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Organisation of hotel services as a way of supporting guests' pro-environmental behaviour: a case study

Ewa Malinowska, PhD, Eng.; Małgorzata Szymańska-Brałkowska, PhD
University of Gdańsk, Faculty of Management

Introduction and research aim

By taking environmental action, hotels shape the conditions in which guests make everyday decisions during their stay. The way water is provided, how meals are organised and the rules for room cleaning can reduce resource consumption and waste. Some solutions work regardless of the customer's activity, while others require the guest's decision or an additional action, and the extent of this participation is determined by how the service is organised. Research on guests' pro-environmental behaviour highlights the importance of hotel interventions, including towel reuse and changes to daily room cleaning [1,2]. Analyses of the largest hotel groups also show links between sustainable development goals and declared environmental programmes and practices [3]. This justifies analysing how these practices are organised, with particular attention to the role assigned to the customer.

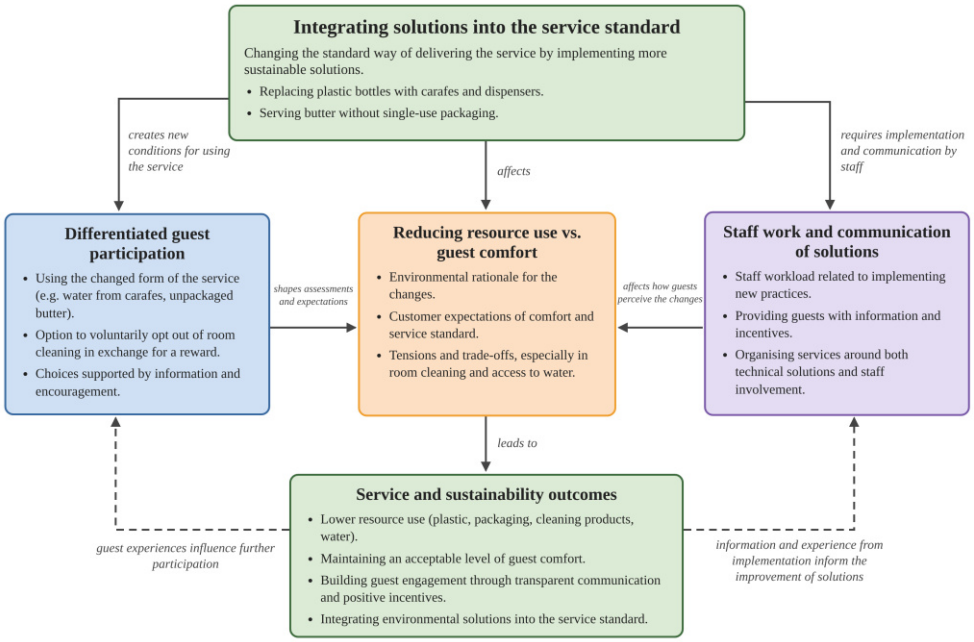
Research methods

In December 2025, individual semi-structured interviews were conducted with seven representatives of seven departments (sales, reception, food and beverage, housekeeping, reservations and marketing) and with the director of Hotel X. The interview questions concerned the hotel's pro-environmental activities, how they are reflected in the organisation of services, and the expected participation of guests.
Interviewees were also asked to describe customers' reactions to these activities, the difficulties of implementing solutions that take into account the expectations of external and internal customers, and their significance for guest comfort and staff work.
The study was a qualitative case study. The material was subjected to thematic analysis: statements concerning the organisation of services, the expected participation of guests and implementation difficulties were identified,

Research aim: to identify and interpret the ways of organising services, as described by hotel representatives, that support guests' pro-environmental behaviour, taking into account customer participation and implementation difficulties.
Research problem: How do hotel representatives describe the organisation of services that supports guests' pro-environmental behaviour during their stay?

Results and discussion

The analysis of statements by Hotel X representatives showed that the practices described as pro-environmental included both changes to the service standard and solutions requiring the guest's decision or activity.



Conclusions

In the hotel studied, pro-environmental practices were incorporated into the organisation of everyday services rather than implemented only as additional activities.
The solutions differed in the extent of guest participation expected: some were implemented regardless of the guest's activity, while others required a choice or engagement.
Implementing these practices also involved staff, both in carrying them out and in communicating them to guests.
Pro-environmental practices are worth analysing according to the scope of choice and the activity expected of the guest, not only according to their declared environmental goal.
Communication should clearly indicate what is part of the service standard, what remains voluntary and what participation is expected from the guest.

The study presents the perspective of the staff of a single hotel. It does not include direct observation of guest behaviour or measurement of the actual environmental effects of the practices implemented.

References

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