le Monumental* Palace in Porto, ecology and social issues are concerns they have on a personal matter and that they both experienced philanthropic activities in previous work business establishments and positions. Therefore, the implementation of CSR practices for philanthropic reasons at *Le Monumental*, appears legitimate considering their past experiences towards the subject. Nevertheless, we tried to discover if any other motivations, such as self-interest and economic ends, would push the development of such practices at the hotel.

For Mr.A, another motivation pushing the implementation of CSR would be to create a sense of community: " (...) if you want to get close to your colleagues from the hotel, you will see that some people here are fighting for the same causes." (Mr.A, 2021)

Mr.B aligned his beliefs to Branco & Rodriguez (2009) findings as well as Yusri and Amran (2012). Those last suggest that disclosure, especially of CSR activities implemented, with stakeholders increase communication, relationship and also know-hows (Yusri & Amran, 2012); (Branco & Rodrigues, 2009). Mr.B agrees by saying that CSR is a good opportunity to increase communication on the subject and educate people to make a difference in personal and professional sides: "(...) I think it's a common goal (...). It's educating and then giving them concrete tools and actions to make a difference."; "It's something I'm working on with Julien (the chef) to make it more a pillar in our communication, especially here in *Le Monumental*." (Mr.B, 2021)

Therefore, no proper economic behaviour seem to appear in the responses received. However, we discovered during the interviews that not a lot of activities were being developed at the hotel. This shows a paradoxe now that we acknowledged that for both managers, philanthropic practices are part of their concerns and are sources of unity, communication and educational achievement for an establishment. We tried to discover then if the reasons of this non-application

would come from the money needed to be invested which would highlight, in a way, an exclusively economic driven behaviour.

When asking about this issue to Mr.A, his answer seemed to confirm this assumption: "(...) I already told everyone that we need to start using recyclable papers. And that point came up for nothing (...) They didn't want to see the cost even. They didn't want to learn." (Mr.A, 2021) When talking about the chain management board. This last statement would match Friedman beliefs. Indeed, this last says that social actions undertaken by managers in charge are covering the desire to serve self-interest (Friedman, 1970). In the case of *Le Monumental*, the managers in charge would then maybe not develop social actions if it could harm their self-interest through the money needed to be invested. Yet, Mr.A also stated that it does not come only from the business establishment motivation but also the client expectation of five-star hotels: "The main issue is not the organization, but it's the mentality that the five-star hotel clients have concerning the standards." (Mr.A, 2021). Indeed, this aligns with what Deegan, Rankin & Tobin state about the legitimacy of organizations to comply with social expectation (Deegan, Rankin, & Tobin, 2002, p.314-315), yet, with the difference that, in the case of *Le Monumental*, consumer's expectation is not towards the support of ecological and social concerns.

Moreover, for him the issue also comes from the lack of communication existing at the hotel, as the previous subpart of the chapter was concluding: "We organize some activities and the managers don't pass." (Mr.A, 2021)

When we asked Mr.B about this, his answer was different. In fact, it did not appear to be a matter of self-interest from the management board at all that CSR activities were not implemented at the hotel: "It's never a huge percentage of your income that you're spending on that (...). So, if I can get plastic to somebody that really make something happen with it, versus going to a landfill or going to the local government, for me it's the same"; "It's not harming necessarily the economic performance of the hotel.", "Probably we spend more on copy paper than with

social responsibility, which is not good actually.” (Mr.B, 2021) However, he does agree on the lack of communication that may be a barrier for proper implementation: “There’s not ideal world, and it starts with me.” (Mr.B, 2021) When referring to the miscommunication at the hotel. Mr.B also believe differently towards Mr.A affirmation that five-star hotel guests do not have expectation on ecological and social matters. He would confirm Deegan, Rankin & Tobin arguments that there is necessity under disclosing, to conform with the law and respond society’s expectation: “(...) as a business there's not much financial gain. We don't earn more money because we recycle (...), when it comes to hotels, traveling, everything that's luxury, where they have a choice, it's becoming more and more of a decision factor.” (Mr.B, 2021)

Therefore, the results from the interviews show that both managers in charge do have legitimate motivations pushing them to implement CSR toward ecological and social matters at the hotel (human necessity, communication, education, unity) and the lack of application does not necessarily come from an economical barrier but the guests’ expectation, the communication and unity limitations present. Indeed, the two managers believe that CSR implementation is not economically difficult:

- Mr.A: “I don’t think that it’s economically difficult (...) they need to do something extra from their typical way.” (Mr.A, 2021)
- Mr.B: “It’s not that once a month you cannot get together, but you need to speak daily.” (Mr.B, 2021)

Nevertheless, from the observation made during the research on a participative matter towards the two philanthropic activities at the hotel, the hypothesis that there is a economic end to CSR implementation at *Le Monumental* seems confirmed. Indeed, the argument stating in the literature review that organizations use high disclosure with stakeholders about such activities on social media has been

validated on this specific case of *Le Monumental* (Appendix L). This behaviour confirms Wallter Lippman sayings on the strategic disclosure from organization to respond media's attention.

Even if we discovered that the hotel has difficulty to implement CSR activities towards ecological and social concerns, from the miscommunication and poor community-bound existing, there is legitimacy under the motivations from the managers to develop such practices in the future. As the following subpart will justify, they do believe it is a necessary investment as humans and professionals and align their words on Adam Smith believes stated in Fevre's book (2003), as well as the positive attributes it creates on the relationships, image and reputation.

3. Philanthropic CSR, a necessary investment

The following results, as well as previous findings, have led to confirm theoretically the third research question: **the implementation of CSR, toward environmental and social concern, can effectively respond individual and organizational performance at once in order to achieve the sustainable performance desired.**

Yet, the limitations met during the research like COVID-19 pandemic and miscommunication in the hotel, have made it difficult to prove it on a practical matter. Therefore, the confirmation that CSR can respond individual and

organizational performance to achieve sustainable performance, is based on the theoretical findings from surveys and interviews: from individuals' responses to the surveys and managers' arguments on the interviews, the theory that sustainable performance is achievable, appears confirmed.

As mentioned in the last subpart of the literature review, enrolling in Corporate Social Responsibility actions towards ecological and social concerns answers one of the three pillars of sustainability: the will to realize goods for the environment and people surrounding. Indeed, in order for a company to achieve sustainable performance, it must answer well the environmental criteria. Nevertheless, we acknowledged from literatures, such as the one of Grobois (2008), that there is a difference between committing and acting (Grobois, 2018, p.898). Therefore, for this specific research, we tend to discover if the hotel was ready to act on its words to implement CSR activities toward environmental and social concerns. As the donation days showed and the beach day clean-up proved, *Le Monumental* did act to implement CSR activities, which have contributing to support ecological and social matters (Appendix L).

In the literature review, we acknowledged the necessity for organization to answer social needs if they aim sustainable performance. According to Han, Lee, Yoan & Kim (2020) as well as Chen, Hung-Baesecke, Bowen, Zerfass, Stacks & Boyd (2020) seen in the literature review, the social pillar of sustainability can be supported through the creation of common values between the establishment and its stakeholders (Han, Lee, Yoan & Kim, 2020);(Chen, Hung-Baesecke, Bowen, Zerfass, Stacks & Boyd, 2020). Indeed, when we asked the employees of *Le Monumental* in the second survey if they valued more services acting in respect to the environment, almost everyone would answer "yes", even if potentially more expensive.

This light up the topic of identification, also very important in the achievement of sustainable achievement from the social perspective. The results of the survey two show that employees do identify themselves more to brands and companies having environmental policies and social responsibility practice.

Moreover, as O'Reilly (n.) suggested in the literature review, culture in an organization, especially around ecological and social matters, is an important concept that needs to be considered to attend people's expectations and achieve even greater sustainable performance (O'Reilly, n.d). Stakeholders, guests and employees, would trust and identify to organizations if they act on what they state and if it supports strong people care. As Hosmer (1995) stated "when companies resolve social problems in an ethical manner, it is more probable that employees will trust the organization". Building trust with stakeholder is a moral duty for organization as it influences their well-being and engagement to the firms (Hosmer, 1995). Therefore, we asked the employees in the second survey if they believed in the hotel affirmations that it cares about its guests and is deeply human: the average answer leads us to believe that, from O'Reilly and Hosmer point of view, employees of *Le Monumental* should feel happy at work as they seem to trust in the social morality the hotel stands for.

To conclude, results have proved that from the implementation of CSR towards ecological and social concerns, the employees of *Le Monumental* do believe it would increase their identification to the establishment through the value created. Moreover, the employees do believe what the hotel promotes increasing their trust and therefore satisfaction. Alongside the results and confirmation of the first research question, the social well-being pillar for sustainable performance is then theoretically achieve by *Le Monumental* in this research.

As previously stated, sustainability also involves the necessity to answer to economic objectives of the firm, without compromising the legitimacy of the actions

implemented towards philanthropic matters. The idea, that Sen, Battachaya & Kurschun (2006) or McWilliams et al (2006) would agree, is to understand the strategic benefits resulting out of those actions (Sen, Battachaya & Kurschun, 2006, p.158); (McWilliams et al., 2006). As we already know from the previous subpart of the discussion chapter, there is legitimacy under the will to implement CSR from the managers of *Le Monumental*. Therefore, in this part, we try to see if investing on them would still be economically interesting for the establishment.

As the interviews demonstrated, both Mr.A and Mr.B believe that it is not so economically difficult to implement CSR activities towards ecological and social concerns. They do even believe it is an investment that must be made at the hotel. Moreover, from answers on survey two, we discovered that employees do believe that introducing ecological actions would improve the reputation of the hotel and therefore attract more guests and money. At large, we concluded from the survey results that employees do believe, at a 100% of the respondents, that the hotel should invest money on ecological and at almost 90%, that it should invest on social practices. In addition, employees from all departments and positions asked in the survey one, would participate in those activities if they can improve the communication and relationship and therefore well-being and performance.

Nevertheless, it would be interesting to point out that on a guest perceptive, the notion of criteria for destination selection when traveling is not confirmed. The survey two asked the respondents, on a personal side, if social and ecological actions are criteria for hotel selection and the answer shows majorly a “no”, especially in the young generation. This last finding would rise the idea of educating the new generations to understand the necessity to care about ecological and social concerns.

To conclude and alongside the answers and limitations found from the two other research questions, placing money on ecological and social concerns is a necessary

investment from employees and managers points of view as they believe it could bring reputation, social well-being from relationships building and communication, and therefore money to their business establishment. Moreover, the proposals for future projects signed by the director, that can be found in appendix G, support even more the idea that the hotel does want to investment on philanthropic practices. Therefore, both employees and managers look in the same direction when it comes to investment for sustainable performance. As Frederic Mazzella, founder of the application “Bla Bla Car” suggested in the literature review and supported by the hotel director in his interview, it should be made in order to motivate the team, in pedagogic and positive manners, to increase people attention and well-being, as a key to achieve the sustainable performance desired.

However, as the last part of the second survey shows, the employees do believe as well that the limitations brought by the COVID-19 on social and economic perspectives, do affect the possibility for the hotel to develop more activities and practices towards those matters, for now.

Chapter 6: Conclusion

The introduction and literature review of this research dissertation highlighted the conceptualization some researchers have towards Corporate Social Responsibility and the impossibility to create interrelation between its components to achieve sustainable performance. Indeed, authors such as Kenneth.E Aupperle, believed they could disrupt the organization if cared at once (Aupperle, 1984, p.271-272). It is to say that economic responsibility, legal requirements and philanthropic matters, are incompatible objectives for companies tending to achieve sustainable goals. Nevertheless, as Aupperle suggested the research to be further analyzed using different methods to collect data, the present study was tending to validate

or not Aupperle affirmation in a specific case and organization, *Le Monumental Palace* in Porto, using surveys, interview and observation. The research especially focused on the economic, social and philanthropic expected benefits from CSR implementation in the establishment.

Conducting the research within the hospitality industry, and especially in *Le Monumental Palace* in Porto, was important as the hotel sector is usually defined as one of the most contributing industry to environmental and social disturbances. The pressure underlying this sector of activity towards the necessity to engage in philanthropic practices highlights the crucial need for the ones promoting such practices to present the different returns on investment, either positive or negative. This is what this dissertation tends to realize. Moreover, this specific research enables hotels like *Le Monumental Palace*, in complete restructuring in terms of its business strategy after the pandemic COVID-19, to acknowledge the benefits and limitations from the application of altruistic activities to contribute in the achievement of future sustainable goals.

The main objectives of this dissertation were to discover if there was an existing interrelation between the components of CSR, if there was potentially a divergence of visions from people of a same organization towards the outcomes from CSR application and if Corporate Social responsibility could be a key for sustainable performance.

The evidence from my research strongly suggests that, contrarily to what other studies presented, the representations that employees and managers have towards philanthropic CSR are not drastically different. This research acknowledged the existence of an economic behaviour within some managers' attitude but yet, demonstrate the legitimacy underlying this behaviour. Indeed, managers do have legitimate motivations under their will to implement CSR actions and activities such as the economic benefit resulting. The employees do acknowledge the crucial necessity to consider the economic pillar when investing in CSR practices,

highlighting a similarity within the conceptualization of CSR from both employees and managers. Moreover, the interviews did demonstrate that managers in charge for CSR integration at *Le Monumental Palace* do have ecological and social motivations, especially if it can contribute to the employees' general well-being at the workplace. From the finding that there is a common base vision at *Le Monumental Palace* from the benefits resulting out of the integration of CSR in the hotel, we could therefore imply an interrelationship between economic, legal, ethical and philanthropic components of CSR. Indeed, those components seem to be able to be carried at once at *Le Monumental Palace* as all stakeholders (mainly focusing on employees and managers) do perceive CSR implementation from the economic, legal, ethical and altruistic benefits resulting out of it.

To conclude, there is morality behind the prerequisite to consider economic rationality when implementing Corporate Social Responsibility actions towards philanthropic matters, and sustainable performance is theoretically possible from the development of Corporate Social Responsibility activities at *Le Monumental Palace* in Porto.

Nevertheless, further researches should be undertaken at *Le Monumental Palace*, especially after the pandemic of COVID-19, to acknowledge if the hotel acted on its commitment to develop more CSR actions towards philanthropic concerns and therefore validate the assumption on a practical base through the achievement of sustainable performances. This research should also be extended to a greater number of participants to survey in order to validate or not the actual findings. Therefore, this dissertation contributed to the literatures by desacralizing the idea that economic behaviour in a hotel should be consider immoral and unethical. Adopting economic rationality in the hotel industry is important for performance to remain sustainable in the long-term.

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[Y15QC&lpg=PR9&ots=4qd6SSOHEL&dq=%20Seidman%2C%20I.%20\(1937\).%20In](https://books.google.pt/books?id=pk1Rmq-Y15QC&lpg=PR9&ots=4qd6SSOHEL&dq=%20Seidman%2C%20I.%20(1937).%20In)
[interviewing%20as%20Qualitative%20Research.%20A%20Guide%20for%20Researcher](https://books.google.pt/books?id=pk1Rmq-Y15QC&lpg=PR9&ots=4qd6SSOHEL&dq=%20Seidman%2C%20I.%20(1937).%20In)
[s%20in%20Education%20and%20the%20Social%20Sciences%2C%203&lr&pg=PR9#](https://books.google.pt/books?id=pk1Rmq-Y15QC&lpg=PR9&ots=4qd6SSOHEL&dq=%20Seidman%2C%20I.%20(1937).%20In)
[v=onepage&q=Seidman,%20I.%20\(1937\).%20Interviewing%20as%20Qualitative%20](https://books.google.pt/books?id=pk1Rmq-Y15QC&lpg=PR9&ots=4qd6SSOHEL&dq=%20Seidman%2C%20I.%20(1937).%20In)

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Appendix

Appendix A: Communication on surveys



Figure 3: Email communication launch of the first survey 20/10/2020

De: HR Manager - LE MONUMENTAL
Enviada em: 20 October 2020 12:55
Para: MONUMENTAL TEAM <
Cc: HOD - Le Monumental <
Assunto: Pedido de Ajuda !

Bom dia a todxs,

Espero-vos bem com este email!

No seguimento da minha tese de mestrado e da atividade realizada no dia 14 de Outubro (Beach Clean Up day), segue um inquérito que gostaria muito que me ajudassem a preencher: <https://docs.google.com/forms/d/e/1FAIpQLSeNpLB-FaaUSJUaG-qaGrPQeZ3GyISLLyCfpJ82clQ0NWTzw/viewform>

É algo que demora mais o menos 4 a 5 minutos o preenchimento e ficaria extremamente agradecida por isso!

Obrigado pela ajuda!

Até já,



porto.hr@maisonalbar.eu
T: +351 227 662 410

De: HR Manager - LE MONUMENTAL
Enviada em: 18 March 2021 08:45
Para: HR Manager - LE MONUMENTAL
Assunto: ENC: Ajuda à Romane !

Bom dia a todxs,

Espero-vos bem com a recepção deste email!

A Romane terminou recentemente o estágio no nosso Hotel e para tal, a mesma gostaria de se despedir de uma maneira melhor, contudo e dadas as circunstâncias não foi possível.

A Romane enviou na página de facebook um pedido de ajuda para poder terminar a investigação do seu estágio. A mesma possui dois questionários:

1) O primeiro link (Pré-abordagem) já foi enviando no mês de outubro. Se vocês já reponderam, não têm de fazer isso outra vez. Se não, por favor preencham-lhe.

<https://docs.google.com/.../1FAIpQLSeNpLB.../viewform>

2) O segundo link (pós-abordagem) é novo. Precisa das respostas de vocês todxs.

<https://docs.google.com/.../1FAIpQLSfQz0xGthWRS.../viewform>

Só precisam de 10 minutos para responder os dois (3 a 4 minutos cada um).

Não é muito para vocês, mas pode fazer uma grande diferença para a Romane!

Obrigada e um feliz dia!



Figure 5: Email for both surveys 18/03/2021

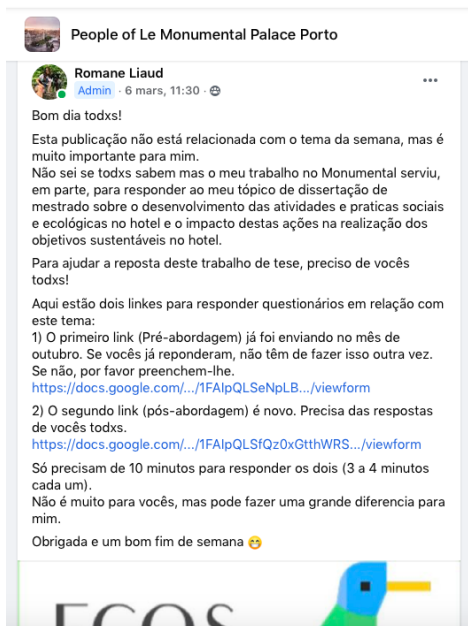


Figure 6: Post in the Facebook Group of the hotel 06/03/2021

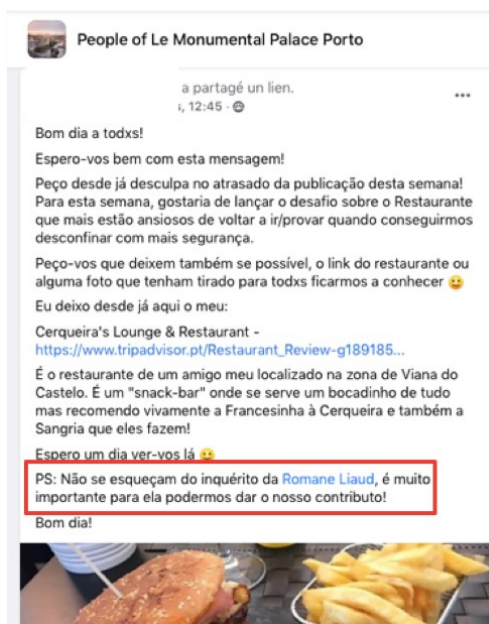


Figure 7: Post in the Facebook Group of the hotel 17/03/2021

ROMANE NEEDS YOU!

Eu sei com certeza que vocês todos estão sobre muita pressão considerando as condições sanitárias em que vivemos e todas as coisas novas que estão acontecendo no hotel. Ainda assim, preciso alguns minutos do seu tempo para responder a o meu questionário que é crucial para a realização da minha dissertação de mestrado:

<https://docs.google.com/forms/d/e/1FAIpQLSeNpLB-FaauSJUaG-qaGrPQeZ3GylSLLyCfpJ62cIIQ0NWTzw/viewform>

Muito obrigada e um bom trabalh



ECOS



Figure 8: Page extracted from the hotel Newsletter of November



ECOS 

Ultimas palavras de Romane

"Ingressar na família Monumental foi para mim uma grande gosto e oportunidade de realizar projetos que pessoalmente prezo muito: a proteção ambiental e social. As condições sanitárias não são as ideais para realizar todos os meus sonhos e concretizar tudo o que adoraria no hotel neste momento, mas tenho a percepção de que um dia isso será possível e nós vamos ter o orgulho de nomear o nosso hotel Monumental um estabelecimento sustentável.

No entanto, meu trabalho aqui não acabou e estou à espera de lançar pelo menos o programa GreenCard e COFN antes de ir embora.

Todos os projetos apoiados nesta edição especial da Newsletter são projetos que desejo que o hotel fique plenamente satisfeito. Eles também servem muito para responder à minha pesquisa de tese de mestrado.

Portanto, fique atento, pois em breve um outro questionário será lançado. Por favor, tire um minuto para responder assim como a que já foi lançada nos últimos meses":

<https://docs.google.com/forms/d/e/1FAIpQLSeNpLB-FaauSJUaG-qaGrPQeZ3GylSLLyCfpJ62cIIQ0NWTzw/viewform>

Figure 9: Page extracted from the hotel Newsletter Special Edition of December

Appendix B: Hotel description



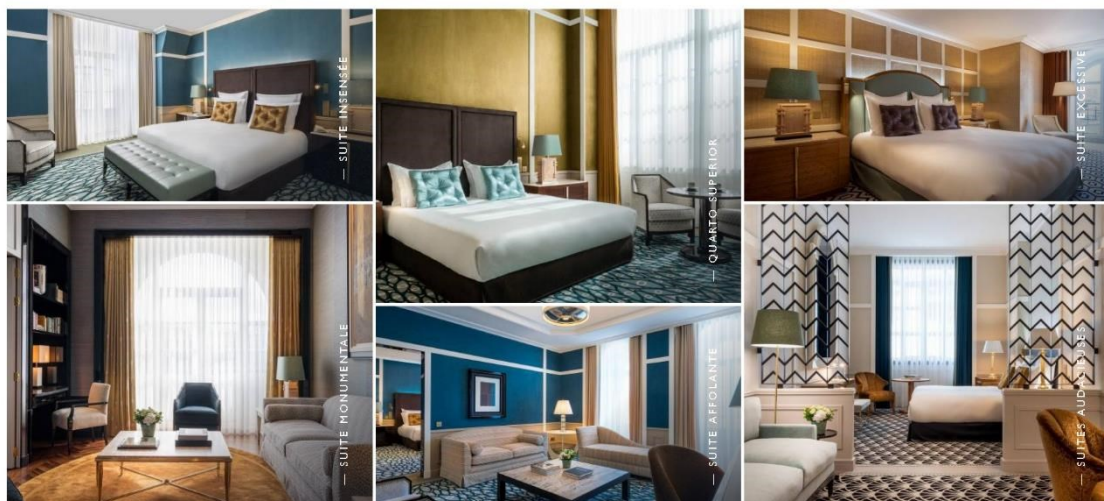
Image 4: Maison Albar Le Monumental Palace Welcome kit, n.d



Image 5 : Maison Albar Hotels – Le Monumental Palace – Photos, 2020



Image 6: Paris Inn Group lève 500 millions – Challenges, 2017



Images 7 : ROOMS Maison Albar Hotels Le Monumental Palace A Galeria De Fotos, n.d



Images 8 : RESTAURANT Maison Albar Hotels *Le Monumental Palace* A Galeria De Fotos, n.d



Images 9 : BAR Maison Albar Hotels *Le Monumental Palace* A Galeria De Fotos, n.d



Image 10 : SPA Maison Albar Hotels *Le Monumental Palace* A Galeria De Fotos, n.d

Appendix C: Organogram

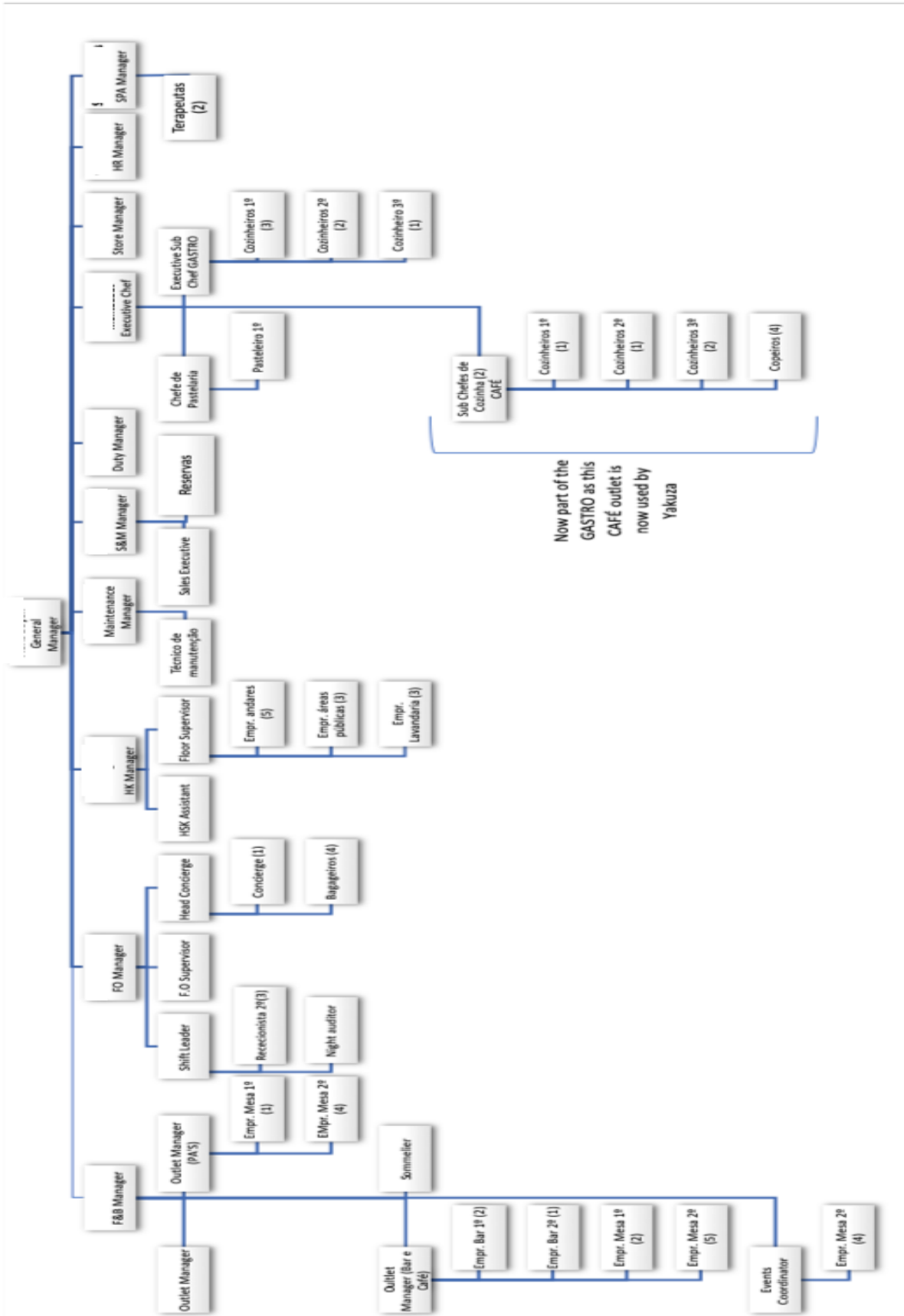


Figure 10 : Hotel organogram

Appendix D: Posters of projects implemented



Image 11: Beach Clean-up day by ECOS, 2020



Image 12: Donation Day October by ECOS, 2020

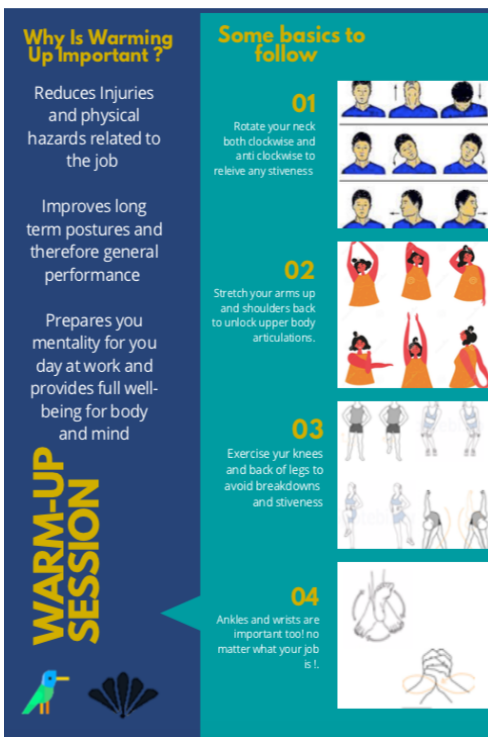
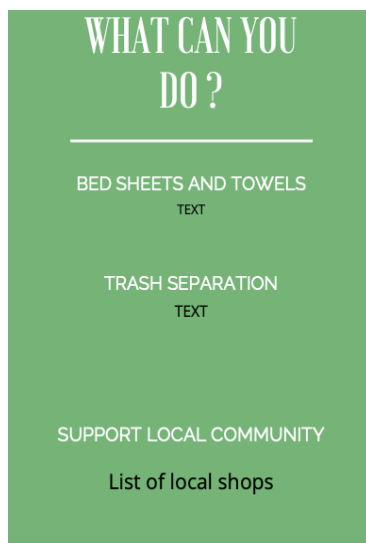
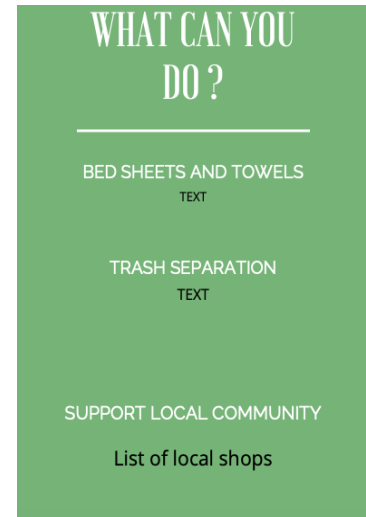
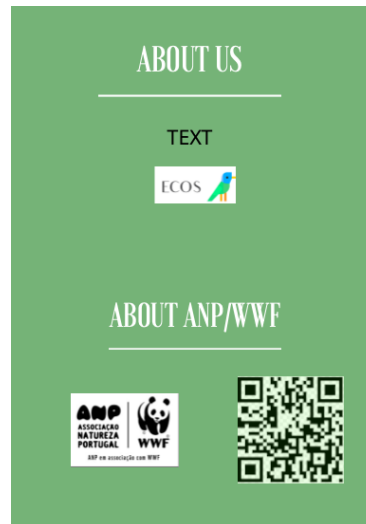
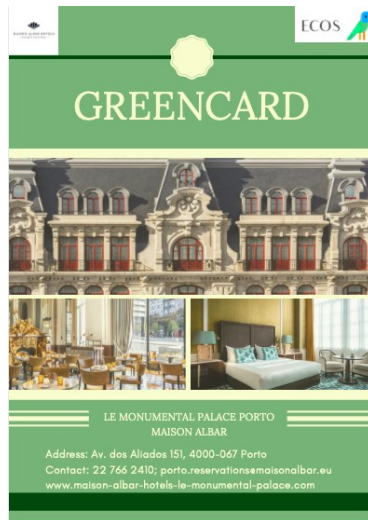


Image 13: Warm Up sessions by ECOS, 2020



Image 14: Trainings for 139 employees, 2020

Appendix E: Posters of projects not implemented



Images 15: The Green Card

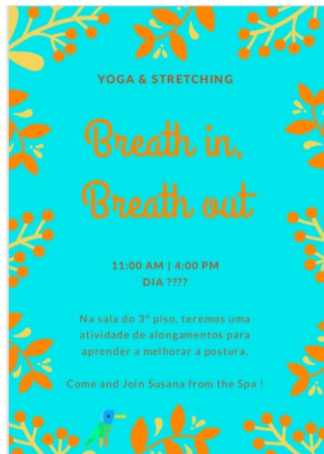


Image 16: The yoga sessions



Images 18: Other activities

Appendix F: Proposals

Remane
LIAUD LAVAL
Location: **Maison Albar Hotels – Le Monumental Palace Porto**
2020/2021

For Master Final Assignment

Project Development
Considering the sanitary crises of COVID-19, the hotel had the obligation to close its door starting from January 2021, for an unlimited period of time at the moment. The conditions under which any organizations within the hospitality and tourism sectors are confronted, are not allowing the development of certain projects that this Final Assignment researches on.
Upon the agreement with the hotel director, the following document aims to provide a clear description of a project developed and yet to be introduced, if agreed by the general manager, under a different conjecture and time period.
The director will sign or not the project plan at the end of the document if he agrees on the terms, as well as provide the justifications and motivations for the support or not for the project wished to be implemented.

GreenCard: APA/WWF association
Social and ecological practices; Well-being; Satisfaction

The **GreenCard** will take the aspect of a flyer folded in the middle (CARMASIL), and be displayed in each room of the hotel.

Front page:



Left side:



About us: ECOS
ECOS is a new cooperative initiated this year that aims on promoting ecological actions within the hotel operations and organizing environmental events and activities in order to sensitize people toward sustainability in the hospitality industry.
Therefore, with the **GreenCard** at guests' disposal, ECOS allows you to engage in different small eco-friendly practices that can be realized during your stay at the Monumental Palace.

Already for several initiatives taken by ECOS and that the hotel involved in, the establishment has been pleased to support social and environmental associations. For the development of the **GreenCard**, we are glad to sustain the organization ANP that works with WWF for the protection of nature.
About ANP/WWF:
For more information about ANP/WWF and their actions, please check the QR code at disposal!

Middle page:



Bed Sheets and Towels Cleaning: Save water, save the planet!
As you may guess, one of the major sustainable difficulty hospitality organizations meet is the amount of water consumed by both staff and clients. As your comfort is our main concern, we are not asking you here to stop taking shower or bath, but to help us reduce the use of the water used at the cleaning stage.
Therefore, by placing this flyer on the bed, you express the wish to our housekeeping team to NOT change the bedsheets this specific day. The bed will be tidy as usual but the sheets will remain the same!
Also, put your used towels on the bathroom floor if you want them to be replaced. Otherwise, place them on the sink, bathtub or hanged.

Trash Recycling: Limit waste & recycle!
Another unfortunate result of the hospitality activity, is the amount of trash generated by all departments. This consequence comes from our will to maintain a high level of quality during your stay, yet, if not stopping producing, we can assure its right recycling! The establishment is already working closely to limit waste and recycle its plastic, paper and organic products. You can decide to help as well by using the garbage bin placed in the living for paper and recycled materials, and the bin the bathroom for plastic and other non-recyclable products.

Support Local Community: Must to see!
Patch Lifestyle Concept Store (Provides a fresh and startling mix of new and used merchandise: fashion, home accessories, furnishing, lighting and design); **CRU** (Hub space for coworking on creative activities with a design shop and art exposition area); **Cet Objet du Desir** (Vintage shop that sells designer brands, true vintage and retro handpicked clothing and accessories for men and women); **Livraria Moreira da Costa** (Family business for books lovers for five generations); **Papelaria Modelo** (Shop specialized in materials for architectures (Belas Artes and Design); **Casa arcozelo** (Shop specialized in traditional Portuguese cheese); **A sementeira** (Shop for grains and plants to garden and harvest); **Escovaria do Belmonte** (Artisans in handmade luxury products); **Feira do Bacalhau** (One of the oldest family business houses in the city specialized in the cod trade); **Armazém dos Livros** (Antique shop in a former warehouse with a bar and café outdoor seating); **Casa Bonita** (Shop for furniture, decorations and variety of objects at all styles and prices); **Camisaria botonia**; **Bazar Paris** (Toy shop); **A favorita do Bolhão** (Epicerie); **Arcádia** (Chocolate house).

Right side:
Check Out for Nature

Also called **COFN**, ANP/WWF proposed a fundraising program within which the company agrees to add 1 euro to each guest's bill at the moment of check out if desired, as a donation to the association.
This donation can also be included at the restaurant bill! Let just know the water if you wish to add this euro donation.



To be fulfilled by the General Manager

Comments:
This initiative, well designed and with the right amount of information, tips and some opt out options for guests is a great tool to reduce our ecological footprint but mainly make guests, as well as staff aware of each individual's contribution in creating an impact. Associating with local economy as well as with certified organisations will leave a great impression to our Guests.

Therefore I do agree to implement

I, _____ General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, agree on the application of the project under the conditions stated above.
 I, _____ General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, disagree on the application of the project considering the reasons stated above.

Date, signature and stamp



Figures 11: The Greencard

Romane For Master Final Assignment
LIAUD LAVAL
Location: Maison Albar Hotels – Le Monumental Palace Porto
2020/2021

Project Development

Considering the sanitary crises of COVID-19, the hotel had the obligation to close its door starting from January 2021, for an unlimited period of time at the moment. The conditions under which any organizations within the hospitality and tourism sectors are confronted, are not allowing the development of certain projects that this Final Assignment researches on.
Upon the agreement with the hotel director, the following document aims to provide a clear description of a project developed and yet to be introduced, if agreed by the general manager, under a different conjecture and time period.
The director will sign or not the project plan at the end of the document if he agrees on the terms, as well as provide the justifications and motivations for the support or not for the project wished to be implemented.

Health & Safety: Yoga/Stretching Sessions
Community Building Activity: Communication, Trust and Well-being

Description:

Yoga sessions are being proposed to all collaborators wishing to involve themselves into healthy body and mind development. The organization already started introducing Warm-Up sessions to operation departments to be practiced before each starting shift. The Yoga/Stretching classes are being supervised by the hotel SPA manager herself, who already agreed to participate when the time comes. It will be in the continuous purpose to allow employees to develop their general well-being personally and at the hotel.

This activity would take place once or twice a month and last 30min to 1hour each time. The communication is made by posters hanged on canteen wall; article in the hotel Newsletter and Email reminder.

Why:

The aim is to introduce an in-house activity for employees that will bring them together and reinforce internal relationships, improve their general well-being and influence satisfaction toward the establishment their job (through value and trust).

⇒ Objective for the research: Research on the individual representation (2.3)
Implementation of an activity for employee: Corporate Social Responsibility in general; Communication, relationship, well-being; job satisfaction, trust

Spa Manager - LE MONUMENTAL @ 15 September 2020 at 15:44
RE: Spa Activities
To: HR Manager - LE MONUMENTAL, Cc: [Redacted] Details [Profile]


Hello Team!

All good in the Spa world 😊

I think it's a great idea to carry on the project that we've started in the beginning of this year and had a great acceptance! I am all in!

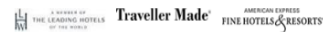
I am planning to go on a short break from the 27th September until the 4th October, therefore I am free until de 26th September or after the 5th. According to schedules, I am usually here from 14:30 onwards.

Let me know when can we start.
Best regards,
[Redacted]



MAISON ALBAR HOTELS
LE MONUMENTAL PALACE

[Redacted]
Responsável de Spa – Spa Manager
Avenida dos Aliados, 151 - 4000-067 Porto, Portugal
[Redacted]



Traveller Made® AMERICAN EXPRESS FINE HOTELS & RESORTS

HR Manager - LE MONUMENTAL @
Spa Activities
To: Spa Manager - LE MONUMENTAL, Cc: [Redacted]

[Redacted]

From HR we had the idea to implement some classes that we think you may help us.

The classes can be:

- Breathing;
- Stretching;
- Pilates;
- Yoga;
- Whatever you feel comfortable with 😊

The idea is to give 2 classes per month of 30 minutes each.

Do you think it's ok for you?

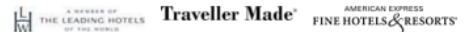
Tell us something!



MAISON ALBAR HOTELS
LE MONUMENTAL PALACE

[Instagram] [Facebook] [Twitter]

Romane, Sofia e Tiago
Recursos Humanos – Human Resources
Avenida dos Aliados, 151 - 4000-067 Porto, Portugal
[Redacted]
[Redacted]



Traveller Made® AMERICAN EXPRESS FINE HOTELS & RESORTS



To be fulfilled by the General Manager

Comments:
Definitely to be continued, adapted where needed according to staff feedback. The challenge will be to keep it going and part of our in house culture as is the case corporately where Paris Inn is involved in cycling trips, sport at work and marathon running as a team. The yoga and stretching can be completed with other exercises such as Motivational talks as we started with Jorge Coutinho and mental wellness as a whole.

I, _____ General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, agree on the application of the project under the conditions stated above.

I, _____ General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, disagree on the application of the project considering the reasons stated above.

Date, signature and stamp
[Redacted Signature]
LE MONUMENTAL PALACE
[Redacted Stamp]

Figures 12 : The Yoga sessions

Romane For Master Final Assignment
LIAUD LAVAL
Location: Maison Albar Hotels – Le Monumental Palace Porto
2020/2021

Project Development
Considering the sanitary crises of COVID-19, the hotel had the obligation to close its door starting from January 2021, for an unlimited period of time at the moment. The conditions under which any organizations within the hospitality and tourism sectors are confronted, are not allowing the development of certain projects that this Final Assignment researches on.
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The director will sign or not the project plan at the end of the document if he agrees on the terms, as well as provide the justifications and motivations for the support or not for the project wished to be implemented.

Recycling: DSsmith partnership
Environmental concern: Eco-friendly practices; Sustainable performance

Description:
Company in charge on picking the trash bins at big establishment and elaborate a recycling process for all kind of materials. Their mission is to accelerate the transition to a circular economy through the elaboration of packages from the recycled products.



DSsmith proposes to install a press bale, easy to operate, for materials such as carton, plastics and polystyrene. They also provide training and maintenance for the teams to understand the necessity of recycling and the strategy to implement. Space will be organized and transportation reduced from the pick-up of all kind of trashes at once.

The organic waste is managed by the hotel within the black bags and the transparent bags for the glass are provided by DSsmith.

Monthly fees are applied according to the hotel needs:
Once a week (Monday or Friday): 387,5€
Twice a week: 618€
Three times a week: 847€
Monday to Friday: 1320€

Why:
The idea is not necessary to cut with the actual pick-up process with Camara do Porto, but to add a monthly option for the establishment to integrate an eco-friendly practice. In fact, the hospitality sector is one of the biggest producers of waste within its operation and therefore must consider options to limit its consequences on the environment. By contracting with DSsmith, Le Monumental allows itself to step into a green future and participate, at its level, to build better waste management inside hotel management. Moreover, it implies a certain trackability of the trashes picked-up when going through a private company. Le Monumental already tries to separate trashes but it is hard to acknowledge if after picked up by the Camara, the recycling process is followed.



Objective for the research: Research on the Sustainable objectives/performance (2.5)
Ecological practice implementation: principle of circular economy; sustainable performance; economic investment.

To be fulfilled by the General Manager

Comments:
Absolutely agree with the concept. However, as with previous experiences in Brazil and Peru there is a huge community dependent on garbage re- and up-cycling. The idea of paying for garbage collection therefore is a bitter taste as we pay the company for their main "ingredients" to be re-used or recycled. Dedicated separation and appropriate institutions to collect and process would be ideal in my view. We had an orphanage that picked up the kitchen oil to transform in detergent which was supplied back to us. Organic waste was donated to a young neighbour who provided us with some of the best compost for our gardens in return and so. To a local pig farmer who every year and provided us with a beautiful animal (meated) for our staff party dinner. In Case we do advance with paying for this service (in addition to the Municipal service) we would need to be included as their certified partner, receive the necessary certificates and use their international quality seals (if so) to the fullest.

I, *[Signature]*, General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, agree on the application of the project under the conditions stated above.

I, *[Signature]*, General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, disagree on the application of the project considering the reasons stated above.
Date, signature and stamp



Figures 13 : DSsmith

Romane For Master Final Assignment
LIAUD LAVAL
Location: Maison Albar Hotels – Le Monumental Palace Porto
2020/2021

Project Development
Considering the sanitary crises of COVID-19, the hotel had the obligation to close its door starting from January 2021, for an unlimited period of time at the moment. The conditions under which any organizations within the hospitality and tourism sectors are confronted, are not allowing the development of certain projects that this Final Assignment researches on.
Upon the agreement with the hotel director, the following document aims to provide a clear description of a project developed and yet to be introduced, if agreed by the general manager, under a different conjecture and time period.
The director will sign or not the project plan at the end of the document if he agrees on the terms, as well as provide the justifications and motivations for the support or not for the project wished to be implemented.

GSTC certificate: VIREO
Sustainable development; Duty; Economic investment

Description:
VIREO is an organisation that helps identify gaps from CSR criteria in establishments within the ecological area. A pre-assessment is scheduled before the real audit to go through the criteria and check if it is ready.
The main assessment (filled audit) will take place as a one day or one day and a half visit at the hotel and interview of staff.
The closing meeting serves to gather all elements found in order to prepare the certificate that will be delivered about 10 days to 15days after, if accomplished.

VIREO is basing its analysis on the GSTC standards but finds its evidence on tangible proofs. Therefore, there is no need to have a lot of paperwork to proof that actions are in place, but better to have elements in practices that can show the commitment.

Nevertheless, the policy of the GSTC is to avoid the 0% accomplishment of criteria, not to get the 100%. If, for some criteria, the hotel is on the path of achievement (from exchanged emails or pictures to demonstrate their commitment in long run) it is sufficient to validate the criteria. For example, in the case a criteria involves the need for supplier to change their packaging, it does not require to have the final product already modified but at least a proof that the supplier is aware of the necessity of changing.

Examples of criteria that will be checked:
- Is lighting using LED?
- Are cleaning products green? Do SPA or HSK propose a green alternative as amenities or treatments for guests? Is it possible for NUXE to change packaging for eco-friendly one? "Fairtrade products"?

Objective for the research: Research on the Organizational motivations and strategy (2.4)
Ecological practice implementation; organization duty; legal requirement; economic investment.

To be fulfilled by the General Manager

Comments:
In General, as above. Definitely love the concept but key is to assure it is a top company. Again, it is paid so need to be sure we pay for the best possible exposure and association as a brand. Honestly, getting awarded points for asking the supplier to change packaging - without proof of actual implementation seems odd, not rigorous and very commercial. To be implemented when sure they are the best partner for the job.

I, Floris Boyen, General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, agree on the application of the project under the conditions stated above.

I, Floris Boyen, General Manager of the Maison Albar Hotel – Le Monumental Palace Porto, disagree on the application of the project considering the reasons stated above.

Date, signature and stamp



Figures 14 : GSTC certificate

Appendix G:

questions

SURVEY 1

A. Demographic

1) Age

2) Gender

3) In which

working in?

4) What is your job

B. Feeling in the workplace

1) On a scale from one to five, how much do you believe in the following affirmation: the hotel cares about its guests?

2) On a scale from one to five, how much do you believe in the following affirmation: the hotel cares about its workers.

3) On a scale from one to five, how much do you believe in the following affirmation: the hotel is deeply human.

4) On a scale from one to five, how much do you believe making a good performance when realising your daily tasks ?

5) Do you feel proud of yourself after a day at work?

6) Do you feel comfortable doing your job tasks on a daily bases?

7) Are you happy to go to work?

8) Are you, in general, satisfied with your job at *Le Monumental*?

C. Relationship, communication and trust

- Does the hotel give guests cultural advice? Information about cultural activities on sight? Transportations need and local necessities? Is the hotel selling on sight or have a contract with a local shop?
- Do people working at the hotel satisfied by their job?

Why?

The certificate is a must to have as it is worldwide recognised and only around 50 establishments have it at the moment (competitive) and probably none in Portugal. It can provide a high visibility for the establishment for any kind of green tourism, in all sustainable platform. The certificate is valid 3 years with every 12 to 24 months, an audit is taking place to assure the continuousness. The logo and name of GSTC can be used for marketing purposes without any restrictions.



The proposal involves fees that are this year very attractive because of the COVID situation:

	Price
Main Assessment and issuing of the Certificate	€ 490,00
First Surveillance Audit	€ 1290,00
Second Surveillance Audit	€ 1290,00
GSTC logo fee	€ 100/year

Surveys

questions

department are you

position?

- 1) On a scale of one to five, how would you grade the communication between departments within the hotel?
- 2) On a scale of one to five, how would you grade the communication between colleagues within your own department?
- 3) Do you believe good relationships inter-employees within an organisation is a must to fully feel accomplished at work?
- 4) Would you involve yourself in activities organised for employees if you knew it could improve communication between members (ex: trainings for employees, yoga session, outside activities)?
- 5) Would you involve yourself in activities organised for employees if you knew it could bring trust among members (ex: trainings for employees, yoga session, outside activities)?
- 6) Would you involve yourself in activities for employees if you knew it could improve their relationship?

D. Sustainability

- 1) From one to five, are social practices, such as making donations for associations helping people in need, a concern for you?
- 2) From one to five, are ecological practices, such as recycling plastic, a concern for you?
- 3) From one to five, are ecological actions, such as cleaning the beach from garbage, a concern for you?
- 4) Are you involved in any ecological activities outside the hotel?
If yes, which one(s) ? If not, just right "none".
- 5) Are you involved in any social activities, like donation for associations, outside the hotel? If yes, which one(s) ? If not, just right "none".
- 6) How would you feel if the hotel was introducing ecological actions? (ex: recycling, beach cleaning etc)

7) How would you feel if the hotel was introducing social actions in the hotel?
(ex: donations)

E. Conclusion

1) If activities toward the ecology (ex: beach cleaning) were organised in the hotel in order to improve employee's relationship and communication, would you involve yourself?

2) If activities toward the social responsiveness (ex: clothes donation) were organised in the hotel in order to improve employee's relationship and communication, would you involve yourself?

3) If the hotel was implementing new eco-friendly practices within the operations (ex: reduce plastic in offices, reduce food waste at restaurants, having on-demand cleaning in rooms etc), would you feel comfortable and ready to adapt your tasks?

4) Do you believe introducing social activities (ex: donations) would make you feel satisfied of your job?

5) Do you believe introducing ecological actions (ex: plastic recycling) would make you feel satisfied of your job?

SURVEY 2

A. Demographic questions

1) Age

2) Gender

3) In which department are you working in?

4) What is your job position?

B. Sustainability: personal feelings.

1) From one to five, are social practices (like donation of clothes/food) concerns for you?

2) From one to five, are ecological practices (like recycling or outside cleaning) concerns for you?

3) In you personal life, do you consume goods produced in respect to the environment (like local products, without conservators, organic and other....) even if more expensive?

4) In your personal life, do you value services acting in respect to the environment (like restaurants using recycled paper, tape water, organic hygienic products, LED lights or others..) even if more expensive?

5) From one to five, how much would you identify yourself to brands having environmental policies within their products' offers?

6) From one to five, how much would you identify yourself with companies having social responsibility policies within their operations?

7) When traveling, are social considerations within hotel practices, a criteria for hotel selection?

8) When traveling, are environmental considerations within hotel practices, a criteria for hotel selection?

C. Environment and social CSR: projects and activities.

1) How would you feel about having internal activities toward social concerns (ex: donations) at the hotel?

2) How would you feel about the implementation of more internal actions toward ecological issues (ex: recycling) at the hotel?

3) Do you have acknowledged the "Beach Day Clean-up" activity organised the past October?

4) Did you participate in the "Beach Day Clean-up" activity organised the past October ?

If no, what were the reason or reasons? If yes, please write "yes"

5) Do you have acknowledged the "Donations for Association days" that were proposed the past 6 months for "Resgastar Sonhos"?

6) Did you donate any belongings?

If no, why? If yes, please write "yes"

7) From one to five, how much would you like the following decision to be taken at the hotel: creation of a "Green Card" at guest's rooms to allow them participating to social and ecological small actions during their stay (donation to APA/WFF at check-out, on-demand change of bed sheets and shower towels, list of traditional shops associated to the hotel for local support and others)

8) From one to five, how much would you like the hotel to reach the "GSTC certification" through the achievement of different standards at the hotel and restaurant in terms of sustainable practices in order to be certified as "green hotel".

9) From one to five, how much would you like the following decision to be taken at the hotel: Waste recycling in partnership with DSsmith in charge of establishing waste management strategy and assuring a well recycling process by providing companies the adequate trash bins. The hotel can have the opportunity to participate to the waste close loop by the elaboration of packages from the recalled paper products sent.

D. Corporate Social Responsibilities-activities for the well-being of employees

1) Have you acknowledged the training sessions proposed for employees the past November?

2) Did you participate in those training sessions?

If no, why? If yes, please write "yes"

3) From one to five, how much do you think training sessions can make the employee feel valued?

4) From one to five, how much would you like the following decision to be taken at the hotel: Yoga and stretching session for health & safety purposed. The idea is to propose this activity to employees every week in order to increase their general well-being.

5) Have you acknowledged the Facebook page called "People of *Le Monumental*" created for employees during this second lock-down?

6) Do you participate in the Facebook group posts according to the topic of the week?

7) Do you believe this Facebook group helps you to get to know better your colleagues?

8) Do you believe this Facebook group is helpful to increase the relationship between employees?

9) Do you believe this Facebook group can help "breaking the hierarchical glass" between the different positions at the hotel?

10) Do you believe this Facebook group can be helpful when the hotel will open again to maintain good communication between employees?

E. Conclusion

1) Would you feel happier if the hotel was implementing more activities for employees toward sustainability?

2) Do you believe introducing ecological actions can increase the hotel reputation (ex: beach clean up day)?

3) Do you believe introducing social actions can increase the hotel reputation (ex: donations)?

4) From one to five, how much would you grade the hotel reputation in general?

5) Do you believe the reputation of the hotel influence the way you value your job?

6) Do you believe the hotel should invest money on ecological practices? (ex: recycling)

7) Do you believe the hotel should invest money on social practices? (ex: social support)

8) Do you believe the COVID-19 context affected the possibility from the hotel to develop more ecological actions?

9) Do you believe the COVID-19 context affected your decision to participate to ecological actions proposed by the hotel?

10) Do you believe the COVID-19 context affected the possibility from the hotel to develop more social actions?

11) Do you believe the COVID-19 context affected your decision to participate to social actions proposed by the hotel (donations)?

Appendix H: Interviews questions

First of all, thank you very much for accepting to be interviewed today in order for me to respond a part of my research study.

The paper conducted examines the inter-relation between the different representations of Corporate Social Responsibility employees and managers of a same organization have, and their connexion to generate sustainable performances.

Many literatures have showed that the divergent representations, individuals and leaders have, from the outcomes of such practices, could harm the performance of the firm and therefore should not be practiced. It is mainly the case of philanthropic concerns (including social and environmental aspects) that are questioned.

This study investigates, therefore, the representations employees and managers of *Le Monumental* have of CSR toward social and environmental actions, in particular, and their potential divergence. It will acknowledge if this difference could, instead of being harmful, result to possible sustainable performance.

Through this interview, I tend to analyse an aspect of the first part of study which is; the representations of CSR toward social and environmental concerns, from managers of the hotel *Le Monumental*.

Firstly, could you present yourself briefly in the professional matter (name, position and duties in the hotel)?

1st: ask participants experience until the stage they are now (past life until becoming the managers they are now). In the case of the topic, it would be the past professional experiences (which hotel, at which position, relationships/communication with colleagues etc, if they were any CSR implemented toward sustainability, role of managers) + they relation with the environment personally (implementation at work, if it is something important for them etc).

⇒ Asking “how”

- How did you come to work in hospitality?
- In which establishments have you already worked in?
- Have you always had the position of managers?
- How would you describe the relationships between employees in your previous experiences? With managers?
- Do you recall any Corporate Social Responsibility being implemented towards sustainability there or not?
- Why would you leave your previous job?
- What is your relation with environment? Do you care for the environment in your personal daily life?
- How would you consider an organization implementing eco-friendly practices? Do you believe *Le Monumental* should implement those too?

2nd: ask participants how they feel about other colleagues, relations, what they do today in term of ecological practices for the hotel, how they build their communication with the team as managers, name an experience that occurred at the hotel when relationship between employees felt great, name the moment he/she believe ecological practices were necessary/

- How do you feel today at work?
- How would you describe relationship between employees at the hotel?
- What do you do nowadays in term of ecological practices for hotel?
- How would you describe the communication between managers and teams?
- Could you name an experience that occurred at the hotel in which employees' relationships was valued?
- (When did you consider caring about social and environmental concerns was needed for the establishment?)

3rd: ask participants why they believe one aspect is wrong, what are the reasons of adopting CSR or not for them, how they believe one aspect (communication ex) could be solved

- Why do you believe caring for the environment in a hotel is important?
- How much do you believe in CSR implementation to serve greater communication and relationships between employees?
- What are the reasons that would push you not to integrate CSR among teams?
- What are the reasons that would push you not to develop ecological actions in operations?
- Could you provide us ways to serve relationships and communication better among employees?
- How would you increase social well-being internally?
- Do you believe being possible to remain economically stable while implementation CSR toward ecology or not?

Appendix I: Interviews Transcript

INTERVIEW TRANSCRIP MR.A

25/03/2021

[00:00:00.850] - Interviewer

Okay. Excellent. So first of all, thank you very much for the interview today. Basically, the paper that I conducted so far examines the interrelation between the different representation of corporate social responsibility that employees and managers of the same organization may have and their connection to generate sustainable performances.

There's many literatures that have shown that the divergent representations individuals and leaders have from the outcome of such practices could harm the performance of the firm and therefore should not be practiced. It is mainly the case of philanthropy concerns, including social and environmental aspects, that are questioned.

Therefore, this study investigates the representation of employees and managers of *Le Monumental* have of CSR towards social and environmental action, in particular, and their potential divergence. We'll acknowledge if these differences could, instead of being harmful, result a possible sustainable performance.

Through this interview, I tend to analyze the first part of study, which is the representation of CSR toward social and environmental concern from managers of the hotel.

So, MR.A, first, could you present briefly yourself in a professional matter? Your name, position at the hotel, what you're doing, your duties in a daily basis at the hotel.

[00:01:33.520] - MR.A

Okay. My name is MR.A. I'm the HR manager from the hotel. So, my daily basis consists not only but in motivating associates, recruiting, selection, conflicts management, payroll systems, social responsibility, health, hygiene and safety measures at the hotel and among other things. And then I'm not really remembering them right now. But there are a lot.

[00:02:10.690] - Interviewer

Perfect. Thank you. So, the first part of this interview will concern maybe more a general description of who you are, what you did before. So how did you come to work in hospitality first?

[00:02:24.770] - MR.A

I always wanted to be a lawyer, first of all. So, it's kind of creepy right now. But the thing is, I didn't have grades to go for the law university. So, I went to my second option. It was translations. So, I interned. In the first year I said, I don't want to go for this. I don't want to do this. I don't like translating texts to everyone to think, okay, this is a book from someone that I just translated.

So, I wanted to go for something that I really liked. So, I took my hobbies and one of them is cooking. And I said, what does match more specifically with my hobby? And it was the hospitality industry. So, I enter in the first place there. And that's how I enjoy it, this part.

[00:03:22.740] - Interviewer

Okay. Excellent. And in which establishment have you worked in before to *Le Monumental*?

[00:03:30.060] - M.R.A

ME Madrid. It is a hotel from the company Melia Hotels International.

[00:03:34.850] - Interviewer

Okay. Perfect. And have you already had the position of managers even in this previous establishment?

[00:03:41.510] - M.R.A

No. I was assistant manager, but not the manager.

[00:03:45.380] - Interviewer

Okay. And in this hotel, how would you describe the relationships between the employees? You and the other employees and you with the manager?

[00:03:57.110] - M.R.A

It was very informal. We were very close. We were not only colleagues that were working at the same hotel, but we were like a little group of friends and a family that belong together. And the relationship with my colleagues was very open minded. So, we speak...

[00:04:20.450] - Interviewer

Freely.

[00:04:21.680] - M.R.A

Yeah. We constantly speak at the moment, actually, as well. So, like family feeling because most of them were not from Madrid. So, we were almost everyone far from home. It belongs to regain the friendship and to have some contacts, yes.

[00:04:44.600] - Interviewer

Create a family on-site. Okay.

[00:04:47.810] - M.R.A

With the managers, it was the same point. So, we were friends as well. Not so friends as my colleagues from my point but yes.

[00:04:58.700] - Interviewer

But you could freely speak to them and be...

[00:05:01.400] - M.R.A

Yeah. Any issue that I had and even some point of views that I wasn't seeing like them, I could perfectly go to them and say, okay, explain me. Why do you think this? Because I'm not thinking like that. And how do you achieve that point? So, they were very open-minded regarding that.

[00:05:24.380] - Interviewer

Okay. And do you recall any corporate social responsibility action being implemented in that hotel?

[00:05:32.150] - M.R.A

Yes. In every hotel that I have been through, mostly in Spain. So, three years ago. It was one of the two company hotels with more social responsibility practices. Not only recycling, but helping some institutions with food, with toys, mostly kids. And I think that's all.

[00:06:04.370] - Interviewer

So basically, most of the activities under corporate social responsibilities were for philanthropic actions. What we call is a donation, association, to help the other or help the social environment.

[00:06:20.810] - M.R.A

Yes.

[00:06:21.350] - Interviewer

Okay. And I don't know if you can tell, but why would you leave those previous job to come to *Le Monumental*?

[00:06:31.410] - M.R.A

It is a tricky question, actually.

[00:06:34.530] - Interviewer

If you don't have a proper answer, it's okay. But was it mainly because you wanted to leave from there to live here or because you want to live here that you had to leave there? I don't know if I'm making myself clear, but...

[00:06:48.640] - M.R.A

Yes. My nephew was born, so I wanted to be part of his growth. And it was a step that I didn't took before and I was feeling very, very uncomfortable in his first year. Seeing him grow by webcam is not the same that you see him speaking from his mouth. I arrived here and he was already walking and talking. And it's very, very frustrating for someone who cares about my family and I think we are a very united family so hard to leave.

So that was the first thing that it comes to my mind, why I left Madrid.

And the other thing was I wanted to learn something different. I wanted to obtain another position that I wasn't prepared for, and to learn and to see if it is okay. So, the thing that I first thought was going for a safe place, home, so I can save some money, I can learn from the Portuguese law. I can understand what is the position of manager. I can start a new project that I have never been doing like an opening. Now, from this hotel is the third opening that we are going to do...

But I think that's the most incredible things that I think I came for. So family, position and opening.

[00:08:22.050] - Interviewer

Okay. Excellent. Now a bit more about the environment. What is your relation with the environment in your personal daily life? Do you care about ecology?

[00:08:35.250] - M.R.A

Yes, I do care about ecology, but I don't think I'm practicing every single topic. Okay, I'm trying to reduce every single usage of plastic. I go for shopping more closely from local area, not big chains of supermarkets. I am trying to reduce plastic and recycling. I think that's the things that I do. But I think we can do more and I'm not practicing anything more than that, actually.

[00:09:15.210] - Interviewer

Okay. And in a business way, how would you consider an organization that is actually implementing eco-friendly practices? Would you value more or less an organization for its practice on ecology?

[00:09:32.580] - M.R.A

I would value more at this point. If you asked me this question three years ago, I just didn't care because I wanted some place to learn new things and not applying ecology. I think we are going for an ecological path that was not explored before. And we are just making some concerns about that. It is only during the first Covid lock-down that we had in March 2020, when for example the rivers in Venice had fishes again swimming around, that I realized that, okay, some things were not being very clearly done.

[00:10:19.090] - Interviewer

Okay. But you believe that, for example, *Le Monumental* should also implement eco-friendly practices?

[00:10:26.710] - M.R.A

Yes. Absolutely.

[00:10:27.370] - Interviewer

It's a matter of every organization, basically.

[00:10:30.230] - M.R.A

Yes. I think the main issue is not the organization, but it's the mentality that the five-star hotel clients have concerning the standards. Like amenities and everything like that. I think it belongs more to the clients than the associates, actually.

[00:10:56.110] - Interviewer

Okay. Excellent. Now a bit more about your feeling at work. Your personal well-being. Very large question, but how do you feel today at work? And you can be absolutely honest. It's fine. It's not going to go out of the walls.

[00:11:15.340] - M.R.A

Strange. It's like everything that I worked for changed from this past three years. So I started with a team, a very reduced team, trying to implement new things and trying to be the best hotel in the city. We achieved that. We achieved that on the first year of the organization. And we go for the second year. And after the second year opening, you have to close the hotel because of the Covid situation. So a lot of things come up to my mind.

And in some points, I think I need to develop some things for myself. I think I still need to learn a lot of things. But here I'm not learning them any longer. It's very frustrating for some parts that I know that I need to develop myself and to learn. But there are others that I think I'm keeping up with just making my job.

[00:12:26.630] - Interviewer

Okay. Okay, I get it. And how would you describe the relationship between the employees at *Le Monumental*?

[00:12:35.390] - M.R.A

I think it's good. I think they relates closely. Some of them have their own group. For instance, I think here, we can see clearly that the F&B department goes

with the F&B department. The front office department is very united as well. The housekeeping department is very united. Between them all, I think there is not a friendly relationship, as you can see if you go into the department. I think work relations, it's good.

[00:13:14.990] - Interviewer

Okay. Good. And how would you describe the communication between managers and the teams? Not really about relationships, but with the communication part?

[00:13:28.490] - M.R.A

I think it's poor. Actually, I think it's poor. Because there are a lot of information that, from my point, we pass through like, let's organize an activity or a training, and I know that the communication doesn't arrive to the employees sometimes. And we are like, okay, do you want to go for this activity? Or did you saw the activity on the newsletter? And sometimes they say, yeah, but my manager didn't tell me about it. So I think the main issue starts there.

[00:14:04.600] - Interviewer

I understand. But could you still name an experience that occurred at the hotel in which the employees' relationship was valued? Where you actually felt that the communication has been clearly made and the activities has been able to be implemented. And employees felt good about that experience.

[00:14:28.630] - M.R.A

I think that experience was in November, that we tried to collect clothes and books and some things that we don't use to give to associations. I think that united a little people, saying, okay, my manager didn't told me about this activity, but I'm seeing that. And I'm seeing that I want to participate. And we received a lot of things that we gave to the association that came up from the initiative. So I think we got united there.

[00:15:11.300] - Interviewer

Okay. Now we're getting a little bit more about the environment and the ecology. But less about your personal feeling toward this topic, but about how the hotel is doing in terms of ecology. What do you do nowadays in terms of ecological practices at the hotel?

[00:15:29.010] - M.R.A

Nothing. Absolutely nothing.

[00:15:30.180] - Interviewer

Okay. But you told me before that you believe it's important for the hotel. So why do you believe caring for the environment in the hotel is important and it's not being done?

[00:15:45.150] - M.R.A

That's another tricky question. The thing is, it comes up from the mentality, from the management point. For instance, if you go to the office, human resources office, you don't have a place to recycle papers or plastic or glass, for instance. And then I already told everyone that we need to start using recyclable papers. And that point came up from nothing, it's like, okay, he just gave an idea. So, it's not implemented.

They didn't want to see the cost even. They didn't want to learn. For instance, the pencils that I already told them that we can go for the recycling ones or something like using bamboo toothbrush. It's everything in the air. They know they should do it. The clients will see that as a big step for humanity. But...

[00:16:56.750] - Interviewer

So the management team is a bit unaware still about that to be able to step forward on the practice.

[00:17:05.040] - M.R.A

Yeah. Absolutely.

[00:17:05.690] - Interviewer

Okay. Great. Now, I'm going a bit forward and backward on the communication and environment but because it's a bit everything related. But I hope you don't mind. Do you believe in the corporate social responsibility implementation as a way to serve greater communication and relationship?

[00:17:34.400] - M.R.A

Yes, absolutely. Because there are a lot of things that we can do. And if you want to get close to your colleagues from the hotel, you will see that some people here are fighting for the same causes. So if you implement, for instance, a cause that has to be with the kids, some of them will defend it and some of them will want to participate. So, the truly persons that want to participate on saving kids from poverty or something, they will get in touch and saying, okay, I will do this activity with this person and this person because they are already in this cause. So I think that creates a lot of things.

[00:18:17.650] - Interviewer

Creates common likings, common taste. Okay. Now, to follow up on that implementation of CSR activities, what do you think could be the reason here, still at *Le Monumental*, what could be the reason not to implement such activities? Why do you think it cannot work at *Le Monumental*?

[00:18:48.540] - M.R.A

They don't work on that things as that I told you before... I think it comes up from the managers.

Yeah. We organize some activities and the managers don't pass. When they pass on the previous day they say, okay, I have something else or a meeting or a

group that I need all my team on it. So the activity that you propose is not going forward.

[00:19:22.440] - Interviewer

Okay. So it's the same as implementing environmental ecological practices. So basically whatever comes from one department, such as human resources, whatever is coming from that department is not being heard in other departments.

[00:19:42.480] - M.R.A

Yeah. I think the human resources, in this case specifically, and in other cases that I know, the human resources department is just the department that is there that supports everyone. But they never get listened. Only when they have problems. When they have problems, you are the first one to be listen. And when you have, for instance, a crisis, that you have the cost control from the biggest assets of the company, that is the people, you are the first to get in touch.

[00:20:21.090] - Interviewer

Obviously. Yeah, I understand. And think other from the CSR activities... What could be other ways to increase the relationship, the communication? What could be something else than the CSR?

[00:20:47.790] - M.R.A

When we opened the hotel, we had a lot of trainings because we didn't have clients. So I could arrange that. I could arrange trainings. And the first team that we had and in that specifically timeline, we had a lot of union between the associates. So we had a clear communication.

[00:21:26.090] - Interviewer

So it was working well.

[00:21:26.130] - M.R.A

Yes. If I said, the training is tomorrow at two o'clock, they were there at one and a half just to be sure that they were in time. Now, if I say the training is at two, they will come up at three or something because... I don't know.

[00:21:45.610] - Interviewer

You feel that they maybe become unhappy with the job at some point, after time? Because if, at the beginning, they were always happy to participate in activities, what do you think would be the reason they stopped being interested by the activities?

[00:22:04.780] - M.R.A

I think when people enter in this hotel, specifically, they have high standards and high expectations to achieve. But that high standards and that high expectations are not in a long-term way. It's very in a short way. Because since the hospitality was the biggest income of the country, they say, okay, if I go out of here, I can arrange something up there, in two days or three days. Because they get easily contacted. But nowadays they are like, okay, I'm just trying to see that what comes, it comes.

Also, if I implemented a social responsibility action or a plan, they will know it's going take me a lot of time to implement because it's going to be a fight to implement it.

[00:23:11.920] - Interviewer

Okay. And on the managerial aspect of it, do you think the implementation of such practices is difficult to be implemented because of the work needed for the applicaton, or because of other reasons, such as financial reason or contact reasons? Do you think implementing CSR activities is something that is economically, for example, difficult to be realized?

[00:23:44.800] - M.R.A

I don't think that it's economically difficult. I think it's the mentality way. When people think they need to do something extra from their typical way, they don't want to go for it. If I have to work from seven am until three and the activity is at two, I will not go for it because it's going to finish at four. And at four I want to be at home doing nothing. I want to be at home at my couch watching TV at four. I don't want to be at the hotel practicing an action, even if it is a training or something else. They will be very like that.

[00:24:33.370] - Interviewer

Okay. And if we go back a little on the environmental and ecological parts, do you think implementing practices for the environment, at the hotel, can match economic stability for the hotel?

[00:24:54.520] - M.R.A

Yes. In the beginning, I think it's going to have a high cost because it's always an high cost to implement something that is totally different. But I think in life, when you invest in something at the beginning, you will only collect the benefits years and years after that. So it's like buying a house today. You only get paid in 40 years or something or in less. But you have the house. You are investing in the house. You're not investing and paying the house of somebody else. So I think that if you start today, you will invest, for instance, €100,000 or something.

But in the future you can save 300. I don't know. But the thing, the main point, the big issue, is to start to invest. Because it's just like a short-term investment and people won't see it in a three years or four years' way.

[00:25:59.710] - Interviewer

As a proper investment cost.

[00:26:02.830] - M.R.A

Yeah. That you're getting, okay, I have to invest 50 euros right now to collect a hundred in three months. It's more like that.

[00:26:11.080] - Interviewer

Has to think strategically, basically.

[00:26:13.780] - M.R.A

Yeah.

[00:26:15.460] - Interviewer

Okay. And just as a last broad question, do you have any specific projects right now in mind that you believe need to be implemented when the hotel will reopen? Do you already have projects for the opening? Could be activities, work. Activities such as we did before, like donation of stuff. Or it can also be a project for the employees to build more communication or for the relationship. Do you have any project, as a human resource director, basically?

[00:26:50.450] - M.R.A

We will stay with the same activities of donating things... I think we will go for the health and safety measures because it's a topic that is being spoken every single day in the television and even on the YouTube channels and the LinkedIn. We will go for a strategic point and activity to involve employees in every communication thing and trying to create a strategic committee or something to put in place. Like, okay, I think the conversation with the clients is not going forward or it's not very well because the clients don't get the perfect information. So we will have someone that saw that and saw that the conversation is not correctly then and try to develop why the conversation is not then too good for the associates in the place of the others.

So they will criticize, but they will arrange the solution for themselves.

[00:28:02.230] - Interviewer

Okay. To involve them in the...

[00:28:03.930] - MR.A

Yeah, I think they need to stop asking for a solution and trying to go for the solution itself. Not waiting for the management position to... Okay, we will wait here five years for the resolution of a machine. I don't know. But we will not say that the machine has this, this and this. We will just wait for the final achievement.

[00:28:34.500] - Interviewer

Okay. Good. Thank you. Thank you very much.

[00:28:36.440] - MR.A

Thank you so much.

[00:28:37.550] - Interviewer

Do you have any comments, something you want to add or you're good?

[00:28:41.480] - MR.A

I'm good.

[00:28:41.480] - Interviewer

Excellent.

INTERVIEW TRANSCRIPT MR.B

17/03/2021

(...)

[00:00:42.533] - Interviewer

I will. Perfect. So, thank you for accepting this interview. I'm just going to make a small summary basically of my research study so you understand better where I am, what I'm doing right now.

I'm conducting a paper that examines the interrelation between the different representations of corporate social responsibility employees and managers of the same organization may have; and its connection to generate sustainable performance.

Basically, when I'm making my research, I can see that many literatures have shown that there is a diversion representation from individuals and leaders of the same organization from the outcomes that can result of the practice of corporate social responsibility, and that some of them may say that it could harm the performance, the fact that there is two visions that are converging. Mainly this is the case, when corporate social responsibility are being done according to philanthropic matters, basically social and environmental actions. And this study that I'm conducting investigates the representation that employees and managers have of the implementation of such practices towards environmental and social actions. And I acknowledge if it could be harmful for the firm or if in another hands, it could actually generate sustainable performance. Through this interview today, I'm only searching on the first part of the research, being what is the representation of managers on corporate social responsibility towards the social and environmental concerns.

Do you have any questions so far according to that?

[00:02:48.713] - MR.B

No, no, no.

[00:02:49.303] - Interviewer

Before we actually go into the interview, I just would like you to tell me briefly your professional self, your name, the position, and what are you main duties on a daily basis at the hotel? I mean, in general, you don't have to go into details.

[00:03:10.913] - MR.B

My name is MR.B. I'm the general manager here in the *Monumental Palace*.

Daily responsibilities: assuring good quality for the guests, that the product you sell is top notch and that we create sustainable products in terms of luxury growth and ADR and help to push the destination and your business by keeping outlook on what's going on, who's travelling, who's not traveling, who's paying and who is not paying, channels, etc. So, the sales and marketing part. Then obviously, a commitment to the staff and the team, keep them happy, keep them motivated, provide training, which we should do more, and then I'll just be here and there wander around and solve things and be available to people and to guests, make the bridge with locals and head office, with partners, maintenance, contracts, other. The situation was intense to manage and keep everybody happy, but that yes, that is my role.

[00:04:28.993] - Interviewer

Excellent. Excellent. Thank you. So first, let's make some context on all that. Do you recall how did you come to work in hospitality at the first place? It was like you always knew you wanted to work in hospitality and you went for studies or?

[00:04:55.553] - MR.B

No, I had problems in school. And then after a few years, there was no other option than to go to a technical education, when I was 16 or something. I doubled my year twice. And then I changed schools and then they sent me to the hospitality school, one of the best ones in Belgium, where everybody wears short hair, suit. So, I found my place there with discipline. Old boarding school. People from Holland and from France. And I just fell in love. I was already cooking. And then my first contact was cooking traineeships in France and all that. And then at a certain moment, they took me out of the kitchen and gave me a month of this cross training in reception and all that in France, at the time. And since then, I'm more a hotelier than working in the kitchen.

[00:05:56.643] - Interviewer

And do you know recall establishments you've already worked in before *Le Monumental*?

Since you are in a managerial position let's say.

[00:06:16.413] - MR.B

My first managerial position was the opening of a hotel that we bought. A complete renovation, a new restaurant and bar and pool and all that concepts.

[00:06:30.663] - Interviewer

And it was in Portugal?

[00:06:34.143] - MR.B

No, in Brazil, Falls de Iguazu, by the waterfalls. It was a concession that we got for 40 years at the time. At the same time, I was working in Copa Cabana Palace as an assistant F&B. And then they hired me to become the F&B manager for the opening and the renovation and all that. So, I was there maybe three years. And then I went to corporate F&B manager in Peru for the same company, which were four or five hotels and two trains, luxury trains.

And then we did the opening of a brand-new flagship hotel. So, I did the full F&B part of that. I got my first hotel manager job in a small hotel, I think it was 31 villas. Only in the countryside of Peru in the sacred valley.

And then I became their general manager. We got a beautiful project approved but it was in middle of a crisis at the hotel. Staff was stealing, staff was all kinds of problems. Our clients and tour operators were very unhappy. And the plan was to turn it around within a year and get approval for a two million investment of a pool and more. I think it was twenty bungalows or something. So, my last day I made the first hole with the machine to build a pool. So, everything's got improved within the year.

That was fantastic. And then I did the Palacio Nazarenas for four years as general manager, the opening.

[00:08:13.623] - Interviewer

And where is this one again?

[00:08:15.913] - MR.B

This one was in Cusco, Peru as well.

[00:08:21.303] - MR.B

And then we got some personal issues. My father got sick and my son got very sick there. We had some safety issues in Peru. So, it was time to move back to Europe. And then I started hear in Porto.

[00:08:38.223] - Interviewer

So, you haven't always been a general manager. You've crossed different positions and departments. But can you try to describe me, for example, in your last experiences before *Le Monumental*, like in Peru or in Brazil, the relationship between employees in that same organization, how was it for you? For example, in Peru? How would you describe the relationships between employees, how you felt in the organization? Do you remember being in a nice, great environment?

Because you told me it was difficult in some times. But can you tell me a bit more about the relationship between them, between people in the same organization?

[00:09:32.643] - MR.B

I would say first the company was Belmont, you know Orient Express at the time it changed to Belmont. And they always valued a lot the team, they say, "look, who are you? And what can you bring to the guests?" "I have this and this hobby, and I'm passionate about this." "Okay, bring it to the guest. We can really empower the people. And it's part of the culture."

I didn't work much in Europe, but I did Portugal, more serious work, and then Russia, and Botswana, and Brazil, and Peru. So it's quite opposite cultures. I think

there is a lot of difference with people in their culture. Out of the corporate culture, I am talking about the customs and believes. In Brazil, you need to keep checking always, I don't want to generalize, but financially in control of stealing and all that, especially in Rio, it was a big problem.

But then you go to Peru and they worship the gods of the mountains and you need to respect and you need to make a shamanic ritual every year, because if not, they believe in bad luck. So, all these cultural differences that you play with, it's fun. But I think as a general principle that I've always followed is to be human and to listen to the people and try to get integrated in the place, started speaking the language, get interested, speak with people and make sure you're not an outsider or what's it called, when you work abroad, an expatriate. There's a lot of expatriates that state expatriates, they don't integrate. They don't get the respect of many people.

[00:11:31.033] - Interviewer

Okay, excellent. And for example, if we stay with the example of where you worked in Peru and in Brazil. In those two experiences, do you recall any corporate social responsibility actions being implemented towards sustainability on those establishments?

[00:11:51.793] - MR.B

All the time.

[00:11:52.753] - Interviewer

It was part of a daily life, including basic tasks?

[00:11:58.213] - MR.B

Brazil was, let's say, less intense. We had some very interesting things there, we selected a few young people with a special contract and they were hired just to get an entry into the hotel business. It was a one year or one a year and a half program. But it started just from opening the door for guests, literally standing

there the whole day and then delivering messages and receiving guests, taking them to the table. And they had a cross training.

And this was fantastic to see, because at the time it was 2006 or something. I remember, I was part of the hiring of one of the groups. And one of the girls, fantastic girl. She's now on the cover of the new policy outline of Belmond. So, she's still there. She has a beautiful job and I know she came from nothing.

Where it was really intense, was in Peru. In Peru we did, I don't know, food deliveries. We did the partnerships with Rotary to get furniture for hospitals. We did Christmas cards with orphanages. We helped the church, we offered our church. We had a chapel where we offered people to come and have soup, kids.

There was a team of six or seven people taking care only of that, social work, the region, the trains.

It was a business that did a turnover of a 100 million euros and and they transported to metals and things like that. So they passed a lot of undeveloped areas, rural areas, remote areas. And there we always left or water wells or schools or... So there's always something going on. And that's important. We did pilgrimages, we do shamanic events, a lot of things, honestly.

[00:14:15.943] - Interviewer

So it's a lot about where, in terms of the location, that it is being implemented too. Probably in those particular places, such as Brazil or Peru, it worked even more intensely considering the environment it was developed, and not only about the establishment itself. The region and the country it's being made maybe presents more need, more people ready to invest themselves into developing such practices, right? Maybe even more European countries. There's maybe less attention to this kind of needs.

So maybe the involvement is less noticeable in *Le Monumental*, because it's not part of a daily basis to get into corporate social care?

[00:15:05.613] - MR.B

Yes. Here, if you take Portugal or Porto, people complain that they get 650 instead of 655. In Peru, if it's not the private sector helping out and creating things and or teaching them how to fish, there's no safety, nothing. So, it's completely different.

[00:15:31.383] - Interviewer

Yes, okay. I understand. So, I had a question about the reasons why you left after, you told me it's for safety reasons that you left your job in Brazil and also in Peru. Right? For health as well. You came back to the continent, because of the way you felt in term of safety, right?

[00:15:56.703] - MR.B

Brazil was different. Brazil, my wife got pregnant. And I had to be with her and I couldn't live in the jungle and she in Sao Paulo. And it's funny, actually, I ended up quitting, because I was four years in that jungle place. I was going nuts. And then my wife was four or five months pregnant or something. So I quit and moved to Sao Paulo. I think we stay there for two weeks or three weeks and then they called me to move to Peru. So, we moved there.

But Peru, I left really because everything came together almost. I think I left in 2015. So, in the beginning of the year, my son got a very heavy illness. We were living in Cusco. There was no diagnostics, as it was supposed to be done. So, he survived with a difference of a day. If we were a day later he wouldn't have been there.

So that was one thing, and then I was also three years already in that position. I like to move every three years at least to keep it a challenge and not to get too comfortable. And then my father got sick. He was already sick, but cancer and all that. So, we wanted to be closer and my in-laws as well. They are 75, 80. Then we got a second, my daughter was born, so. And then as we didn't find a good education for the kids in Peru, my wife started a school, so we bought a little

school which was like a three, four year project, or we said, well, look, let's sell it and move to Europe and consolidate our life a little bit. And that's what we did. So, they still offered for us to stay and they go a second hotel in Cusco. But all these factors, it's tiering to live there. For six years in Peru, my wife is also going nuts a little bit.

[00:18:13.463] - Interviewer

You needed stability a little bit at some point. I understand.

[00:18:19.313] - MR.B

So those were the reasons.

[00:18:20.663] - Interviewer

Okay, excellent. More specifically the environment now, because this is a part of my study. What is your relationship with the environment? I know this question seems large, but do you basically care about environmental concern on your personal daily life?

[00:18:41.453] - MR.B

Yes, and more and more. Especially plastics. You know, with the school of my wife, she started a new school here. At least once a month we pick up garbage and we take the kids and show them that responsibility to start.

[00:18:59.573] - Interviewer

So, this is part of your personal life, you have this concern about plastic recycling and all these. This is something that you do.

[00:19:14.003] - MR.B

Yes, recycling, investing. I'm reading a lot about water scarcity of water, the business of climate change, prices of it, and how it's going to happen and what's going to happen. Yesterday, I saw an interview with Bill Gates. Amazing, about his book. There's a lot of exciting stuff coming. And business wise, it's interesting

because Europe has quite a lot of funds and it's present, the United States is starting only now. So when BlackRock is making announcements like they want to be divesting in carbon producing investments and bring that all back, it's super good motivation, Bill Gates as well. Yesterday, my brother in law, he called me for a project here. He was cleaning up a forest he has to make an edible forest.

And I told him "well, try and get your carbon." It's now a thing you can do. I had a friend that made a lot of money in Brazil with selling carbon compensation funds. So I think a lot about it. It's interesting. I wish I had more money to put in it.

[00:20:38.153] - Interviewer

This is a goal that you really wish to implement in *Le Monumental*, for example? This is an objective you hope *Le Monumental* would be one day able to reach? those kinds of environmental concerned goals, right?

[00:20:56.453] - MR.B

Yes, I hope so. And then make people aware as well, the team, because I see in my apartment building, for example, nobody separates garbage. It's not done. I found it very strange. And I think something in our industry even more important than, it's sustainable food and what's going to happen, the impact that has on the environment, growing population, how can we support, how can we promote. It's something I'm working now with Julien (the chef) to make it more of a pillar in our communication, especially here in *Le Monumental*.

[00:21:35.063] - Interviewer

Okay, excellent. Now I'm going to go to a second part of this idea from this interview, which is more related to your feeling as a person in the organization so a bit less about the environment, but more about your feelings as an employee of *Le Monumental*. How do you feel today at work? Your personal feeling about your job?

[00:22:10.523] - MR.B

I am grateful. First of all, I am getting more and more excited, I think now since, let's say mid-December, we've been in crisis management and working the bottom line, which is annoying, cutting costs and increasing things. And it's horrible. So since last week, I'm more focused on the reopening and the exciting part as far as that exists still. It's still far off. But at least, start the team again. And what experiences are we going to offer. On what are we going to do different. What are the mistakes we did etc. But for me the biggest challenge yet is to keep all motivated and motivate the rest of the team.

[00:22:58.603] - Interviewer

Yes, exactly.

[00:22:59.733] - MR.B

And teach them or push them to stay motivated. Because I really felt an impact of the first lockdown, we came back all different. Our spirit was a little bit broken, I think. And I doubt we really got back to where we were in early 2020. And this now since January is another hit. It's another setback, in my opinion. And it worries me a lot, because without the team and the team spirit it's harder.

[00:23:40.273] - Interviewer

Definitely. So how could you describe now then the relationships that exist between employees at the hotel? Do you believe that because of the situation it led to a decrease of communication? How would you describe the relationship?

[00:23:57.253] - MR.B

I would say in general, emotional and communication and more business wise we're distanced. First physically from each other and from the hotel. I imagine what most people do at home, it's not much. And, you know, if you don't keep your brain active, you don't really push yourself all the time. You start to get comfy, and then to start your motors again. Something I'm thinking of and I'm

speaking with Tiago, too, I think it was a mistake maybe to bring everybody back a little bit of time.

I will do a trial reopening, bringing back less people, but more time. So there's not overlap between services. People are actually present and not just like "Jesus, now I have to come to work. Are you crazy or what?". Instead, imagine you have the best ones here working eight hours per day, full time. I think it's more efficient than having everybody back for four hours.

[00:25:13.843] - Interviewer

Yes, I understand that. And in terms of ecological practices at the hotel. How do you nowadays see what's being done in term of ecological practices at the hotel? Is there anything that is being made that you have in mind right now or do you have any objective that you think is going to be implementing soon or?

[00:25:42.673] - MR.B

Well, I think we haven't made progress, on the contrary, with Yakuza, for example, and covid measures. And there's a lot of plastic that you're creating. Single-Use plastic has increased, unfortunately. At the moment everything is shut down, but we still have basic needs in terms of electricity. We need to run the taps and all that, make sure it's clean. The pool is empty. So it's not being heated. Energy is reduced as much as we can, but it's a small impact.

Apart from that, there's nothing really...

[00:26:34.273] - Interviewer

At the moment.

[00:26:37.003] - MR.B

But this green card is something that we really need to make happen. Communicate all these things, it's very important. Sustainability and sense of

community, when people start picking up travel again. We need to communicate that very well.

[00:26:58.123] - Interviewer

Because right now, how do you see the entire communication between the employees and the managers? If I can say, between the chef and the cooks, between you and H.R. departments etc

[00:27:28.013] - MR.B

In general?

[00:27:29.683] - Interviewer

In general in the hotel, do you think there is like a miscommunication between the employees and the managers team?

[00:27:41.383] - MR.B

Yes, probably, there always is unfortunately. There's no ideal world, and it starts with me, as well. It's me with the expertise and me with the entire team. We have completely different people if you take Karla, if you take Tiago, if you take Candida and Diogo, they're completely different personalities and they all work different. They had school generally Portugal and Portugal has a particular way of dealing with teams. The manager is the manager and below is below. I have a feeling sometimes that people hold information to distance themselves and to keep an edge. But not everything can be communicated directly to all.

[00:28:40.983] - Interviewer

Definitely, that's for sure.

[00:28:42.633] - MR.B

I think we missed a lot, especially after reopening the morning meetings at 9 o'clock. There were always to check at least what's going on? What are you doing? Difficulties? What do you need from each other? Defining priorities and get the

day going. And this has not happened since we came back. Also, because people came for four hours or they were just two and a half days. And the other ones came every day, but just starting at 10. And we really never work together all at the same time.

It's not that once a month you cannot get together, but you need to speak daily. If not now, you forget things, your list gets bigger and bigger and it just washes information. So, yeah, that's that was a big issue for me and for the team. I think there we got an impact and being here with seven percent occupancy, six percent occupancy, it's horrible.

When there's no guests, Jesus.

[00:29:55.053] - Interviewer

Yes, it makes it harder, definitely. Now going back more to the environmental part at the hotel, why do you believe caring for the environment in the hotel is important?

[00:30:19.313] - MR.B

To sleep well at night. It's a basic obligation of us since it's a small drop, but as I mentioned, people can, the team and guests, if we can spread the word that we are really active, concerned with it and doing what we can. I think it's a key asset for the hotel as a business and for us as human beings. I'm thinking about my kids, basically. What we do now is affecting them or will affect them.

[00:30:53.333] - Interviewer

And do you believe, for example, having those corporate social responsibilities action towards the environment could also serve greater the communication and the relationship between the employees that we've discussed?

[00:31:10.223] - MR.B

Can you repeat the question? Sorry.

[00:31:13.403] - Interviewer

So, we said that having environmental concern is an obligation as us individuals, but also as a business. Do you believe also if we were caring for those environmental concerns, it could also improve at the same time the communication and the relationship between employees, as we've discussed previously?

[00:31:36.503] - MR.B

Yes, I think so. I think it's a common goal. I don't want to tell to everybody "look, from tomorrow on, you start respecting the environment, okay? If you don't do it, you get a sanction and you get a written memo". It needs to be a mindset. And I always felt the same thing, since I'm six years old, I remember campaigns that they did in Belgium. A better environment starts with yourself.

And I see that with my wife. They're Portuguese, with all due respect. But I teach them to separate garbage and it was not done. It's funny, since I'm six and we have this thing alive in school and my mother is sometimes annoying with recycling, but, it's part of daily life. And then obviously, if you don't, then a government gives you a fine, if you don't recycle as you should. But it has to be a mindset.

And my kids, I think they got it. So that's already a good start. Now, I need these kids here also to learn to do it and to realize the importance. It's educating and then giving them concrete tools and actions to make a difference.

[00:33:01.993] - Interviewer

And business wise, if I can say that way, what would be the reason that will push you to integrate corporate social responsibility among teams and develop those ecological action within the operations?

[00:33:20.453] - MR.B

Well, as a business there's not much financial gain. We don't earn more money because we recycle. But we're not just luxurious and marble and all that. We really think about the environment. And from baby boomers to Generation Z, almost, they are making decisions based on impact, when it comes to clothes, when it comes to cosmetics, when it comes to hotels, traveling, everything that's luxury, where they have a choice, it's becoming more and more of a decision factor. And they will prefer us versus the Yeatman if we do more.

Social action or they could prefer us, because of the social actions we do. So we need to communicate that and the younger generation is a target group for us.

[00:34:18.353] - Interviewer

Definitely. It should be communicated to people, because it's a matter of understanding what's going on, environmentally speaking, that people will be able to actually take action to it. So for you, what could be the ways to communicate toward this topic as a manager yourself, how would you, for example, to your employees, how would you communicate those issues in order for them to realize maybe the issue and serve it better?

[00:34:59.903] - MR.B

Maybe at a human level, the importance of it. The impact we are having, the footprint we are having as a hotel. And then the reasons why. My reasons why, because I think each one has different reasons. There may be one that loves turtles and the turtles are dying. I don't like turtles so much, but if you explain them the why they are more inclined to actually make it happen.

[00:35:36.053] - Interviewer

But in a practical way do you know how to create this communication, how to make this communication happen, or will you just go to teams and explain it? Would you maybe try to host a conference about that? Would you create a newsletter about this? How would you intend to communicate?

[00:35:59.333] - MR.B

It needs to be communicated with the meeting between everybody or an email, or a newsletter, or whatever or all at the same time, saying that this is now a priority. And it goes from garbage collection to really switching off lights to not throwing anything in the bin, using less paper when you wash your hands or whatever, closing the tap, things like that. And make sure they do it at home as well. It's not just to save money for the hotel. It's really to make an impact as a team. The hotel, at home, family spread the word, but it's a good point.

It needs to be communicated, when we reopen and concrete actions as well.

[00:36:50.873] - Interviewer

And we said before that the communication, the relationship at the hotel, were breaking, because of mainly, what happened this past this past year and past few months as well. But how would you think at the reopening the social well-being could be increased again?

[00:37:24.483] - MR.B

That's why it's so worrying. I don't have the right answer.

They call in Portuguese "civismo" , people are getting less and less civic, like helping people, looking in the eye, saying good morning in the street and talking in the street or in the subway, letting somebody pass before you, be honest. Even if you are in traffic, it's always a shit. Everybody's stressed. It's horrible. It doesn't hurt to be a little bit friendlier. And so that's the first pillar. It's supportive. Don't criticize that this department didn't do this and did you do it yourself or did you go and say, look, you need help, do it together.

That kind of initiative needs to happen more and is it something you can teach or demands from the teams? I don't know. It should be natural.

[00:38:40.803] - Interviewer

Yes, exactly. I guess it's also a self-motivation.. I mean that you cannot hold the hands of everyone, if they don't want to feel better. It also has to come from the inside, I guess. I hope that at reopening it will get better and people will want to feel better as well. So I guess it's only a matter of waiting and see how it will happen.

[00:39:15.963] - MR.B

Yes. And adjusting and making it clear from the start that that's the priority and that is where we left. And there's no rivalry. Something else I'm thinking and you know this is still very abstract, is reducing the team. We have a lot of employees for a relatively small structure and compacting this a little bit. Now you have egos, managing teams and marking that territory, being temperamental or being who they are. But, the more vertical you can keep the structure, you make it easier also the communication flows. And that's something in the long term is in my plans to reduce that and compact that little bit and shake things up a little bit. But yes, this is already bigger move.

[00:40:24.903] - Floris Boyen

Let's say, it's not just a speech in the beginning of the opening. It's playing people or moving people around.

[00:40:35.993] - MR.B

Okay, perfect. I just have one last questions related more to the implementation of ecological and environmental action, do you believe being possible to remain, as a hotel, as an organization, economically stable while implementing corporate social responsibility toward ecology or not?

[00:41:02.533] - MR.B

Yes. It's never a huge percentage of your income that you're spending on that. You're basically just paying garbage collection, you're paying network supplies and you're paying the basic things for that, whether you use it or not. So if I can get plastic to somebody that really make something happen with it, versus going to a landfill or going to the local government, for me it's the same. I think it's more time and energy that needs to be invested in just saying, "look we care and make a difference", be it in recycling water usage, be it in joining material and donating to a school or to whoever it may be. It's never a huge impact.

[00:42:01.963] - Interviewer

It's not harming necessarily the economic performance of the hotel. You don't think it will have an impact on the service or the product provided after that to guests? You will try to find a balance?

[00:42:17.743] - MR.B

On the contrary. It will never be more than a half or one percentage of yearly revenues. It's nowhere near as close to F&B costs and payroll and all that. Those that are really impactful things. Probably we spend more on copy paper than with social responsibility, which is not good actually. It's also an investment. It will bring in business and it will allow us to charge a premium in the long run.

[00:42:57.343] - Interviewer

Okay, perfect. I think I have quite everything that I needed. Just related to the projects I've sent you, remember, like projects that should have been implemented in other circumstance. We've talked about the green card, for example. Do you think one of those projects would have worked and would have made success?

[00:43:35.083] - MR.B

Yes, for sure. As I mentioned, the first two, which was the green card and the yoga and stretching sessions and I think, especially now, mental wellbeing, motivational, auto-motivation. Yesterday I read something saying about about Bill

Gates, he's a progress optimist. He believes in the capability of humankind to get through all this and beat the climate change, make zero emissions, beat the covid crisis. So, we need to be confident that this all will pass and we'll just come stronger out of it. Than tomorrow there's another crisis and this will serve us as a lesson. Why I was saying this, sorry?

[00:44:30.883] - Interviewer

Because of the green card and yoga sessions for well-being ...

[00:44:35.503] - MR.B

This mental well-being, I think it will be key, honestly. And then garbage collection and getting used to it. As I mentioned there in Peru, which was funny, we had our compost. Then we had a farmer that gave us the pigs. In Brazil you have the recycling, where everybody going to get cans another medium and then selling it to the wholesalers, because it's shipped to China. You don't have these things really here.

So you need to pay for it. Something else I was thinking is it has the option of offering only renewable energy, for example.


Can you say to the company like, "okay, can you guarantee me that it's all solar or wind generated energy? Is it more expensive? Is it a premium that's worth it paying?" Making publicity with it. We want just Teslas and whatever kinds of electric vehicles, those are actions we can really pioneer with and move the market as well. If we have good claims of a transfer company and we say, "look, from now on or you work with us with electric or we move, we change" they're capable of doing an investment for us maybe. So, all this needs to be explored and become a prime thought with everything we do.

Appendix L: Observation evidences

6 mois • Modifié •

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[Voir la traduction](#)



Le Monumental Palace promove acção de limpeza na praia de Matosinhos
www-publico-pt.cdn.ampproject.org • Lecture de 2 min

38 · 1 commentaire

J'aime Commenter Partager Envoyer

Figure 15: Beach Day Clean-Up publication, 2020

Figure 16: Beach Day Clean-Up publication, 2020

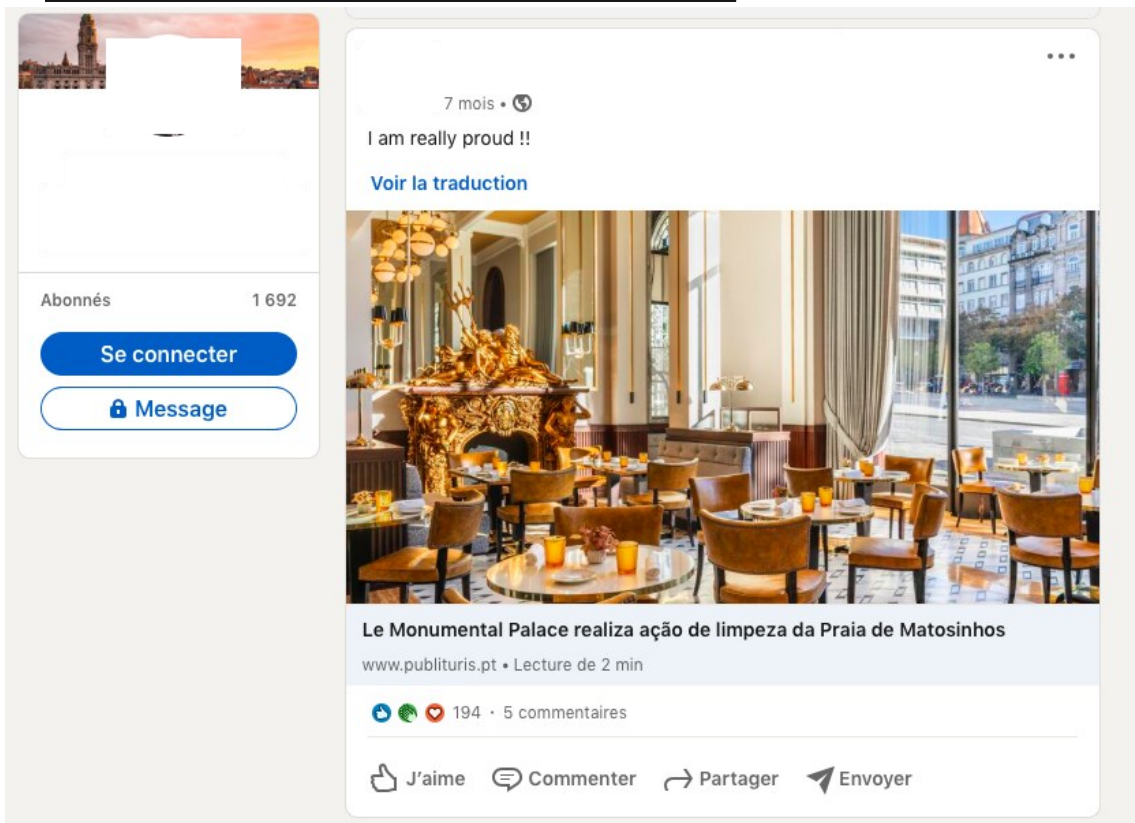
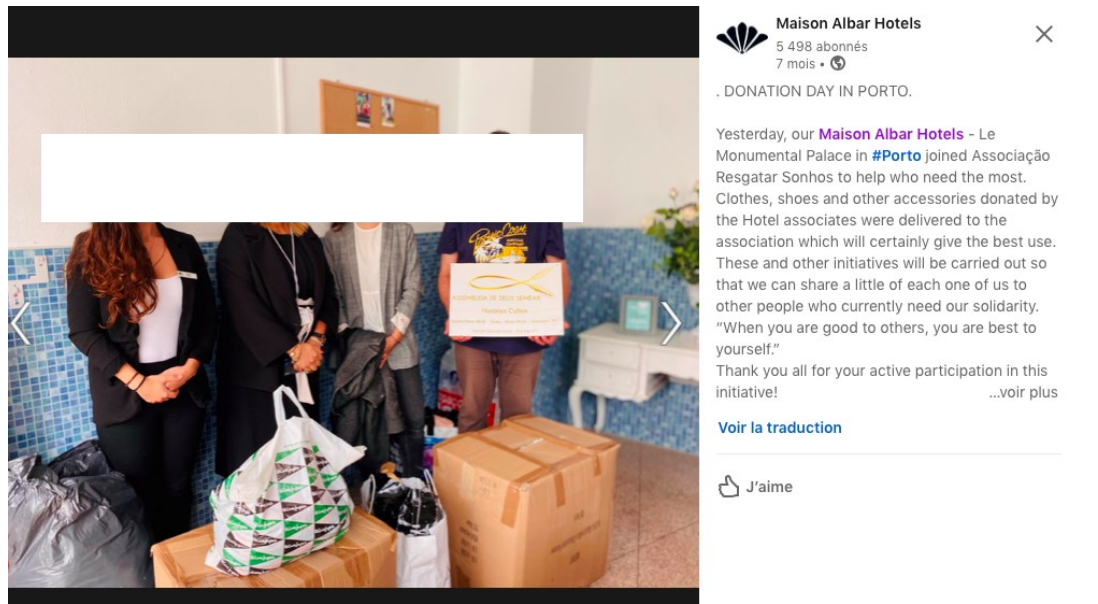


Figure 17: Picture at Resgatar Sonhos for donation

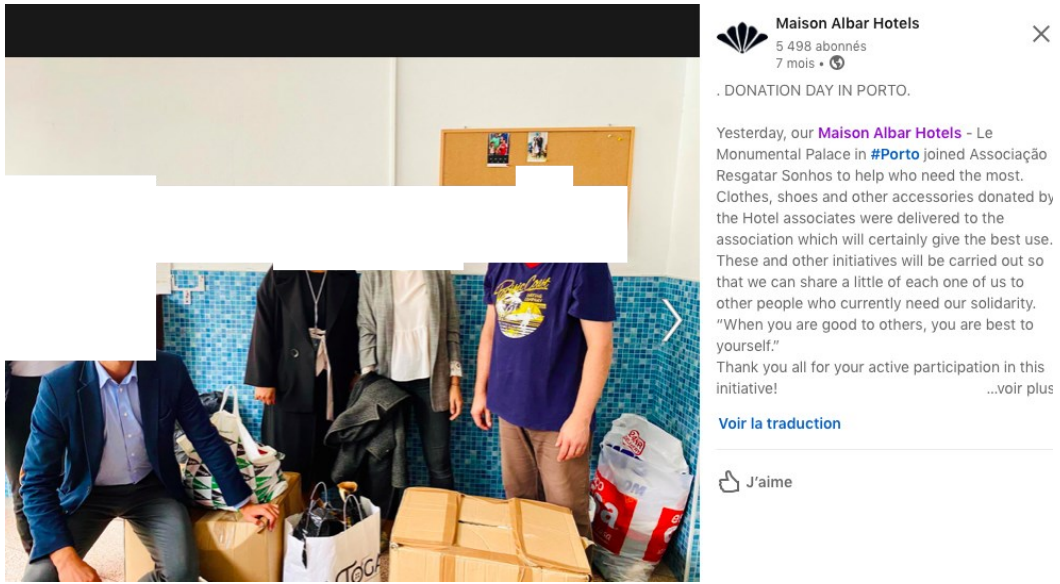
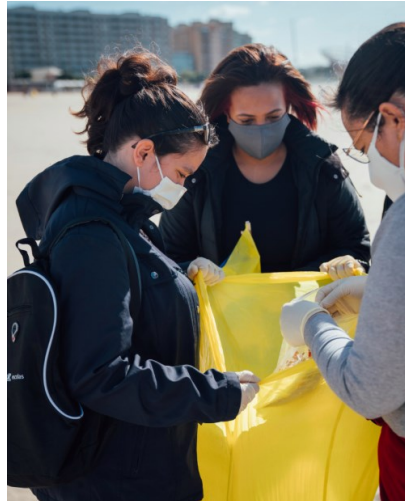


Figure 18: Picture at Resgatar Sonhos for donation



Images 19: Beach Day Clean-Up

Annex



This AGREEMENT is signed on 21/12/2020

Between:

(1) **ANP – Associação Natureza Portugal**
A Portuguese non profit organisation, created on the 14th of November, 2017, with the Fiscal Number 514681187, based on Rua Adriano Correia de Oliveira, 4-A, 1600-312 Lisbon, hereafter nominated as "ANP";

The ANP works in association with WWF World Wide Fund For Nature (Formerly World Wildlife Fund).

and

(2) MONUMENTAL PALACE HOTEL S.A hereafter referred to as "Company";

1. Scope of the Agreement

1.1. The WWF CHECK OUT FOR NATURE is a fundraising program within which the Company agrees to add automatically 1 (one) Euro (or the equivalent in the local currency) to each guest's bill at the moment of check out, as a donation to ANP in association with WWF.

1.2. The Company will execute the program CHECK OUT FOR NATURE (COFN) in the following hotels:
• MONUMENTAL PALACE HOTEL S.A

2. Communication

2.1. ANP/WWF will provide communication materials to the Company, including:

- a description of the program;
- Communication materials for printing/broadcasting – COFN's flyer and poster;
- Training session to the frontdesk team about the program

2.2. The communication materials must not be modified without ANP/WWF's previous consent.

2.3. The Company will send to ANP a text to be published at ANP's website - www.natureza-portugal.org - describing the hotel and its services, accompanied by a picture of the hotel. The ANP has the right to refuse the presentation of any materials considered inappropriate.

2.4. The ANP and the Company can discuss further opportunities to communicate the Company's participation in the program.

2.5. The Company will make an effort to engage their employees so that they are capable of informing the clients about the CHECK OUT FOR NATURE program.

2.6. The Company can only communicate – with ANP's previous approval – at its official website, at its corporate magazine or in

text: "This hotel supports ANP in association with WWF by implementing the program CHECK OUT FOR NATURE", or using MONUMENTAL PALACE HOTEL S.A supports ANP's program CHECK OUT FOR NATURE". The Company can not claim any partnership with ANP or with WWF under this Contract.

3. Statistics

3.1. The ANP agrees, when requested, to provide the Company, once a year, the statistics regarding the hits at ANP's website - www.natureza-portugal.org.

3.2. The Company should provide ANP, at the end of each semester and in relation to each participating hotel - according to the clause 1.2 – the statistics on the number of check outs and donations

These statistics should be sent through email to ANP – Ana Gama - email: agamaramires@natureza-portugal.org, respecting the following dates:

- July 15, in relation to the period between January 1 and June 30,
- January 15, in relation to the period between July 1 and December 31.

4. Donation and money transfer

4.1. The Company will automatically add 1 (one) Euro (or the equivalent in the local currency) to the hotel bill in the guest's check out, if the latter is not opposed to making the donation.

4.2. The Company will transfer the total amount of guests' donations of the prior six months to ANP in the following dates:
• July 15, in relation to the period between January 1 and June 30,
• January 15, in relation to the period between July 1 and December 31.

4.3. The transfer should be made to the following ANP's bank account:

Banco CGD
NIB PT50 0035 0368 00007524730 76

5. Trademark license

5.1. ANP grants a license to the Company to use the words WWF CHECK OUT FOR NATURE, the panda symbol and the initials ANP/WWF, registered trademarks of ANP and WWF and which are part of its intellectual property. The company must follow the instructions provided in paragraph 5.2 related to the use of registered trademarks.

5.2. The panda symbol cannot be used separately from the communication material provided under this contract.

6. Contact

6.1. ANP and the Company will designate a Contact Person within their organizations to monitor the obligations of this Contract. Contacts will be:

- (a) The company: MONUMENTAL PALACE HOTEL S.A
- (b) ANP: Ana Gama, specialist in Marketing and Corporate Relations;

7. Expiration

7.1. The term of this Agreement is 1 (one) year from the date of signature; the Contract will be automatically renewed for periods of one year.

7.2. This Agreement may be cancelled, at any time, by any of the parts involved, through a three months' written notice

7.3. ANP has the right to terminate this Agreement with immediate effect if there is a substantial environmental incident related to the Company's business or any advertising, report or other information disclosed in the media related to the Company or the Company's activity, which, in ANP's exclusive opinion, may be reflected in damages to the good name of ANP and WWF.

7.4. Upon the termination of this Agreement, the Company must remove any reference to WWF CHECK OUT FOR NATURE from any of its corporate communications, mentioned in paragraph 2.6.

8. General

8.1. The company will be responsible for all administrative and advertising costs that involve this operation.

8.2. The participation in the CHECK OUT FOR NATURE program does not involve any payment of fees by the Company to ANP or WWF.
8.3. The company agrees to participate in the CHECK OUT FOR NATURE program in accordance with the terms of this Agreement.
8.4. Nothing in this Agreement shall grant to any of the parts involved the right to use the other part's name, trademarks or other intellectual property rights without prior written consent.
8.5. Nothing in this Agreement will be considered to be creating any partnership, joint venture or relationship between the Company and ANP or WWF.
8.6. The Company agrees to implement WWF CHECK OUT FOR NATURE at its hotel within 60 days after the signature of this Agreement.
8.7. This Agreement will be ruled in accordance with the Portuguese law. All disputes will be decided by the Lisbon Administrative Court.

In the name of
ANP- Associação Natureza Portugal

Signature: _____

Name: **Ángela Morgado**

Position: **Executive Director**

In the name of
MONUMENTAL PALACE HOTEL S.A,

Signature: _____

Name:

Position: **Hotel Director**

Figures 19: Contracts with ANP/WWF for the GreenCard

INTERVIEW AGREEMENT

I, [.....], voluntarily agree to participate to an interview conducted by Romane Lucie LIAUD-LAVAL, for the purpose of her Master Final Research Assignment. I understand that this interview is part of the research and will be used to collect data and information related to the following topic:

Corporate Social Responsibility activities in hotel industry for sustainable goals achievement. A case of *Le Monumental Palace* Porto

I grant permission for the interview to be tape recorded and transcribed, and to be used only by Romane Lucie LIAUD LAVAL for the purpose of her research dissertation.

I grant permission for the use of information shared to be analyzed and published in a report for Catolica Business School of Management in Porto.

I understand that any identifiable information in regard to my name may be listed in the interview tape recording and not be listed in the dissertation itself or any future publication(s).

Date

Research participants

