MANAGING HUMAN FACTORS FOR CHANGE TOWARDS

ORGANIZATIONAL SUSTAINABILITY IN TOURISM ORGANIZATIONS

MEHMET ULUS

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MANAGING HUMAN FACTORS FOR CHANGE TOWARDS

ORGANIZATIONAL SUSTAINABILITY IN TOURISM ORGANIZATIONS

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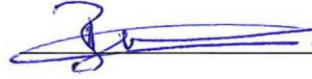

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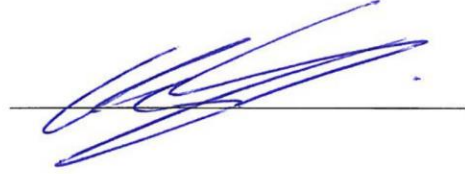Mehmet Ulus

Boğaziçi University

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Managing Human Factors for Change Towards

Organizational Sustainability in Tourism Organizations

The thesis of Mehmet Ulus

has been approved by:

Assist. Prof. Burçin Hatipoğlu   _____
(Thesis Advisor)

Assoc. Prof. Özlem Yıldırım Öktem   _____

Assoc. Prof. Adriana Budeanu   _____
(External Member)

January 2018

DECLARATION OF ORIGINALITY

I, Mehmet Ulus, certify that

- I am the sole author of this thesis and that I have fully acknowledged and documented in my thesis all sources of ideas and words, including digital resources, which have been produced or published by another person or institution;

- this thesis contains no material that has been submitted or accepted for a degree or diploma in any other educational institution;

- this is a true copy of the thesis approved by my advisor and thesis committee at Boğaziçi University, including final revisions required by them.

Signature......................................

Date .....10.01.2018....................................

ABSTRACT

Managing Human Factors for Change Towards

Organizational Sustainability in Tourism Organizations

Companies develop various management strategies while they go through a process of change for sustainability. When aiming to reach higher levels of organizational sustainability, both technical aspects of sustainability implementation and human-related aspects of change needs to be taken into consideration for an effective change initiative. The human dimension of change for sustainability receives relatively less interest in the literature. However, human factors can have important effects on the change initiative either by creating barriers, if not managed carefully, or by facilitating the process when approached in an effective manner. Concerning three human factors: resistance towards change, internal communication and engagement for sustainability practices; this qualitative research aims to explore how these human factors are managed by tourism companies in the context of Turkey. Semi-structured interviews with sustainability managers of case companies and organizational documents such as sustainability reports were used in data collection process. The findings state that case companies have various motivations for integrating sustainability into their operations. With regards to managing human factors, companies adopt various strategies and use communication and education against individual barriers to create engagement to sustainability.

ÖZET

Turizm Kuruluşlarında Sürdürülebilirlik Yönünde Değişim için

İnsan Faktörlerinin Yönetimi

Şirketler sürdürülebilirlik yönünde değişimden geçerken birçok farklı yönetim stratejisi geliştirir. Daha yüksek kurumsal sürdürülebilirlik seviyelerine ulaşmak amaçlanırken, etkili bir değişim girişimi için hem sürdürülebilirliğin teknik yönleri hem de değişim yönetiminin insanla alakalı yönleri göz önünde bulundurulmalıdır. Sürdürülebilirlik değişiminde insan boyutu literatürde nispeten daha az ilgi çekmektedir. Fakat insani faktörler dikkatli yönetilemezse engeller yaratarak veya etkin biçimde yaklaşıldığında süreci kolaylaştırarak, değişim girişimini önemli ölçüde etkilerler. Araştırma, değişime karşı direnç, kurum içi iletişim ve sürdürülebilirlik çalışmalarına bağlılık faktörlerinin Türkiye'de bulunan turizm şirketlerince nasıl yönetildiğini araştırmayı amaçlamıştır. Veriler, vaka şirketlerinin sürdürülebilirlik müdürleri ile yapılan yarı yapılandırılmış görüşmeler ve sürdürülebilirlik raporları gibi kurumsal belgeler yoluyla toplanmıştır. Vaka şirketleri sürdürülebilirliği operasyonlarına entegre etmekte farklı motivasyonlara sahiptirler. İnsan faktörü bakımından, şirketler çeşitli yönetim stratejileri geliştirmekte ve eğitimle iletişimi bireysel engellere karşı kullanarak sürdürülebilirlik çalışmalarına bağlılık oluşturmak istemektedir.

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LIST OF ABBREVIATIONS

ACCOM   Accommodation

AIR   Airport

BA   Bachelor of Arts

BIST   Istanbul Stock Market

CEO   Chief Executive Officer

CSR   Corporate Social Responsibility

EMS   Environmental Management System

EU   European Union

GDP   Gross Domestic Product

HR   Human Resources

HRM   Human Resources Management

IEEE   Institute of   Electrics and Electronics Engineers

ISO   International Organization for Standardization

KPI   Key Performance Indicator

LCD   Liquid Crystal Display

LED   Light Emitting Diode

MICE   Meetings, Incentives, Conferences and Events

MuSIC	Multi-dimensional Sustainability Influence Change
NATO	North Atlantic Treaty Organization
NGO	Non-governmental Organization
OH&S	Organizational Health and Safety
PCO	Professional Congress Organizer
RBV	Resource-based View
SDG	Sustainable Development Goal
SWOT	Strength, Weakness, Opportunity, Threat
TUROB	Turkish Hotels Association
UN	United Nations
UNEP	United Nations Environment Programme
UNCED	United Nations Conference on Environment and Development
UNWTO	United Nations World Tourism Organization
US	United States
WCED	World Commission on Environment and Development
WWF	World Wildlife Fund

CHAPTER 1

INTRODUCTION

1.1 Background

In an increasingly globalizing economy, large corporations like Walmart with 482 billion

US dollars revenue generate higher income than developing countries like Turkey or

developed countries like Denmark with 150 billion US dollars GDP (Global Justice,

2015). On the other hand, while companies aim for maximizing their profits, they

produce adverse effects on the environment and society. Those negative externalities

such as gas emissions, water pollution; workforce issues can have greater cost on society

and the environment than it has on the company. For instance, the costs of polluted air as

a result of company actions reflect on the government and society with diseases and

increased expenses on health care. In this regard, economic growth at the expense of

environment and society cannot be sustained and the companies should take on

responsibility to develop sustainable business models for the well-being of society.

The term organizational sustainability emerged as a new model that aims to balance

profit and company impacts on the economy, environment and society. It can also be

considered as a management paradigm that creates a long-term profitability for the

business while creating value for the external and internal stakeholders. Although

companies are driven towards various change factors, a 2012 study by Siemens and

McGraw Hill showed that the percentage of companies that see sustainability as a key

factor in their operations increased from 16% to 42% in six years (Environmental

Leader, 2012). Environmentally-friendly products reached 40 billion US dollars sales in

the US (Neff, 2012). These are evidence that sustainability is not a passing fad and companies should act on change towards sustainability to be competitive and meet market demands.

Tourism is one of the sectors which generate significant income for companies and the countries. Yet, tourism operations can create environmental degradation i.e. deforestation during building of hotels, cause labor exploitation or commodification of an authentic culture. Being criticized for having negative effects on the environment and society, tourism industry is obliged to adapt itself to sustainability. With the increasing environmental and social awareness; customers, employees and governments are demanding companies to act more responsibly. In this regard, the need for change towards sustainability is crucial to remain competitive for tourism organizations.

Turkey has also attempted to commit to sustainability in tourism industry with Sustainable Development Report: Claiming the Future (2012), in which the Turkish Ministry of Development states sustainable tourism as a goal. In Ministry of Tourism and Culture's Tourism Strategy of Turkey for 2023, a sustainable approach to tourism is seen as a strategy to strengthen the industry. Tourism destinations in Turkey have also taken certain actions to move towards sustainability. For instance the number of slow cities has reached 14 in the country and Municipality of Gaziantep has developed a climate change action plan working together with French Development Agency. However, while many tourism companies still remain inactive in sustainability actions, or just make isolated attempts to reduce environmental effects instead of handling sustainability with its whole dimensions and turning it into a business advantage; some see the benefits in it, and embrace it into its business model.

1.2 Problem statement

In this transition phase to organizational sustainability, companies go through a change process which has hurdles on the way. Managers of the company gain importance in this process because they have authority and tools to create the suitable environment with defining business strategies and creating communication channels. Balogun, Hailey and Gustafsson (2016) argue that in a successful change initiative, managers are assessed and given the responsibility of managing change. Although the leadership initiates the change and creates the vision, managers are needed as the scope of change gets bigger and they take responsibility for making the change management more effective with three goals; first planning strategies to act on the change, secondly making sure that they are applied and finally managing employee resistance (Anderson, 2016). Petrini and Hultman (1995) state that employees need to be managed to build confidence and skills during the change. On the other hand it is argued that managers are not prepared for personal demands that change requires and fail to understand different strategies to manage human components of change (Anderson, 2016) During this transformation, human side of change is overlooked but employees are a critical component of a successful change process because organizations cannot change without collaborating with employees and engaging them into the change. Moreover, a change for sustainability also requires a change in the mentality of the employees. Therefore building a sustainable organization should consider the human side of the change as much as the systems change. The available tools to guide companies and managers, such as Environmental Management Systems, Sustainability Reporting, Life Cycle Assessment, focus on technical aspects of sustainability and mostly aim for reducing

waste. There is not enough guidance and understanding on the human side of change to develop effective business strategies of change. Most research focus on technical aspects and technology use in the change process for sustainability, while less research focuses on human side of change. For instance; Holton, Glass and Price (2010) studied the role of managers as change agents for sustainability in concrete sector, Verhulst and Boks (2014) study the role of empowered employees in sustainable design. Although there is growing research on understanding specific human factors of change, more research on human side is needed for the sustainability change and, to understand the relations between them to get a better conceptualization of the management of change process on the human side.

Organizational change management as a field of study examines organizational process for change and develops a planned change to maximize the possibility of successful change and minimize the hurdles on the way. In this discipline, different approaches and methods are available (Lewin, 1947; Kotter; 1996) to adjust the change process. On the other hand, discourse factors are also taken into consideration such as management of resistance and effective use of communication for effective change management. The goal is to increase the company productivity while maintaining employees' both physical and psychological health. For this reason, this change management field can provide valuable insight to understand and explain human factors during change towards sustainability.

Three human factors are underlined in organizational change management for managers. Firstly; resistance to change is one of the issues that managers need to handle in the process. While some researchers see resistance as a problem, some regard it as a

start point to handle the issues. In both cases, it should be managed carefully for effective change management. Lewin (1947) states that managers need to understand and minimize resistance for the success of the change. Secondly, a clear communication during change is necessary to overcome confusion that can lead to change. Thirdly; Plant (1987) shows that getting support from the employees and engaging them as a part of change are central to go beyond preventing resistance.

1.3 Research questions

In this regard, the objective in this thesis is to explore the management strategies for human related issues in tourism organizations that can support companies in their way towards successful change towards sustainability and therefore answer the following question;

Research Question: How do tourism companies manage human factors when they aim for change towards sustainability?

     a. What types of strategies do tourism companies develop to manage resistance during change towards organizational sustainability?

     b. What types of strategies do tourism companies develop to manage internal communication during change towards organizational sustainability?

     c. What types of strategies do tourism companies develop to manage employee engagement during change towards organizational sustainability?

    The answers to these research questions will be illustrative for exploring the series of management strategies taken for better managing human side of organizational sustainability.

This introduction chapter has presented an insight to understand why human side of sustainability change is important for businesses and it stated research questions and importance of the study. After the introduction, the research is divided into five sections. In chapter 2, the literature review on organizational change towards sustainability focusing on tourism industry and human factors is addressed. In chapter 3, methodological approach in the study is presented. Section 4 presents the case companies and the research results. The research is finalized in chapter 5 and 6 with discussion and conclusion sections.

CHAPTER 2

LITERATURE REVIEW

2.1 Sustainability

Thanks to growing environmental awareness, sustainability is now a familiar idea in

people's mind. However, it was not until 1987 when the concept was initially introduced

as "development that meets the needs of the present without compromising the ability of

future generations to meet their own needs" (WCED, 1987).

Building upon WCED, another keystone for introducing and acting on the

concept was the United Nations (UN) Conference known as the "Rio Conference" or

"Earth Summit" in 1992. In the conference, UN member countries was supposed to

release a national report regarding current national environmental and developmental

conditions in order to encourage nations towards sustainable development with an

action plan. After Rio Summit, the concept has gained a widespread recognition by

many different groups such as business leaders, politicians and nongovernmental

institutions (NGOs). According to Mebratu (1998) the most important legacy of Rio

Conference was the nature of the preparatory process for sustainability. However,

governments had difficulty to identify appropriate strategies as to promote sustainability

following the conference. In 1997, Kyoto Conference was held on climate change with

the participation of developed countries. The conference resulted in a general

framework, which is known as the Kyoto Protocol in which countries consented to

reduce their carbon emissions. In September 2000, the Millennium Summit was

organized in New York, and the Millennium Development Goals, which targeted the

year 2015 as the time span were introduced. In Johannesburg, World Summit on

Sustainable Development was organized in 2002 with 191 countries, UN agencies,

financial establishments and other major groups to evaluate the development since Rio

Conference. The Johannesburg Summit reconfirmed the Millennium Development Goals

and set extra goals such as decreasing harmful effects from chemicals, and stopping

biodiversity loss. More recently, building on Millennium Development Goals; Rio+20

summit in June 2012, has released a report which covers Sustainable Development

Goals (SDGs) for the world to adopt. The goals represent a more practical manifestation

of three pillars of sustainable development (Sachs, 2012) and these 17 Sustainable

Development Goals have replaced Millennium Development Goals in 2015.

The definition of the sustainability varies among scholars (Dewhurst & Thomas,

2003, Montiel and Delgado-Ceballos, 2014). For example University of Alberta (2010)

defines a working definition for the Office of Sustainability as thriving within the

boundaries of convenient resources in a way that allows the other systems to develop in

constancy. Different definitions of the concept were adapted to different contexts. One of

the most attributed definitions in the literature is provided by Elkington (1998) as

"integrating and leveling environmental and social issues with economic considerations

when making decisions". This definition is accepted and applied in this study due to the

reason that it provides a common basis among different definitions.

2.1.1 Organizational sustainability

The effects of companies on environment have started to be scrutinized after the voices

of the activist groups were heard more with their protests of the environmental

exploitation of corporations in 1960s. (Millar, Hind & Magala, 2012). Lozano (2012) advocates that companies can take corporate social responsibility (CSR) activities as one of the first practices of sustainability in the organizational context. Although the CSR concept is criticized for covering only social domain of sustainability, the term is also used by some to claim social, environmental, and economic aspects of management. In the U.S., CSR is usually considered being the same as corporate philanthropy (Porter & Kramer, 2002). In Europe, CSR tends to be more open, encompassing, and including environmental dimension along with the social dimension (Commution of the European Communities, 2002). Apparently, there is variation among definitions for organizational sustainability and CSR and at times two terms are used interchangeably. In this research, organizational sustainability is understood as balancing the demands and needs of a company's stakeholders taking   future partners' needs into consideration (Dyllick & Hockerts, 2002). In agreement with the Brutland Report (1987) definition of sustainability, this definition covers three domains of sustainability and integrates long-term effects as well as short-term impacts.

As organizations integrate sustainability into their processes and products, they also display some differences in their approach to sustainability. A research by MIT (Massachusetts Institute of Technology) and Boston Consulting Group (Unruh et al., 2016) examined the sustainability practices of the investment industry. In their research they have asked what do organizations that better manage sustainability do differently than others. The results highlighted the disparity between thought and action. 90% of the participants expressed that sustainability was important for their organization. However, only 60% of the companies were found to be dealing with the issue thoroughly with a

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sustainability strategy. In this respect, the study defined two kinds of companies considering attitudes towards sustainability, Walkers and Talkers. Two groups differ in five key aspects 1) Developing a strategy for sustainability, 2) Placing sustainability into a top management agenda, 3) Creating business cases for sustainability, 4) Assessing sustainability performance and 5) Modifying management systems owing to important sustainability concerns.

2.1.2 Change towards sustainability

In today's ever changing business conditions, organizations are supposed to react to change and reshape their business model. The management of this change determines the company's success. Organizational change can be defined as amelioration of any practice or process that determines how the organization does business (Boston Management Decision and Research Center, 2000).

Companies are driven to organizational sustainability by external and internal drivers. Lozano's (2015) research results reveal that, while leadership as a business case is the most important internal driver, company brand perception, customer pressure and demand, and incentives and legislation are the key external drivers. Another study by Galpin and Lee Whittington (2012) also proves that, due to public demand, legislative forces, pressure from agents such as non-governmental organizations (NGOs), businesses may initiate organizational sustainability practices.

For the case of sustainability, the researchers haven't reached a consensus on how the companies can integrate sustainability into their operations. Some academics claim that minor changes in the company structure and processes such as reward systems are

sufficient (Stoughton & Ludema, 2012). However, some researchers propose that for companies to embrace sustainability, a major paradigm shift is needed (Bertels, Papania & Papania, 2010). Examining these different approaches, Mirvis and Manga (2010), summed two main approaches for initiating sustainability. The first approach is top-down, in which the impetus for change is senior management or leaders in the company who coordinate the process of change. The second one is catalytic or bottom-up approach in which middle-management or employees are the drivers of change.

Wikström (2010) makes a distinction between companies that weigh on practices to reduce their environmental effects and companies that target decreasing their effects on society and employees. Likewise; Dunphy, Griffiths and Benn's (2012) Sustainability Phase Model also makes a distinction between human and ecological dimensions of sustainability that are addressed by companies. The model determines six phases that assess a company's current developmental stage in relation to human and ecological sustainability dimensions. Organizations take position under six distinct phases as they target sustainability in their organizations. The phases are elucidated as rejection, non - responsiveness, compliance, efficiency, strategic proactivity and the sustaining corporation. In the rejection phase, organizations have a negative stand towards sustainability because the resources are seen as a source of exploitation for increasing company growth. In the non-responsiveness phase, organizations lack the necessary consciousness or knowledge to act upon sustainability. In the compliance phase, a company aims for avoiding enforcements for failure of meeting minimum standard requirements defined by the laws. In the efficiency phase, organizations show an interest towards sustainability with growing awareness in order to get advantages that come with

that. The strategic proactivity phase is characterized by a company's incorporating

sustainability into the organizations core business strategy and developing new tools for

this aim. In the sustaining organization phase, companies still target making a good

return for stakeholders, in addition to this, a company actively and voluntarily seek to

create value for the society, environment and economy. Dunphy et al. (2012) state that in

reality, companies can have various philosophies as they progress through these stages,

for instance, an organization can be very improved in the human sustainability with clear

and advanced human resource policies. Focusing on another type of distinction, Klewitz

and Hansen's (2014) approach regards sustainability oriented innovation from process,

product and organizational structures perspective. Although for a successful sustainable

product (service), all types of innovation should exist, it is debatable that organizations

improve them equally (Klewitz, Zeyen & Hansen, 2012).

2.2 Human factors

Companies that aim for organizational sustainability go through an organizational

change process which has different aspects on the way. For instance, Nadler, Tushman

and Nadler (2015) argue that, for an effective change managers need to make changes in

these four dimensions; work, people, formal organization and informal organization.

Employees have a particularly important role in the achievement of a successful

organizational change program for sustainability because sustainability execution

requires change in the human aspects of a business (Kiron, Kruschwitz, Rubel, Reeves

& Fuisz-Kehrbach, 2013) and an awareness need to be raised among people as it also

requires a mental change (Lozano, 2013). However, most of the literature examines the

change initiatives through the lens of agents that initiate change rather than the people who get affected by this process (Battilana, Leca & Boxenbaum, 2009) and focus on system changes for sustainability (Millar et al., 2012). However, In this regard, there is a need for better management of the human aspect of change.

During this change process towards sustainability, human resource management (HRM) and human resource (HR) officers serve an important function with managing organizational processes, change and organizational culture (Cohen, Taylor & Muller-Carmen; 2012). So, they should take a dominant position in managing human side of change towards sustainability, helping to develop a better strategy for sustainability integration. Moreover, HRM has various tools to embed sustainability into a company, some of which are employee attraction, creating organizational climate for sustainability, trainings for developing employee skills and knowledge, talent management, workforce engagement (Wirtenberg, Harmon, Russell & Fairfield; 2007).

When managing sustainability initiatives, managers should take into consideration people as much as technical processes. As Pfeffer (2010) argues, employees make the backbone of an organization and in order to build a sustainable company, human dimension should be considered as much as the other dimensions of management practices. Harris and Crane's (2002) study shows that the actions of managers can significantly affect employees' behaviors and understanding of sustainability. On the other hand, studies show that managers should build skills to understand human factors during the change initiative (Balogun, Hailey & Gustafsson, 2016). Three human factors were chosen to examine for their relevancy to sustainability change and their inter-relations as shown in literature review and theoretical framework.

Research like Kotter (1996) and Lewin (1947) imply this relation by showing communication and engagement are important tools for managing resistance to change. Kotter (1996) shows in his organizational change model that; at a certain stage of change, a common vision of change need to be communicated and it should be followed with empowering and engaging employees. Plant proposes a model of managing resistance towards organizational change in which communication, rewards and participation are effective tools to manage resistance. In addition, Verhulst and Boks' (2012) study, which was conducted in manufacturing industry indicate three human factors relevancy to sustainability, bringing forward three important human related factors resistance, communication and engagement for sustainability innovation. In this study, these human factors are examined within a service industry setting with management strategies based on managers' testimonials.

2.2.1 Resistance

Resistance and change has always been hard to separate from each other (Ford, Ford & D'Amelio, 2008). While some researchers have a negative stand towards resistance, some see it as a means of improvement as it shows the drawbacks in the process and allows progress (Thomas and Hardy, 2011). However, both views argue that resistance to change should be managed with great attention, otherwise a change process is inclined to fail instead of being successful (Bovey & Hede, 2001).

Organizational culture is important for organizational change for sustainability as organizations aim to integrate sustainability into their values. Schein (1987) defines organizational culture as shared values and assumptions which affect certain behavior

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patterns. The organization develops its culture over a long period and it gives the employees the identity and a sense of how to behave. During change initiatives, De Jager (2001) states that organizational culture may eliminate resistant behaviors.

During a change process, employees can react to change with different attitudes of resistance. A study by Coch and French (1948), one of the pioneers who examine resistance towards change, showed that employees expressed their resistance via not going to work, decreasing their productivity and aggressive behaviors. On the other hand, Bovey and Hede (2001) argued that individuals can also react to change unconsciously. They have found five unconscious mechanisms that people develop for defending themselves against change. Another difficulty is determining a resistant behavior because Ford et al. (2008) argue that it is the change agent who perceives any behavior as resistant or not.

Studying the historical development process of the literature on resistance to change, Burnes (2015) argues that the field was founded by the works of Lewin (1947) and his idea that the resistance occurs as a result of the organizational systems dominated the field for a long time. However, there is a growing research which approaches the issue from the perspective of humans and reasons stemming from people. According to Bovey and Hede (2001), individuals hypothesize on how the change will affect them, and their assumptions cause negative attitudes which cause resistance. Stating the internal dynamics of the resistance, the study proposes developing strategies for managing human aspect of resistance as much as technical domain of the issue.

Another study focusing on human dimension of change was conducted by Verhulst and Boks (2012). The scholars focus their attention on sustainability

implementation process and resistance. The results of their case study with eight companies revealed that, although the employees can show resistance in the sustainability implementation process, the cause of this resistance is due to the extra workload that the change brings instead of the sustainability concept itself. Bertels et al. (2010) argue that many initiatives for managing change for sustainability stays within the borders of the company. However, sustainability is a notion which affects not only the company but other stakeholders. For this reason, in order not to face resistance and manage the change process effectively, the organizations should develop a strategy that engages all stakeholders.

The literature shows that the strategies and approaches for managing the resistance generally focus on individuals or organizations/ systems. For instance, Bringselius (2010) focuses on individuals and categorizes four interpretations of change; opinion, psychological reaction, conviction and personality. The study is precious because it shows there is not one understanding of change and managers should build different strategies for different employees. On the other hand, the model does not give much importance to these strategies, just emphasizing tools like communication and dialogue. It also misses other stakeholders of the change such as groups. Filling this gap, Lozano (2013) developed a model which divides the reasons of resistance and strategies for resistance into three levels; individuals, groups and organization. The model helps to understand the panorama of resistance towards change more clearly stating specific barriers against change towards sustainability.

2.2.2 Internal communication

The role of communication for companies which undergo a change has been a widely discussed topic and it has been, whether directly or indirectly, an inseparable part of an effective change management. One of the first definitions of communication is made by Shannon and Weaver in 1949. They define communication as a process in which an agent conveys a message by some means and finally the receiver deciphers the sent information. Upon this definition, different researchers aimed to apply the term for the organizations. In this regard, Van Riel (1995) understands corporate communication as a means of running an organization through which internal and external communication is adjusted so that a harmony is sustained among different stakeholders of the company. This definition leads us to differentiate internal communication and external communication. Cornelissen (2014) interprets internal communication as all channels of communication used by the company to reach employees.

Communication makes employees ready for probable results of change (Spiker & Lesser, 1995) and creates employee engagement with building trust between employees and managers (Mishra, Boynton & Mishra, 2014). Thus, communication is seen as a key for success of a change process because it is probable that employees resist to change when they are not sure how change will affect them. Lack of communication or ineffective use of communication channels can cause fabricated information or tension related to change. If existing communication channels are used in an efficient manner, they can decrease this tension (Argyris & Schön, 1996) and drive employees for corporate change (Luecke, 2003).

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There are various models of internal communication. For instance, Neher (1997) examines the functions of an effective communication approach. He puts forward five functions of internal communication as; compliance gaining, motivating, sense-making, and problem-solving and conflict management.

With respect to communicating sustainability, Willard (2009) argues that the sustainability should be communicated in a manner which is engaged within organizational culture and company values; otherwise employees can understand sustainability change initiatives as actions which cause extra burden and don't give enough attention. Willard (2009) states that if employees believe sustainability is something additional to do besides all their other responsibilities a successful change is unlikely to occur. On the other hand, Bonini and Gorner's (2011) study shows that organizations integrate sustainability into their strategic planning but omit to align sustainability values with some other functions such as internal communication or employee engagement. In this regard, companies should embrace sustainability with all corporate functions and department to achieve higher sustainability performance.

Verhulst and Boks's study (2012) put forward that internal communication can have functions of transmitting information, raising efficiency in product development and increasing employee empowerment. However, the study shows that the communication can be managed effectively if sustainability is embedded into company vision and strategy. Bertels et al. (2010) advices to tell success stories about sustainability and customizing sustainability messages according to employees positions and needs so that internal communication is more meaningful and supportive. It is argued that success stories keep the employees engaged in the sustainability change

process and customizing the sustainability messages conveys more relevant and clear messages for the employee needs.

On the other hand, communicating sustainability poses challenges for companies. Djordjevic and Cotton's (2011) study advocates that one of the difficulties is the absence of a widely accepted definition of sustainability. In this regard, individual understandings of the concept can cause a variety of attitudes towards sustainability and a single communication strategy or channel may not be enough. To overcome these challenges, the authors recommend top-management support and using a communication approach which is clear, informative yet related to the employee needs. As seen, although different models focus on one specific component of communication such as function (Neher, 1997) or content (Willard, 2009), not many models give the full pictures and strategies to use by the managers. Building upon stakeholder theory, Welch and Jackson's (2007) model focuses on different types of communication between internal stakeholder groups in a company such as communication between team members of a project; or communication between employees and line managers. Their framework examines 5 dimensions of internal communication as agent, channel, purpose, method and content. Their model is useful in terms of showing different stakeholders in corporate communication and the dimensions lying beneath it. Furthermore, the model expresses strong relations between internal communication and employee engagement.

2.2.3 Engagement

Employee engagement is another human dimension for a successful sustainability integration. Although it is hard to achieve, it shows its benefits in better employee job performance which also turns to better business results (Shuck, Reio & Rocco, 2011). Unruh et al. (2016) underline the importance of engaging employees on sustainability because engaged employees are willing to adapt their behaviors to sustainability. However, it is debatable that companies take heed of engaging their employees to sustainability. A study by Brighter Planet (2011) showed that 82 % of employees believe that their companies don't practice a program for sustainability engagement.

Sustainability consultant Richard Blume divides a typical consulting project into two phases: in the development phase, the purpose is to engage the top management of the organization and to move forward with a widespread implementation of sustainability across the organization's operations; in the implementation phase more employees are involved because of the top management support. The need to engage as many people as possible is important because implementing sustainability in a meaningful way should involve all branches and departments in an organization, (Stinnette & Rajaee, 2010).

Tummers, Kruyen, Vijverberg & Voesenek (2015) argue that companies can ease the transition phase during change via employee autonomy; involving employees in decision-making and building teams. In addition to these factors, companies put effort on various sustainability implementation processes for involving their employees and strengthening the importance of sustainability in the organization. Accordingly,

leadership, communication, training and employee involvement activities are underlined in their study.

Internal communication has been linked with employee engagement by various researchers. Mishra et al. (2014) state that mutual trust through effective communication between employees and managers can result in better employee engagement. The engagement through communication can lead to acceptance and embracement of sustainability change. For instance, Procter & Gamble uses employee surveys for monitoring employee engagement and its reflections on employee behaviors at work, which causes favorable outcomes in terms of sustainability (Savitz & Weber, 2013).

Wong (1998) argues that employees who engage in activities for sustainability adapt to change more easily with an attitude toward action for sustainability. Moreover, certificates such as ISO 9000 and ISO 14000 require documenting the trainings provided to employees. According to Bertels et al. (2010), training is helpful for organizations to spread sustainability values and strategy. Additionally, it gives employees the skills and knowledge to support sustainability in the company. Maon, Lindgreen, and Swaen (2009) show IKEA as an example for their successful use of trainings for sustainability. After the training employees became more conscious on their job's environmental effects and understand why CSR practices are essential.

With specific practices, top management can create interest for sustainability among employees, and promote active involvement in the sustainability process and motivate employees to adjust their behaviors to bring the company better to sustainability practices (Bertels et al., 2010). For this aim, companies organize and create voluntary activities for sustainability within the company to raise awareness.

Rewards and suggestion sharing programs are some of the voluntary involvement practices used by the companies and they help to motivate employees to behave in the desired fashion for sustainability (Daily & Huang, 2001). Liebowitz (2010) argues that in organizations that employees volunteer in social and environmental projects employee commitment increases. Daily and Huang (2001) believe employees can be more actively engaged in sustainability practices if they are empowered with channels to voice their ideas and included in decision making.

Savitz and Weber (2013) claims that companies conduct activities for creating two types of engaged employees in sustainability practices. Firstly, bystander employees are the ones who get engaged in sustainability initiatives indirectly with a general understanding of sustainability and company actions on sustainability. Secondly, participative employees are the ones who actively involved in company sustainability practices.   Savitz and Weber (2013) makes another distinction in terms of sustainability engagement strategies targeting employees' life at work or life at home. His study examines strategies for engaging employees regarding firstly bystander engagement and secondly participative engagement. While bystander engagement covers engagement activities to create awareness on sustainability and drawing attention on the issue, participative engagement covers activities that require employees to act upon sustainability.

2.3 Tourism industry

United Nations World Tourism Organization (UNWTO) expects number of visitors to increase from 1.1 billion in 2014 to 1.8 billion by 2030 (UNWTO, 2016). As the share of the tourism industry within economies grow, concerns about its relationship with society and the environment rise. Despite its contribution to economic development, tourism can influence the environment (i.e. deforestation, emissions, depletion of natural resources) and society (i.e. child labor abuse, turning an authentic culture into a product to be consumed by tourists etc.) in a negative manner (Goodwin, 2011). Therefore actions should be taken to minimize these externalities.

2.3.1 Sustainable tourism

The Brundlant Report's definition of sustainable development influenced multiple disciplines including tourism. The sustainable tourism concept appeared mostly as reaction to uncontrolled and unplanned tourism growth which affected the society and environment adversely (Canavan, 2014). The concept was viewed as a panacea for controlling the sector's negative impacts. While many researchers in the field value the concept of sustainable tourism, it has remained vague or deficient (Butler, 1999; Moscardo & Murphy, 2014), which resulted in various definitions of the term. UNEP and UNWTO (2005) offer the following definition for sustainable tourism term, "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities."

Budeanu, Miller, Moscardo, and Ooi (2015) argue that sustainability in has a central role in the future of tourism and it can lead to a transformative change on society. On the other hand, shortcomings of the concept should be managed effectively. Budeanu et al. (2015) advise learning from research in other industries and fostering research with other industries. Different authors offer alternative approaches, such as the model by Moscardo and Murphy (2014) considers increasing life quality through the principles of responsible tourism or transition to green economy in tourism industry is presented by Law, De Lacy, Lipman and Jiang (2016).

In addition to conceptual discussions on sustainable among scholars, tourism companies have also been reluctant to make a change towards sustainability because they don't recognize the benefits in doing so (Dewhurst & Thomas, 2003). When environmental goals are set by the companies, most of these objectives are generally practices which are for efficiency gains and reducing the costs (Stabler & Goodall, 1997). On the other hand, it was shown that acting on sustainability has an effect on better performance in the tourism industry. Assaf, Josiassen and Cvelbar's (2012) study revealed that sustainability practices have benefits such as building transparency with stakeholders, predicting the possible mistakes and make better decisions when the company performance decrease. Furthermore, the profits of the company increase with integration of sustainability into business operations (Rodriguez and Cruz, 2007).

Many different types of certifications exist for sustainability practices. In the tourism sector, there are various green certifications that are given based on process or performance. Process-based certifications, such as ISO 14000, recommend to build certain management systems for tracking criteria, they need the help of external

consultants and suitable for larger companies (Honey, 2003). On the other hand,

performance-based certifications assess the achievements and allow comparisons with

other companies.

2.3.2 Tourism in Turkey

Turkey fascinates visitors as a result of its unique history as the cradle of many

civilizations such as the Ottomans, Romans, and Sumerians. Although, the country's

tourism was adversely affected by the terrorist acts in 2015, Turkey has had a good

tourism performance until then. In year 2010, 31.3 million tourists visited the country

leaving 22.8 billion US dollars tourism receipt, while in 2015 Turkey attracted more than

39.4 million tourists gaining 26.6 billion US dollars in tourism receipts (UNWTO,

2016). However, the country needs to develop policies to turn high number of tourists

into high income. According to UNWTO, Turkey was ranked as sixth country

considering tourist arrivals but not in top ten considering tourism receipts as of 2015

(UNWTO, 2016).

In Turkey, The Ministry of Culture and Tourism is the principal legal authority

which holds the responsibility of planning tourism management activities. This

centralized structure enables making quick decisions (Alvarez, 2010). However it

includes some challenges such as the limited budget and rising inequalities among

destinations (Alvarez, 2010). Tosun (2001) argues that the major drawbacks of tourism

policy in Turkey are: (1) inflexibility and centralized structure (2) being narrow and not

holistic (3) lack of social integration (4) sector's dependency on international tour

operators d (5) not having a steady, harmonized tourism strategy.

According to Yale University Environmental Performance Index (2018), Turkey ranked 108th among 180 countries in environmental performance. Acting on its low performance, Turkish government has included environment and sustainability in its several strategy planning reports (Enhancing Forest Protected Areas System in Turkey). In the Sustainable Development Report: Claiming the Future (2012), the government highlights the need for a tourism approach which considers sustainability as an alternative to the industrial mass tourism (Ministry of Development). Tourism Strategy of Turkey 2023 (Turkish Ministry of Culture and Tourism, 2007) targets to achieve higher tourism income and be among the top five countries in tourism income. Even though the report considers sustainability as a significant aspect to be adopted for better tourism performance it views sustainability in tourism as a simple elimination of seasonality by diversifying tourism products and it does not embrace triple bottom line of sustainability in its approach.

Beside governmental responses to sustainable tourism; regions and cities have been developing strategies for sustainable development. The first regional tourism strategy plan that takes into account sustainability principles was developed in Thrace region of Turkey in 2012 (2013-2023 Thrace Tourism Master Plan, 2012). Gaziantep city has prepared an action plan on climate change with an international development agency in 2013 (Gaziantep Metropolitan, 2013). Since 2013, Anadolu Efes Corporation has been running a program called Future Lies in Tourism in cooperation with UNDP (United Nations Development Program), Turkish Ministry of Culture and Tourism and universities (www.gelecekturizmde.com, 2017). This program supports tourism projects that aim to contribute to sustainable development through tourism. Cittaslow (Slow city)

movement, which aims quality of life of its citizen, gained recognition in Turkey in 2009 with Seferihisar Municipality, Izmir and reached a total of thirteen destinations in 2017 (Cittaslow Turkey, 2017).

2.3.3 Sustainability in tourism sectors

Tourism industry is a complex business in which multiple sectors cooperate and coexist. The sectors can be categorized as (1) accommodation, (2) adventure tourism and recreation, (3) attractions,(4) events and conferences, (5) food and beverage, (6) tourism services, (7) transportation and (8) travel trade (Mill & Morrison, 2002). The subject matter of this thesis study covers the tourism sectors of meetings, incentives, conferences and events (MICE); airport management and accommodation within Turkish tourism industry. These three sectors are researched in the study firstly due to their potential to contribute to economy; MICE sector hosting 103 meetings with 39 thousand people annually (ICCA Statistics Report, 2016); airport management sector with 83 million international passenger traffic (IATA, 2015) and accommodation sector with 715 thousand bed capacity (Investment Support and Promotion Agency, 2013); secondly due to the need for sustainability in these sectors for Turkey; as discussed below.

In MICE sector, large groups of hotels, conference venue and tour operators need to coordinate and cooperate to create a better experience. The sector is called by various names around the world such as business tourism, business events, MICE or MC&IT (Dwyer, Deery, Jago, Spurr, Fredline, 2007). In this research, "MICE" is used as a catch-all term for businesses falling under the term. As for Turkish MICE sector, it constitutes

an important part in the tourism industry and economically contributes to sectors other than tourism. For instance, Karagöz (2006) stated that 2005 Formula 1 Turkish Grand Prix 2005 caused 6 million $ income in tourism sector itself; and contributed to economic development in other sectors like agriculture, construction, trade, banking, and the overall services sector. Events constitute 10% of the total tourism revenues in Turkey (Ersun & Kahraman, 2009). International Congress and Conventions Association statistics show that Istanbul ranked as 8th most attractive city in the world with 130 meetings in 2014. Putting the Turkish MICE sector in a SWOT analysis, Akova and Baynazoğlu (2012) have noted that Turkey is advantageous for MICE sector as a result of government support, accessibility, natural resources and a young labor workforce. On the other hand, in analysis of Istanbul as the most attractive MICE center by JLL (2016), sustainability dimension of the sector is shown to be improved due to low performance on this domain.

Airport management sector in Turkey goes back to 1912 with building of two aprons and a hangar in today's Istanbul Atatürk Airport. The first flight abroad was realized in 1947. In 1955, airport and airline management was separated in management. Airline management was let to General Directory of Turkish Airlines Share Company, and airport management with ground services, air navigational traffic control, and communication services were placed under the General Directory of Government Airport Management.

The airport management sector can be divided into as ground and air services. Air services include activities that concern the flights such as apron and landing field and the ground service concerns handling of the passenger and baggage services.

Kuyucak (2001) categorizes airport services into 3; operational services such as meteorology, safety, ground services such as transportation, passenger traffic; and commercial services such as banks, hotels. The services for ground operations can be given by a specific firm or diverse firms can cooperate and offer services in an airport. Sustainability has been an important subject matter for airports which target to develop their service. A study by ACRP (Airport Cooperative Research Program) found that governmental regulation is the key sustainability driver for airports. Sectoral codes and practices and stakeholder pressure are other forms of driver in terms of sustainability in airports (Transportation Research Board, 2008). On the other hand a 2013 report of the Union of Chambers and Commodity Exchange of Turkey states environmental protection issues as a threat for the sector in their SWOT analysis.

Hospitality sector has noteworthy impact on the environment with hotels which are large consumers of water, electricity, and disposable items. As a result of this consumption, they also produce large amounts of wastewater and solid waste. Not polluting the environment with such waste and minimizing their negative effects on the environment and communities has become an important issue for hotels. Guests value hotels that possess an environmental policy (Choi, Parsa, Sigala & Putrevu, 2009). Big enterprises, like TUI, engage in promoting sustainable management by working together with and training other companies within its supply chain (Ozgen, Tukelturk & Percin, 2008). Sustainability is in the agenda of the government and NGOs for the accommodations sector with Green Star Hotels project of Ministry of Culture and Tourism and the Greening Hotels Project of Bureau Veritas and Turkish Hotels and Investors (TUROB) Association.

2.4 Theoretical framework

Under ever-changing business conditions, adapting to change is necessity for companies. In the literature review it was seen that, organizations were driven towards sustainability for reasons such as stakeholder pressure, cost benefits or remain competitive. As a resource which is scarce and hard to imitate, human resource is vital in this change process because a change process cannot be finalized successfully without support from employees. Besides, change for sustainability requires a new way of thinking and awareness among employees which needs to be managed by the managers of the companies as the people who are in charge of developing strategies for applying the planned change. On the other hand, managers need skill to develop effective strategies for the management of human side. However, there is a gap in the literature in this domain. Although there is research which concentrate on human factors like resistance, communication specifically, there is a need for more research to see the inter-relations and reveal strategies for particularly change towards sustainability.

Many scholars viewed transition to sustainability from a change management perspective (Lozano, 2013; Verhulst & Boks, 2012; Dunphy et al.; 2012). Lewin's (1947) Organizational Change Theory, being one of the most recognized theories in the literature, views change in organizations as a planned process which consists of certain phases. In the model, the equilibrium state of the organization should be interfered with eliminating the barriers against change or urging towards change. Grounding on this argument, a change process is divided into three steps. The first step is called "Unfreezing" in which a motivation for moving a department or an entire business towards a change is presented to break the equilibrium state in the organization. This

drive towards change is very much connected to institutional theory which claims

organizations engage in change as a result of pressures exerted on them (Scott, 1995).

Second step of the process is "Movement" or "Transition". In this step, people can be

unsure and even fearful if it is not clear where the change is heading or their roles in

change are not well-defined. Developing upon Lewin's (1947) theory of change,

Kotter's change model (1996) advocates that organizations develop and communicate a

vision, empower the staff, provide short-term gains with the change during this step.

Finally, in the "Refreezing" stage people welcome the change and it becomes a routine

in the company. The change becomes the new equilibrium in the company.

Understanding the change towards sustainability, the organizational change

theory helps to perceive that change does not happen overnight. Change is a process

which is a planned transition and has stages which can be managed effectively through

certain actions such as promoting effective communication and empowering people.

Moreover, the theory is helpful in understanding the influence of humans on a change

process. The human factor has been implied to influence the success of a change process

as it was suggested that empowering, training and communication are very vital to make

people not to lose of the track in the change process as much as to fight with the

resistance.

This study will provide an insight on organizational change towards

sustainability with specific focus on management of human factors by managers in

tourism industry, based on the principles of organizational change theory. For this

objective, the research asks the question how tourism companies manage human factors

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as they aim for organizational sustainability. To address this question three sub-questions emerge as follows;

What strategies do tourism companies develop for managing resistance during change towards sustainability?

In the change management context, resistance is perceived to be something which needs to be managed effectively, if not overcome completely. Although there are researcher who view it as an opportunity to determine the weaknesses in the change process, both sides of the argument regard it as a change component which needs effective management strategies. In this regard, it is something that managers need to address and get a view of dimensions of resistance. It is seen in the literature that communication (Lozano, 2013; Lewin, 1947; Anderson, 2016) and making people a part of change (Kotter, 1996; Mishra et al., 2014, Verhulst and Boks; 2012) are two important strategies of managing resistance.

Zander (1950) defines resistance as behaviors to protect people from impacts of change. According to Coch and French (1948) it is an outcome of the frustration and aggressiveness as a result of change process. The first definition deals with observable behaviors, while the second is focusing on inner dynamics. Given the importance of practicality, the first definition is used in this study. Determining the symptoms of resistance is possible through examining relations between managers and employees. Petrini and Hultman (1995) make a distinction between active resistance, which reveals itself as action, and passive resistance, which is agreeing verbally but not following the directives. Holton et al. (2010) states that it is hard to determine the cause of a resistance, because it is composed of employees' facts, beliefs and values; which are

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risky to assess because these are interpreted in the eye of the observer. Therefore, the study focuses on the challenges for change observed by the managers.

With the purpose of overcoming resistance, Luthans (2002) suggests five approaches; providing new information, using fear, resolving discrepancies, persuasion of friends and with a co-opting approach. Bringselius (2010) gathers four employee interpretations of the change which cause resistance. In this regard, one strategy may not work for all kinds of employees and there is a need to understand different levels of resistance to develop better strategies. On the other hand, the model lacks the practicality, not building many management strategies for resistance. For this reason, displaying challenges and strategies for resistance towards sustainability specifically in three different levels, the model developed by Lozano (2013) is more relevant to the research question above, providing practical insight for managers who deal with sustainability transition. The models is shown in detail with the elements in section 3.6.

What strategies do tourism companies develop for managing communication during change towards sustainability?

Effective communication is another important determiner for a successful change management. According to Kitchen and Daly (2002), it is an instrument to get people ready for change, explain the change. Lozano regards it as tool for managing resistance during change. It is a necessity to build a strong communication during sustainability change, too. Peloza, Loock, Cerruti and Muyot (2012) state that; because sustainability change aims for a change in the long run, the employees should be kept in the track through consistent and rich communication.

In broad terms, communication is defined as a process in which relevant information about the organization is gathered and distributed (Kreps, 1995). However, the applicability of this term is open to question because communication can be internal and external; and internal communication need to be handled separately (Welch & Jackson, 2007). For the purpose of the study, the definition offered by Welch and Jackson (2007) is more relevant with defining it as all interactions between all stakeholders within the company; involving particularly internal stakeholders. During the study, the term communication and internal communication is used interchangeably.

In the communication process, an open-two way communication between managers and employees are crucial (Welch and Jackson, 2007) as it creates trust to managers and commitment to organization (Mishra et al., 2014). In this regard, managers should consider developing effective communication strategies. On the other hand, process of internal communication covers a comprehensive list of components and this research doesn't give all components. However, with the aim of understanding management strategies for communication during change, three components (method, content and purpose) are identified with relevancy to the control of managers and literature guidance. There are models which examine specific components of internal communication. For instance, examining content of the communication, Dawkins (2005) state that the message should be concrete, concentrated, coordinated and consequent over time to be effective. Focusing on purpose, researchers underline the role of communication for managing resistance (Lozano, 2013). Dainton and Zelley (2017) argue that managers use internal communication for 3 purposes; establishing relations, organizing change and achieving change. Although the model gives attention to the

relation of communication and change management a more comprehensive and practical model is offered by Welch and Jackson (2007) examining three component (method, content, purpose) together, so that it draws a comprehensive picture of the communication to give a rich data of practicality for managers.

What strategies do tourism companies develop for managing engagement during change towards sustainability?

In the literature, another human component which is relevancy to resistance and communication is engagement. Kotter (1996) argues that employees are need to be engaged and empowered in the change process at some point to get rid of the obstacles and take care of resistance. Mishra et al. (2014) also argues that internal communication is a beneficial tool for engagement of employees. For engaging employees into sustainability, Strandberg (2009) emphasized the role of HR managers and practitioners, claiming that they have tools like recruitment, training, and public communication on sustainability.

The term was defines as the quality to take employees' personal interest in their roles about the business (Kahn, 1990). Building on sustainability specifically, Savitz and Weber (2013) describes engagement as "the human thread between sustainability, triple bottom line and business results". Previous studies show that organizations develop various channels to engage their employees for sustainability such as building green team (Fleischer, 2009), incentives (Mager & Sibilia, 2009) and adding sustainability into employee performance evaluation (Bertels et al., 2010). Although communication and training is a widespread tool for this aim, Miles (2010) study shows that simply communicating and instructing employees do not cause the desired result. Managers

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take different employee needs into consideration. Despite the fact that there are models of engagement which describe outcomes of employee engagement as job satisfaction, commitment, organizational citizenship (Sachs, 2012) or models which focus on necessary personal and job resources for engagement; Savitz and Weber (2013) develops a more practical model for specifically sustainability engagement. The model is more relevant for the study as Savitz and Weber (2013) makes a distinction between employee needs and separates engagement activities to create awareness and participation, which can be practical for managers to determine different employee needs.

The research studying the change towards sustainability regarding human element is inadequate among scholars. Similar research on sustainability change and human side of change were conducted on the manufacturing industries. In this sense, service industries, such as tourism, receive little attention in the field.

The thesis research aims to shed light on how tourism organizations in Turkey manage human factors during change towards organizational sustainability. It is conducted on six companies in total, with two companies for each sector including MICE, airport management and accommodation. Researching the management of human element in the change management for sustainability; resistance, internal communication and employee engagement will be focus of this research as important aspects stated in the literature.

Based on the theoretical review of researches that investigate change towards organizational sustainability and human factors, the models were chosen based on firstly giving practical insight on the management strategies and secondly being tested and developed in the context of sustainability. If a model which states management strategies

specifically developed for sustainability couldn't be found as in the case of

communication, a model which covers key components of the variable for sustainability

is chosen.

CHAPTER 3

METHODOLOGY

This chapter begins with research purpose. It is followed by the introduction of research

approach and statement of research strategy. Following these sections, data collection

techniques, sample selection, variable of the study and data analysis are presented. A

section discussing the trustworthiness of research ends the chapter.

3.1 Research purpose

This study is designed is for investigating human factors in the course of change towards

sustainability and how three human factors, namely resistance, internal communication

and engagement are managed in an organization undergoing change. Yin (1994)

describes three types of research in terms of their purposes; exploratory, descriptive and

explanatory. Zikmund (1997) advocates the idea that the level of uncertainty about the

research question determines the methodology of the study.

        Firstly, Saunders (2011) state that exploratory research can be a useful tool when

the researcher is aiming to gain a new viewpoint to understand the phenomenon. The

process starts with a general literature research and the research area is scanned through

the process. The goal of exploratory research is to uncover significant points and

variables to produce ideas for suggestion. Secondly, descriptive research displays an

event or a phenomenon in detail trying to answer questions like who, how, where via

collecting data from multiple sources to get a rich data. Zikmund (1997) states that

descriptive research is the extension of exploratory research with readily available theories and information about the field of research. Description occurs after the exploration of the field and serves to systematize the findings so that they are suitable with explanations which are tested and validated by the data (Krathwohl, 2004). Finally, explanatory research analyzes the causes and effects with the purpose of explaining the relation. Reynolds (1982) states that explanatory study focuses on development of a theory to create benefit to understand a generalization that resulted from a descriptive study.

Considering the fact that the study aims to describe and explain use of management strategies for human factors in organizations under change transition with the use of certain models for these human factors, the study is a descriptive research in its nature.

3.2 Research approach

Basically, two categories can be used to define a research approach; qualitative and quantitative research in terms of its data collection methods (Bryman & Bell, 2003). Different researchers have categorized main differences between the two approaches, stating their strengths and weaknesses.

Qualitative research is helpful in understanding why and how people behave in a specific manner. It is an effective tool to understand the context. As the aim is in-depth conceptualization of the situation, a limited sample is acceptable. Respondents are determined selectively to fulfill a quota to get meaningful and rich data. In qualitative

research, data is formed by words through documents, observations, and transcripts. Generally, the researcher forms a hypothesis from the data collected in the study. In qualitative studies, the researcher does not start with a hypothesis, the aim is to discover and to explore. The results are not conclusive and the theory or hypothesis comes after the data collection.

This research is based on the qualitative method as the study is designed to understand an issue deeply in a specific context. The research design provides an opportunity to uncover management strategies when sustainability is implemented in the business processes. In this regard, the research question has an explorative nature because the study aims to understand how tourism companies manage human related factors for improved organizational sustainability. The study aims to develop relations between variables after the data collection process.

3.3 Research strategy

For qualitative research, the following strategies are offered by Yin (1994): experiments, surveys, case studies, analysis of archival information and histories. These methods all pose challenges and offer advantages over the others. The use of the right strategy is dependent on the research question, the level of control over the variables and focus of research.

Among these strategies, case study is a common approach for qualitative analysis because case studies allow the researcher to analyze the process rather than the result (Bryman & Bell, 2003). a researcher can advance a case study through examining few subjects in many perspectives with a detailed investigation. Case studies provide

assistance in terms of increasing the knowledge of a single firm or phenomenon because its design helps to see the situation from different perspectives (Ghauri, 2004). Yin (1994) argues that the most suitable strategy to use is case study, when "how", "why" and "what" questions are targeted by the researcher. Gummesson (2000) proposes the idea that a case study allows to examine a process as well as the links between the other phenomena in a case.

A case study can be examined under two classifications as single-case studies and multiple case studies (Yin, 1994). If the researcher choses the option to use single-case study, the researcher does not have the opportunity to compare or make generalizations. On the other hand, a multiple-case study gives the chance to make comparisons and to generalizations to some extent. This thesis is based on a multiple-case study approach since the study will focus on getting a better understanding of the human aspect through sustainability implementation process and find commonalities and different implementations across different tourism industries.

3.4 Data collection

Yin (2013) states that interviewing, observing, collecting and examining, feeling are the accepted qualitative data collection methods. It is also advised to use different data collection techniques to enrich the data (Yin, 1994).

The types of data can also be grouped under two categories in terms of their sources; primary data and secondary data. Zikmund (1997) defines secondary data as the data which was previously collected for other purposes. Secondary data has the advantages in terms of expense, speed and it is used in the cases for fact finding to

uncover available information. In this respect, organizational documents can be seen as secondary sources of data as they are the data that the company previously gathered, presented, and used. Bryman and Bell (2003) state that some of these documents can be open to public such as annual reports, mission statements etc. and this information can be very valuable for researchers who conduct case study.

It is stated by Bryman and Bell (2003) that an interview by its own is not used in qualitative studies, it is backed up by other data sources. From this perspective, both primary and secondary sources of data were gathered, using interviews as primary sources and organizational documentations such as sustainability reports, website transcriptions as secondary sources of data.

Interviews are among the commonly applied methods in qualitative research design. Saunders (2011) suggests three types of interviews as unstructured interview or in-depth interview, semi-structured interview and structured interview (Saunders, 2011). Yin (1994) argues that structured interviews, which are composed of planned survey questions, lead the interviewee to close-ended answers. The researcher has the role as an interviewer asking the questions. Semi-structured interviews include a set pre-determined of questions and researchers can ask topical questions using the pre-determined questions as a guide during the interview. Semi-structured interviews are utilized to develop a perspective on the relationships between variables.

In semi-structured interviews, related topics are listed beforehand to go over during interview. This serves as a guide for the interviewee (Saunders, 2011). According to Strauss and Corbin (1998), the interview questions are prepared considering the concepts and variables collected through analysis of literature, fieldwork or experience.

In this research, the questions for the semi-structured interview were developed through an elaborate literature review and review of earlier questionnaires baring the research question in mind (Appendix A). For the preparation of interview questions to be used in the thesis, an interview guide was prepared before the actual interviews. Having a set of pre-prepared questions as a guide, additional questions, based on the interviewees' position and responsibilities on sustainability were asked to the interviewees in the course of interview. For the expert survey, an additional questionnaire was developed to gain information from a specialist from the sector (Appendix B).

3.5 Sample selection

Tourism is a fragmented industry and this study design is aimed to be a multiple case study in order to display different tourism sectors' performances in terms of human related factors management towards organizational sustainability. Three criteria were applied when choosing case companies. The first criterion of sample selection was having operations in one of the tourism sectors. As the second criteria, to judge on companies' sustainability initiatives, the organizations were chosen among tourism companies that published a sustainability report or were a member of a sustainability related organization. The third criterion was based on the location. As the study aims to explore Turkish tourism industry, the companies which operate in Turkey are selected. Table 1 shows details about the sample companies.

Table 1 shows that the case companies are in a single country but they are geographically dispersed in Turkey. Although the study covers only a single industry, different sectors of the industry take place in the research. Additionally, targeting a

specific industry leads the study to be in depth and comprehensive. To increase

representability of the sector, 2 companies are selected for each sector to increase

representativeness. The number of companies can be low in number because

sustainability in Turkish tourism context is a new phenomenon and the number of

companies that meet the criteria is relatively low.

Table 1. Case Study Companies

	AIR 1	AIR 2	ACCOM 1	ACCOM 2	MICE 1	MICE 2
Location Sector	Istanbul Airport Management	Istanbul Airport Transportation	Ankara-Istanbul Chain Group (Including Hotels)	Muğla Resort Hotel	Istanbul Congress & Tourism	Istanbul Congress Organization
Number of Employees	10.000 - 25.000	2.000 - 5.000	25.000 - 50.000	Medium Size	45	Medium Size
First sustainability report	2012	2013	2014	None	None	None (2009 for the global office)
Sustainability organization memberships and sustainability certificates	ISO 14001- Sustainable Development Foundation, Sustainability Academy	ISO 14001- Sustainable Development Foundation	ISO 14001- Sustainable Development Foundation, UNGC, Green Star	ISO 14001	ISO 14001 - Sustainable Development Foundation – Founder member	
Turnover	500 million -1 billion Euro	100-500 million Euro	Over 1 billion Euro	Not available	Not available	Not available

The aim of this study to uncover human related management strategies and

Anderson (2016) argue that change managers are held responsible for developing

strategies for the planned change and fight with employee resistance. In this regard, two

criteria for the selection of the interviewees were applied. Firstly, the officers were

chosen to be managers, to provide rich and broad data on practices for management of

human factors. The second criterion was having responsibility and authority in

sustainability practices of the company. Meeting these criteria, at least two participants

for each company was chosen. Besides the interviews with companies, an additional

interview for MICE sector was conducted with an NGO to broaden the data. As seen in

Table 2, the participants are listed with specific details;

Table 2. List of Participants in Case Companies

	Org.	Position	Tenure	Education	Gender
Participant 1	MICE 1	HR Director	11 years	Tourism and Hospitality Management – BA	Female
Participant 2	MICE 1	Sales Manager – Protocol Services	7 years	Management – BA	Female
Participant 3	MICE 2	Senior Business Development Manager	3 months	Tourism Management –BA	Female
Participant 4	AIR 1	Media Relations Manager	5 years	Media and Communication Studies - MA Media and Communication Studies - BA	Male
Participant 5	AIR 1	Human Resources Coordinator	15 years	Human Resources Management - MA Management – BA	Male
Participant 6	AIR 2	Management Systems Manager	7 years	Industrial and Organizational Psychology - MA Environmental Engineering – BA	Female
Participant 7	AIR 2	HR and Training Manager	2 years	Human Resource Management – MA Labor Economics and Industrial Relations - BA	Male
Participant 8	ACCOM 1	Corporate Relations Manager	6 years	Finance - BA	Female
Participant 9	ACCOM 1	Corporate Communications Specialist	3 years	Communication and Media Studies – Doctorate degree (2018) Regional and Strategic Studies –MA International Relations and Political Science	Female
Participant 10	ACCOM 1	HR Director	8 years	Business Administration – MA International Relations - BA	Male
Participant 11	ACCOM 1	Technical Manager	6 years	Management – BA	Male
Participant 12	ACCOM 2	Quality Assurance Manager	1 year	Food Engineering – BA	Male
Participant 13	ACCOM 2	HR Manager	7 years	Zootechnics – BA	Female
Participant 14	NGO	Conventions Coordinator	1 year	Tourism Management – BA	Female

3.6 Models

The study examines three human factors; namely resistance, communication and engagement, using three models to analyze the interviews. The models were chosen in relevance to sustainability, as two models (resistance, engagement) were specifically developed to examine sustainability. However, a specific model for communication of sustainability was not found. In this regard key components for communicating sustainability were examined in the model. Apart from their relevance to sustainability background, three models concentrate on understanding management strategies for three human factors instead of examining the process or technical side. In this regard, the models can provide essential insight to understand the research question "how do tourism companies manage human factors during change towards sustainability?" This section aims to develop the framework behind the research and make the data analysis more transparent and provide a context for interpreting the study findings.

3.6.1 Resistance

As stated in section Theoretical Framework, Lozano's (2013) model of resistance is important in this study, as it can reveal both different levels of resistance and specific barriers and strategies for sustainability change.

In Luthans' (2002) Organizational Behavior Modification Theory, attitudes have impacts on individuals, groups, and the organization in a change process. Attitudes are inclined to exist unless action is taken to change those (Luthans, 2002). Building on Luthans' theory on attitudes, Lozano (2013) develops three components for attitudes towards resistance. These attitudes display its effects on three levels; individuals, groups

and organization. Table 3 shows elements of barriers for sustainability change. To evaluate how effectively resistance is managed, the source of resistance and the type of management strategies for different levels of resistance are compared. Effective companies know the level of resistance to be dealt primarily, and they develop strategies specifically for that level.

Under individual level, Barriers and strategies related to individuals are categorized under 3 levels:

Level 1. Idea itself: it is produced when the individuals suspect, disagree or reject the idea. It involves lack of information, disapproval of the change idea, insufficient training among others. To manage this level; strategies such as education, financial benefits, political support are used.

Level 2. Deeper issues: Mainly as a result of feelings of losing status, respect or power; it involves lack of trust, lack of commitment, uncertainty. For handling this level, negotiation, manipulation, resolving are benefited.

Level 3. Deeply embedded: This is a sign of serious conflict with the organization. Employee might be approving the change but takes it to a personal level. It is a combination of Level 2 factors with personal factors like race, religion, sex. As strategies, it involves participation, use of fear, influence of friends.

For group level; a sub-level is not created because it is not a deeply researched area in the literature, Lozano involves change barriers raising from groups such as the shared culture within the group, conflicts inside the group. Group participation, individual group interaction and changing group values are management techniques that can be used against the mentioned barriers.

At organizational level; barriers and strategies are divided into five groups; lack of strategy, bureaucracy, lack of top management support can become hurdles on the way to sustainability. Developing new strategies such as identifying champions and aggregation can become powerful tools to eliminate organizational barriers. These barriers and strategies are grouped as follows;

Managerial: In relation to management issues such as strategy and planning;

Organizational: In relation to how an organization is structured and measured;

Supportive: In relation to the support to employees who need it;

Historical: In relation to history of the organization;

External: In relation to forces that come outside the organization.

Table 3. Elements of Barriers for Sustainability Change

Variable	Definition	Elements
Individual barriers	Resistance factors to change that arise from individuals	Level 1. disapproval, rejection Level 2. loss of power, status Level 3. historic animosity
Group barriers	Resistance factors to change that arise from groups	
Organizational barriers	Resistance factors to change that arise from an organization	Managerial; lack of top management support Organizational: lack of measurement Supportive: lack of awareness Historical: too many failed changes in the past External: competitor strength

Adapted from Lozano (2009)

For the strategies, mainly organizational strategies to overcome the resistance are proposed by the researchers (Lozano, 2009). The model uses three levels of strategies as shown in Table 4.

Table 4. Human-oriented Strategies and Definitions

Variable	Definition	Elements
Individual strategies	Strategies to overcome resistance to change that arise from individuals	Level 1. training, financial benefits Level 2. negotiation, co-opting Level 3. participation, use of fear
Group strategies	Strategies to overcome resistance to sustainability change that affect groups	
Organizational strategies	Strategies to overcome resistance to sustainability change that affect organization	Managerial: sharing a common vision Organizational: Collaboration Supportive: Raising awareness Historical: Increase sense of urgency

Adapted from Lozano (2009)

3.6.2 Communication

For the analysis of communication, the model proposed by Welch and Jackson (2007) was used to establish a base for understanding internal communication. The model offered by Welch and Jackson (2007) has its grounds on Freeman's (1984) stakeholder theory which regards the employees as the internal stakeholder of the company and the tool to reach external stakeholders.

The model is based on questions about communication, "in what way", "with what content", and addresses the question, "for what purpose?" (Table 5). For method of communication; different ways of communications are available in relation to company size, aim or the desired effect. Emails and intranets are the most commonly used channels for internal communication due to their effectiveness in terms of time and cost (Sjöqvist, 2008). On the other hand, with the advancement in technology, companies adapt new tools such as big-screens to reach a number of employees (Dawkins, 2005), while small sized companies can make use of face-to-face communication with its size.

Content of the communication is another important component which should be taken into consideration by management in transition to sustainability because it is shown that changes are more likely to occur in the attitudes and behaviors if the information is easy to grasp, personally tailored and relevant to the employee (Dawkins, 2005).

Table 5. Variables of Communication and Definitions

Variable	Definition	Example
Method	The channels used to reach employees	F2F, Intranet, Meetings
Purpose	The desired outcome as a result of communication	Understanding, Belonging, Commitment, Awareness
Content	What is communicated, the message material	Achievements, Objectives, Activities,

Purpose relates to for what desired outcomes internal communication is used by the management. For the internal corporate communication model, 4 different goals are proposed namely; commitment, understanding, awareness, belonging. The model displays the relevancy of communication and engaging employees with raising awareness and understanding their needs. The definitions of these variables are provided in Table 6.

Table 6. Purpose of Internal Communication

Variable	Definition
Commitment	A positive feeling that causes employees to develop a sense of engagement with an organization (De Ridder, 2004, p. 21) in Welch (2012)
Belonging	A sense of unity with an organization which allows people to identify themselves with their company. (Cornelissen, 2014, p. 68)
Awareness	A perception of the employee to understand company objectives in response to the change (Welch, 2012)
Understanding	A better sense of the continuous changes in the organization's climate. (Welch 2012)

3.6.3 Engagement

For the pursuit of sustainability, Savitz and Weber (2013) defines a Sweet Spot where business interests and society interests match. This spot establishes a common ground between the company business interests and stakeholder interests, creating benefits that flow both the company and to all stakeholders including local community, employees, customers etc. The companies are looking for these sweet spots, and in this regard HR and engagement to sustainability have important functions. As Savitz and Weber (2013) suggests both sustainability and engagement, individually and mutually lead to business results.

The companies that see the benefit in this are investing on ways to engage their employees in their sustainability practices. Savitz and Weber (2013) argues that organizations develop two types of employees. By-standers, who are not actively integrated into sustainability efforts of the company but they are aware of how their company acts on sustainability and participating employees, who directly volunteer and

pursue sustainability practices. Therefore, the engagement activities can either aim for awareness or participation and involvement.

Doppelt (2003) regards awareness as a general understanding of the need for change from a change management perspective, which is highly relevant for this study. Bertels et al. (2010) define it as the initial step to build momentum for sustainability change. To build sustainability awareness, companies make of channels such as communication (Doppelt, 2003) and training (Maon et al., 2009; Bertels et al., 2010). Molnar and Mulvihill's (2003) study shows that companies host environmental experts, academicians and leaders to talk on sustainability with the employees. On the other hand listening employees on sustainability is also as important as communicating them and employees should be given various communication channels to voice their ideas for this need (Bertels et al., 2010).

Participation deals with voluntary active involvement into sustainability practices. Kotter (1996) regards participation and involvement as one of the technique to manage resistance to change initiative. Zander (1950) states that lack of participation is one of the reasons for resistance to change programs. For getting people into action, companies develop less demanding small wins of sustainability (Dunphy et al., 2012), For creating those small wins, organizations can set reward systems (Bertels et al., 2010). Hyo-Sook (2003) advocates the idea that successful companies have necessary structures to engage employees into change with internal communication and participation in making decisions.

Another distinction between strategies towards sustainability engagement is developing initiatives for work-focused engagement programs or personally focused

engagement programs. Work-focused sustainability engagement programs include initiatives which touch upon business operations, such as using duplicate photocopy papers at work. On the other hand, personally focused sustainability engagement programs relate to employees' personal life, such as recycling waste at home. Table 7 displays variables to engagement to sustainability.

Table 7. Variables of Engagement to CSR and Definitions

Variable	Definition	Example
Awareness	Engagement for creating a general understanding of the change and the need for the change	Communication, Training, Corporate Mission and Vision
Participation	Engagement for creating active involvement into sustainability efforts of the company	Rewards, Incentives, Voluntary Programs
Personally focused sustainability engagement	Sustainability engagement programs that target employees' personal life	
Work focused sustainability engagement	Sustainability engagement programs that target employees' work life	

3.7 Interview questions

Strauss and Corbin (1998) state that the interview questions can be based on literature, personal experience or exploratory fieldwork. The questions for the semi-structured interviews in this study derived from the concepts combined through theoretical framework (section 2.4) and the literature review (section 2.2). The interview questions are given in Appendix A and Appendix B. The interviews were conducted in Turkish, which lasted approximately 30-90 minutes. Table 8 displays a summary of questions, concepts and the reason to ask.

Table 8. Interview Question Themes and Purposes

Question	Theme	Purpose
1	Interviewee name and background	Make the interviewee feel comfortable and get background information
2	Interviewee position	Clarify the link between interviewee and sustainability
3	Sustainability Definition	Identify the terminology in the company
4	Sustainability Drivers and history	Identify the main drivers for sustainability and background of sustainability change.
5	Current Sustainability Activities	Provide an understanding of current company practices to set the background
6	Barriers for Sustainability Change	Obtain interviewee's perceptions on barriers for sustainability in three levels (individual, group, organizational)
7	Strategies against Barriers for Sustainability Change	Obtain interviewee's perceptions on strategies for sustainability in three levels (individual, group, organizational)
8-10	Method/Content/Purpose of Internal Communication of Sustainability	Obtain interviewee's perceptions on internal communication of sustainability in three levels (method, content, purpose)
11	Engagement for Awareness	Obtain interviewee's perceptions on strategies for engagement to sustainability in awareness level
12	Engagement for Participation	Obtain interviewee's perceptions on strategies for engagement to sustainability in participation level

3.8 Data analysis

Marshall and Rossman (2006) state that the objective of the qualitative data analysis is to set an order, structure and get a meaning out of the bulk of collected data. In order to systematically analyze data, NVivo version 10 software for qualitative data analysis was used. The software helps to manage data as it supports the researcher to be more organized and time-efficient. Beside this, it is argued that use of software in data analysis contributes to the trustworthiness of the study for qualitative research (Richards & Richards, 1994).

When data is analyzed, it is advised to be flexible and alert, rather than being strict and rule-based because the researcher is in pursuit of relation between themes and codes (Strauss & Corbin, 1998). Codes are determined through collecting and categorizing meaningful and related information under tags or labels (Miles & Huberman, 1994). These codes are then combined so that they relate to each other in a meaningful way. This process was realized through Nvivo10, rather than conventional method (Appendix C).

First, the data was prepared for data analysis. The interviews were transcribed and documents from company websites were transformed into MS Office Word format. After transcription of the interviews, each transcription was sent to all interviewees. In this step, some clarifications were provided and the accuracy of the interviews was verified. Following this step, the documents were uploaded into the software program. After gathering all data combined in a folder, the next step is coding the data. NVivo allows the researcher to view data and combine a chunk of data under a code. At this stage, re-emerging words or chunks of words are collected under theoretically created codes such as "awareness" or "satisfaction". After the text is fully coded, the codes were combined under meaningful themes; such as codes like "awareness" and "voluntary program" were put under "engagement". After this point, in order to conceptualize how the themes relate to each other, they were mapped out through the help of memos gathered during data analysis.

Miles and Huberman (1994) identify two main techniques when analyzing qualitative data. Firstly, a within case analysis lets the researcher to evaluate a case within its dynamics and makes it possible to compare the data with a built theory.

Secondly, a cross-case analysis allows the researcher to compare the obtained data with different cases. In this research, both techniques were used to underline both general picture of the tourism industry and differences/commonalities among sectors in the industry. In the results section, the company activities on sustainability and management level were identified with visual tables for within-case analysis as Miles and Huberman (1994) suggested. For example, company strategies and barriers for managing resistance are determined to judge on a company's performance on resistance management. On the other hand, for cross-case analysis, contrast tables are created for specific variables. Companies' performances on human and environmental sustainability are gathered in tables to compare and analyze. Moreover, governmental incentives and sectorial codes are gathered in one table to see the differences and commonalities among sectors.

3.9 Trustworthiness

Qualitative techniques are one of the widely applied methods in academic fields. What makes qualitative method special is that it permits the researcher to see which is not easy to catch at one glimpse or which is hard to realize through quantitative methods. It is like using a magnifying glass to see what is hidden deep inside. On the other hand, qualitative studies are opposed by academics claiming the ideas that they are subjective as a result of its nature. They are not given the same dignity as the quantitative studies (Yin, 2013). Yin (1994) discusses three challenges of case study research. Case studies can lack rigor, do not allow very much on generalization since a small number of subjects is used and they are generally biased as being excessive in length, hard to manage and creating a bulk of documentation. On the other hand, Anderson (2010)

argues that when qualitative research is carried out properly it can become unbiased, deep, valid, reliable, and rigorous.

Using quantitative terms such as validity and reliability for evaluating a qualitative study has been discussed in the literature by different scholars (Kelle & Laurie, 1995). Lincoln (1995) argues that the whole area of qualitative research is still under discovery and it is open to new definitions. In this regard, Guba and Lincoln (1994) develop constructs specifically for qualitative research. According to the authors the qualitative equivalent of internal validity, which is credibility, should ask the question, "How compatible are the findings with reality?" Triangulation is claimed to be effective to prevent errors in qualitative research as it provides evidence that the data are checked and valid (Long & Johnson, 2000). In this research the data obtained by the interviews were backed up with the other sources of data like press releases and company reports. Another technique which was used is member checking. It is a process of making sure that the data obtained from the interviewee is accurate. For this aim, at least two interviews were conducted for each case company.

Secondly, external validity is related to whether the result of a research is applicable to other situations in quantitative research. However, in qualitative research the results are valid for a specific environment and it is hard to prove that the results can be applied to other situations. On the other hand, Stake (2010) claims that although each case is one and only, it is a part of a bigger sample and its transferability shouldn't be ignored easily. A total number of 15 people were interviewed from 6 companies and one from a MICE sector institution. The research targets tourism industry companies in

Turkey. The interviews lasted from 40 minutes to 2 hours and data was collected during 2015-2016. Under these conditions, the research can be transferable to similar contexts.

Thirdly, to ensure reliability (dependability), the data collection and data analysis processes within the study are reported with detail, so that if the research is repeated in the future or another researcher interprets the data, similar results can be obtained. One of the other techniques for establishing dependability is conducting an inquiry audit by an external researcher to examine the research processes. For this aim, feedback from the thesis committee during my mid-year presentation provided valuable insight.

3.10 Methodological limitations

Operational problems pose a challenge for any research methodology. The operational problems for this study covers: restricted access to participants; two people from each company, restricted access to case companies; six companies in three sectors being interviewed which can affect the replicability of the research in other industries and companies, restricted resources and time to finish the study; and the nature of organizational sustainability where different concepts should be taken into consideration while the research focuses specific domains.

Another aspect to take into consideration, which is related to the nature of case study, is generalization. It asks the question whether the results at the end of the study are applicable to other people and other contexts. For this thesis, it is restricted by; the tourism nature of companies which makes it hard to generalize into other contexts and number of companies and participants which make generalization difficult to overall companies and the industry.

As for reliability or dependability in qualitative terms, Saunders (2011) state that there may be bias or errors in two domains regarding participants and the researcher. Firstly considering participant side; participant error refers to whether the choice of participant is relevant to the research. Aiming to uncover management strategies, management level employees, with control and authority over deciding management strategies, were targeted in the thesis. Considering the sustainability side and human side of the research, sustainability managers and HR managers are in majority. However, the study findings are based on testimonials of 2 managers for each company which may limit the generalization on the whole company when other managers are omitted. For the issue of participant bias, it is always probable that the interviewees would have given the desired answer or guided by the interview questions. In the study, participants and companies were given anonymity to reveal the truth and overcome socially desirable answers. On the other hand, the fact that participants are chosen from management level may have been a factor to see top-management support as one of the main strategies during change process. Secondly, on the researcher side; the error is aimed to be decreased by developing a questionnaire based on models with defining the components and aspects clearly. On the other hand, bias should have occurred due to the thesis author and participants common interest in sustainability.

CHAPTER 4

RESULTS

This part of the thesis details the results that are derived from the case companies on organizational sustainability and the management of human factors.

4.1 Meetings, incentives, conferences, and exhibitions (MICE) sector

For MICE industry, one local and one subsidiary of a foreign company, are examined. Also, the interviews with the companies are supported by an interview with an expert from an NGO which is founded for promoting Turkey and especially Istanbul as a destination for conferences and events.

4.1.1 MICE case 1

MICE Case 1 Group companies serve in different subsectors of the tourism industry. They serve clients at global, regional and local level; and their clients are medical societies, technical associations, NGOs and governments.

When founded in 1991, MICE Case 1 was part of the renowned DEDEMAN Group and organized many large sized conferences like the IEEE (the Institute of Electrics and Electronics Engineers) and meetings for international bodies like NATO (North Atlantic Treaty Organization). In 1999, two new managers joined MICE Case 1. With the change in top management, the company witnessed a growth in their market share. They have overtaken the organization of events such as the European Basketball Championship and Formula 1 Rally of Turkey twice.

In 2004, the new managers became the new managing partners of MICE Case 1 Congress & Tourism. In 2009, MICE Case 1 started its international businesses while organizing conferences in Europe and the United States. The most important event that was organized by MICE Case 1 so far was a UN Summit with more than 25.000 participants in 2011. In parallel to their growth, the number of team members has risen from 14 to 76. Almost 60 conferences with approximately 40.000 participants were organized by the company within a year in 2015. The pace has slowed down during 2016-2017 owing to the slowdown in the Turkish tourism sector.

4.1.1.1 Organizational sustainability background

MICE Case 1 started its sustainability practices with the involvement of owner-manager as the founder-member of Sustainable Development Foundation (Sürdürülebilir Kalkınma Derneği) in 2004. With the initiation of sustainability practices, the firm started to accumulate knowledge and experience. And through memberships to other foundations like WWF Green Office, the company continued to expand its knowledge. MICE Case 1 is one of the few companies in MICE sector with commitment to sustainability in Turkey. Participant Number 1 explains their adoption of the sustainability practices as a result of their presence in international markets and competition from worldwide companies that offer green meetings.

> MICE Case 1 has always worked internationally. Sustainability has become a must for the companies that we compete with. So, we started sustainability initiatives in order to become like them. For sure, all these efforts returned us as cost savings. (Participant 1)

As Klewitz and Hansen (2014) state, SMEs can have motivations such as cost savings and owner-manager beliefs when initiating sustainability processes. Aside from the benefit of cost savings as a result of sustainability practices, Participant 1 stated that they gained a competitive edge in the international market against competitors, with their commitment to sustainability. On the other hand, the organization is not at the level it expects in terms of offering a sustainable product.

> Other sectors and large companies have departments and more resources for developing sustainability. However, MICE sector does not have such a practice. Also, as far as I know, aviation sector implies some sectoral safety and sustainability rules which MICE sector doesn't have. (Participant 14)

Unfortunately, sustainability is reflected on the product by 20%. We try to encourage public transportation and offer shuttles to the venue. Try to use fewer amounts of materials and environmentally-friendly gifts such as pens, note-books. The food is offered by the hotels. So we don't have any sustainability practices for the food selection." (Participant 2) In the company, the formal structure of sustainability management is rather simple. The two human resource management heads manage sustainability issues in the company and they report directly to top management on these issues. Klewitz and Hansen (2014) state that for owner managed SMEs like MICE Case 1, their size provides the advantages of having less bureaucracy and more flexibility. Sustainability criteria are not formally integrated in the HRM practices and policies, but they exist implicitly within some practices. For instance sustainability is not a priority when selecting employees but a positive selection criterion. The company uses different channels to train its employees who have no background on the environmental issues. There is no structured training for sustainability, but the employees are informed about

company's environmental sensitivity, certificates of ISO 14001 and Green Office in orientation trainings. After arrival, the company informs employees on the company's environmental practices through e-mails, shares worldwide Green Office practices and, encourages employees to attend Sustainable Development Foundation meetings.

For environmental sustainability, most of MICE Case 1's practices are aimed for improving efficiency at their offices and sustainability is not transferred to its customer services. The company's ISO 14001 certificate is not obligatory in Turkey; however companies voluntarily acquire the certificate for various reasons such as meeting customer demands and providing the competence to environmental law and regulations (Altin, 2014). MICE Case 1 can't track its energy use and water use due to physical limitations of its office building. However the company has taken certain precautions to improve its eco-efficiency such as replacing the light bulbs with eco-friendly ones, change of water taps and careful use of paper (e.g. via duplex photocopy machines and electronic bills and invoices). To reduce its emissions, the company turns to web conferences to contact with customers when possible. Considering that the company applies ISO 14001 principles, and Green Office practices as voluntarily and goes above legislations.

For human sustainability, the company meets its responsibilities that are put by the government through Occupational Health and Safety (OH&S) trainings. The focus is increasing safety of the employees. Customers are another important factor for human sustainability because customer satisfaction is an area of focus for the company and great effort is put for this aim, as much as it is done for employees.

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Table 9. Sustainability Issues in MICE Case 1

Environmental Sustainability	Human Sustainability
• Energy use	• Customer Satisfaction
• Paper use	• Training
• Waste Management	• Safety
• Technology	
• Certificates, ISO 14001	

4.1.1.2 Resistance

Resistance to sustainability is examined using Lozano's (2007) Multi-dimensional Sustainability Influence Change (MuSIC) framework. Lozano (2007) suggests three levels of resistance in an organization; individuals, groups and organization/system. At the individual resistance level, participant number 1 and participant 2 state that they didn't witness any barriers when sustainability practices were integrated into the organization. To the contrary, sustainability initiatives were easily adopted by the employees because the new software program that cut down on their paperwork made their day-to-day work easier. An explanation to the low levels of resistance can be the small number of changes made in the work environment. Thus, employees' daily work hasn't changed much and they didn't have to learn new skills. The lack of awareness for environmental issues is supported via trainings.

> As for individual barriers, it is hard to break the habits. For example, employees can turn the   air conditioner to 17 centigrade degrees or turn the lights on in a sunny day because of their old habits, although you try to explain the situation in written ways. (Participant 2)

As group barriers, the participants observe no resistance from members because it is a small company in which every department works collaboratively. The resistance comes from the system for MICE Case 1. Because the company operates in an apartment building where there are also other residents, the physical conditions of the building don't allow the company to measure their use of electricity and water.

To overcome the resistance, the company develops strategies considering individuals and system, disregarding groups. Techniques like building a reward system for decreasing the use of paper consumption; trainings to increase environmental awareness of the companies and informing the employees on sustainability through WWF Green Office e-mails are used. During the second interview, Participant 2 stated that the company's drawback at the system level was solved with the change of their office building in 2016.

Table 10. Barriers Towards Sustainability in MICE Case 1

Sources	Strategies
• Difficulty in measurement due to physical conditions (System) • Lack of awareness (Individual)	• Decrease in workload (System) • Change of office building (System) • Training for awareness (Individual) • Reward system (Organizational)

4.1.1.3 Internal communication

Using the matrix of internal communication offered by Welch and Jackson (2007) for better understanding internal communication, several elements of the internal communication should be analyzed. Basically, MICE Case 1 utilizes internal communication channels for various purposes. The company aims to raise awareness and engage its employees through its communication channels. Company reduces the

misunderstandings, makes the business clear and defines expectations. The company

also records better business results such as increased efficiency at work because of a

well-managed communication. The content of messages includes benefits that

sustainability brings and the actions that the company takes for sustainability. In this

regard communication channels are used mostly as a way of announcement from

management to the employees. Besides, the methods for internal communication are

through meetings and e-mails. Since it is a medium-sized company and the business is

project-based, employees that work on projects use face to face communication in place

of more formal channels. MICE Case 1 targets to reach all employees through the

internal communication as well as two-way interactions. The employees also have the

chance to raise their voices on these issues during their daily interactions with their

managers and also in annual company gatherings.

In general, the organization recognizes how effective internal communication can

be, as they see many reasons for using it and utilize it for multiple purposes. However

the number of communication channels are not suffice for the number of aims to be

achieved, therefore the communication of sustainability can be considered inadequate.

The company relies on its small size but the information on sustainability should contain

a rich content with related messages to various job positions.

Table 11. Internal Communication for Sustainability in MICE Case 1

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Meetings E-mails	Benefits Activities	Awareness Announcement Engagement Performance Increase

4.1.1.4 Engagement

The framework offered by Savitz and Weber (2013) indicates that the engagement programs are either work focused or personally focused. And these create an action, awareness or understanding. As for personally focused engagement, the company asks the employees to bring their technological wastes and disposes them on their behalf. With such an activity the company reaches employees' houses, keeps them alert and active on sustainability at home.

For engagement, most of their efforts are on the work-focused part. Sustainability takes place among company values for creating bystander employees who approve the company's environmental efforts and is aware of them; the company makes use of employee satisfaction surveys to understand the overall commitment and uses an open communication to tell what they are accomplishing through their sustainability programs. Awareness on sustainability is realized through sending some employees to trainings offered by the Sustainable Development Foundation and sharing good practices of Green Office by e-mails. In addition, the company also aims to activate employees at work on environmental issues. There is a reward system in the company for the groups who use the least office materials through these kind of competitions, the company rewards environmentally friendly behaviors and motivates employees. Sustainability is also among Performance Evaluation KPIs as the mastery of technological use. All things considered, it can be said that the company manages engagement positively with its efforts heavily on work focused programs. However, there is still a place to put emphasis on creating more active employees.

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Table 12. Sustainability Engagement Programs in MICE Case 1

Awareness at home	Awareness at work	Action at home	Action at work
	Satisfaction Survey	Technological Waste	Reward system
	Communication	Disposal	Competitions
	Training		Sustainability Trainings
	Action at work		
	NGO and WWF e-mails		
	Good practice toolkits		
	Company Values		
	Sustainability Trainings		

4.1.2 MICE case 2

MICE Case 2 is a global company which has 60 offices in 31 countries with more than

1.800 employees. Established in Switzerland in 1987, the company operates in Turkey

with two offices (Istanbul and Ankara), since 2014. The company defines itself as

Professional Congress Organizer (PCO). The clients include health industry, energy

industry and communication industry. MICE Case 2 specializes in organizing congresses

as a package, covering the accommodation, transportation, venue and other facilities

required for a congress. As an international company, MICE Case 2 organizes both local

and worldwide events in Turkey.

4.1.2.1 Organizational sustainability background

Sustainability is made integral part of business at MICE Case 2, as is in the mission of

the company. MICE Case 2 adopts sustainability in its operations, as sustainability

develops value for both the company and customers. Their approach of sustainability as

Human, the Earth and Profitability are in parallel with three pillars of sustainability. On

the global level, the company holds 20 sustainability awards. For human sustainability,

the company has trained 32,000 clients, suppliers and competitors since 2010. 100% of

the preferred partners and 22% of the entire supply chain partners subscribe to MICE

Case 2 Sustainability Policy. Six hundred sustainability and environment related event

organizations have been managed by the company since 1987. For environmental

sustainability, the company has shown 12% decrease in its carbon emissions since 2010

globally; 32% of the offices are running on renewable energy and 74% of the MICE

Case 2 events are audited for security and sustainability risks (MICE Case 2

Sustainability Report, 2016).

Table 13. Sustainability Issues in MICE Case 2

Environmental Sustainability	Human Sustainability
• Energy Savings	• Customer Satisfaction
• Material Use	• Safety

Although the global company shows a brilliant performance on sustainability, the

offices in Turkey are lagging behind. Turkish offices are newly established and they

have so far managed some important sustainability conferences like Euro Carbon

Summit in 2015. However the global activities such as checking the projects for

sustainability and security, or measuring carbon emissions are not applied. The

environmental activities of the company stay are more about minimizing material use

and recycling of paper.

> In the company, we develop practices based on paper. We give the paper to an
> organization. We don't have any actions for managing waste. For the case of
> practicing sustainability on the product, we try to use as few materials as
> possible. (Participant 3)

For human sustainability again, the Turkish office takes position in between Non-Responsiveness and Compliance level, as the number of specific examples given for the company's actions for human sustainability stay low in numbers. Regular meetings for motivation and satisfaction surveys are used for engaging and motivating employees. Obligatory OH&S trainings are given and customer satisfaction is a priority for the company. Also, voluntary trainings for environmental issues or sustainability issues are available on the online platform.

4.1.2.2 Resistance

As a new company in its sustainability practices, the company puts emphasis on awareness raising activities. Participant number 3 states "raising awareness" to be one of the difficulties and issues to be handled for successful implementation of sustainability. For raising awareness, the company gives importance to training and uses its online training platform for this aim. In addition to this, there are barriers at the system-level. As the MICE product is a multi-clustered service, the destination sustainability and the sustainable buildings in the destination also affect the events sector. Participant number 3 states that the demand for green congresses can require green convention centers or green cities to hold the event because the clients can ask for green hotels or eco-friendly venues. For this aim, the government support is underlined. The ongoing practice for certifying hotels with Green Stars by Ministry of Culture and Tourism is stated to be an effective practice. Overall, the fact that MICE Case 2 doesn't encounter great resistance

towards sustainability may be due to the fact that the company hasn't fully integrated

sustainability into its operations.

Table 14. Barriers Towards Sustainability in MICE Case 2

Sources	Strategies
• Lack of Awareness (Individual) • Environmental Policies on Destination (System)	• Training (Individual) • Government Support (System)

4.1.2.3 Internal communication

The communication for sustainability covers all the employees when the communication

is related to the organization. However, if the subject matter is related to the reporting or

data acquisition, the communication stays at the management level. The feedback is

taken from employees in the field study of the projects. Mostly general achievements, as

well as environmental achievements, are shared and this communication is stated to

increase awareness indirectly. In general, the company tries to make use of its small size

for communication. However, the sustainability communication stays among top-

management executives and it is not effectively shared with employees with a rich

content.

Table 15. Internal Communication for Sustainability in MICE Case 2

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Meetings E-mails	Achievements	Awareness Announcement

4.1.2.4 Engagement

As the company is in the beginning phase of the sustainability engagement, engagement activities in the organization stay at the awareness level with trainings and satisfaction surveys. The number of channels for engaging employees through awareness is very limited and needs to be increased. There are no practices for engagement through action.

Table 16. Sustainability Engagement Programs in MICE Case 2

Awareness at home	Awareness at work	Action at home	Action at work
	Communication		Communication

4.2 Airport management sector

Airports are the fundamental assets of aviation industry; with their use of vast lands, large facilities, complex and electronic systems, they need special handling, so it requires different operators to work simultaneously (Ergün, 2005). The sector can be viewed as ground and air services. Air services include activities that concern the flights such as apron, landing field and the ground service concerns handling of the passenger and baggage services. The case companies are an air service company (Airport Case 1) and a ground service company (Airport Case 2).

4.2.1 Airport case 1

 Airport Case 1 is the dominant airport operations company in Turkey (DHMI, 2014) Airport Case 1 operates in many airports in Turkey such as Istanbul Atatürk Airport, Ankara, and Izmir; and outside Turkey such as Georgia, Tunisia and Macedonia.

The company was established and has gained the rights to manage Istanbul Ataturk Airport in 1997. In 2005, the company started to operate abroad with Tbilisi Airport. In 2006 Airport Case 1 Holding went public selling 44% of its shares in Istanbul Stock Exchange. As per 2014 figures, 53% of Airport Case 1 Airport's total revenues come from non-aviation activities. In 2014 the company states to make a profit of 983 million Euro. Since 2007, the company is a publicly listed company with stock shares in Borsa Istanbul Stock Exchange. The company operates in 7 countries in 14 airports.

4.2.1.1 Organizational sustainability background

The process of sustainability was initiated in the company with the first sustainability report in 2010. Following the first report, an organizational structure was established in the corporation with the motivation of bringing together company's previous practices for society and the environment. Following 2010, the company continued to issue yearly sustainability reports. Participant Number 4 states that the company maintains transparency through its reports and company website, which is vital for the publicly listed company that is also on the BIST Sustainability Index watch list.

Participant Number 4 states that operational productivity increases as a result of improvements made in energy and water management. A horizontal organizational structure for sustainability management is designed to maximize effectiveness. The company has sustainability committees in airports, in which each department is represented. These committees report to Vice General Manager. At the corporate level there is a larger committee. The company has prioritized its key stakeholders and utilizes different communication channels and develops strategies for each of them.

For Airport Case 1 it is important to abide by the governmental environmental regulations in the country where they operate. In addition to compliance with laws, the company aims to go beyond compliance. The company develops new tools to decrease its negative effects on the environment while doing business. Energy power plants create benefits in terms of energy efficiency in Istanbul and Ankara terminals. The company has redesigned its service policies and aims to create alternative sources to decrease the input for energy. For emission control the company takes part in Airport Carbon Accreditation and has decreased its carbon emissions by 17.6% in Istanbul in 2010. Water is aimed to be used as efficiently as possible with the practices in the terminals such as designing the taps to control the stream of the water and using waterless urinals. Waste and use of electricity are measured and monitored. Waste water is collected through a sewage system and sent to recycling facilities. Airport Case 1 has started extending its sustainability efforts to it suppliers, and started purchasing from green producers. Additionally, the corporation also guides its subsidiaries to adopt sustainability. ISO 14001 is the minimum standard for the company and the company goes beyond this standard by developing new tools.

Regarding the human dimension, Airport Case 1 defines itself as a company where the employees are proud to be a part of. Both employees and customers are considered as part of human sustainability. For the customer side, the safety of the customer is vital. A group of 2.200 people are responsible for the security issues in the airport. Also in order to design the airport to appeal to all passengers, the company ran the Unimpaired Airport project for Istanbul Atatürk Airport Project in 2009 and for Izmir Adnan Menderes and Ankara Esenboğa Airport in 2015. Within the scope of this project,

the airport was redesigned from toilets to stairs to be friendlier for people with disabilities. As part of its CSR programs the company is engaged in various philanthropic activities (e.g. donation to charities).

The company provides legally obligatory OH&S trainings for its employees. To make sure that the risks are analyzed, work accidents are evaluated and necessary safety precautions are taken, OH&S Council meets once a month. All job accidents are reported to through different channels and the audits are done to monitor the accidents. Airport Case 1 also trusts the benefits the training provided by Airport Case 1 Academy. The Academy offers the employees wide range of OH&S trainings and regards organizational diversity and equal opportunity as a part of its business ethics. Human-related issues are tracked by collecting the number of disadvantaged, immigrant employees, hours of training and the number of accidents at work and reported for securing the corporate transparency. Airport Case 1 aims to develop a clear communication with its stakeholders.

> One of our company values is sustainability and respect to environment. We develop a policy in which company interests don't conflict with the social and environmental interests and environmental concerns are always taken into consideration as corporate responsibility. (Participant 5)

Table 17. Sustainability Issues in Airport Case 1

Environmental Sustainability	Human Sustainability
• Compliance	• OH&S
• Energy use	• Safety
• Water use	• Compliance
• Waste disposal	• Training
• Emissions	• Ethics
	• Public Donations

4.2.1.2 Resistance

In the process of the change towards sustainability, Airport Case 1 states to perceive the

change as an opportunity rather than an obstacle. Airport Case 1 has observed the most

resistance at the beginning when sustainability started to be integrated into business

operations. The resistance happened at the individual level due to the fact that the

employees evaluated sustainability practices as an additional workload to their usual

responsibilities. The lack of awareness acted as a hurdle during the initial stages of

sustainability implementation. With little guidance from management, employees had

difficulty advancing through sustainability implementation stages. Airport Case 1 is a

large corporation and consists of multiple service companies, such as security services

and duty free shops. Because these companies' sustainability advancement is at different

levels, this has created a complexity for Airport Case 1. It was difficult for Airport Case

1 to align those different levels of sustainability of the companies. Lack of expert

human resources in the initial stages is also stated as a barrier for the company in the

reports.

> We had many hurdles in integrating sustainability. Lack of resource, human
> resource and awareness are among the biggest problems. Our initiative to
> overcome these problems is to increase the awareness of our employees through
> training. (Airport Case 1 Sustainability Report, 2010).

The company's tool to fight for this resistance was communication. The fact that

the sustainability manager works within the corporate communications department has

helped to use communication function more effectively. Initially, a set of meetings were

held to understand the reasons for resistance at the group level. Later these meetings

were used as a means of knowledge sharing opportunity among Airport Case 1's

companies. With the guidance of corporate sustainability managers, employees shared

their experiences on how they have solved problems during sustainability

implementation. This experience was very useful for groups who were at lower level of

sustainability implementation stage. Communication of sustainability goals were shared

through posters that were exhibited in the halls of the company. The HR (human

resources) department organized trainings in order to increase awareness for

sustainability. Senior-level support is also indicated as an important determiner for the

company success for dealing with resistance.

Table 18. Barriers Towards Sustainability in Airport Case 1

Sources	Strategies
• Extra-burden of sustainability (Individual)	• Communication (Individual)
• Lack of awareness (Individual)	• Top management commitment (System)
• Difference in Sustainability Development Level(Group)	• Training (Individual- Group)
• Lack of expertise (System)	• Knowledge Share (Group)

4.2.1.3 Internal communication

Airport Case 1 gives utter importance to transparency and clear communication with the

stakeholders as a result of this. For this aim, Airport Case 1 has developed a framework

which describes its stakeholders and the channels used for the communication.

Employees are described as one of the key stakeholders and different channels are used

to reach employees. Through their employee satisfaction report the company follows

changing employee demands and gathers their ideas and recommendations. The

gathering of offices in a single building in 2010 has improved communication among

different branches of the company. Airport Case 1 also targets mutual communication

and develops many tools for this. In addition to conventional channels like e-mail, one

of the channels used by Airport Case 1 is Yammers, which is a social network used in the

corporation. Sustainability related issues are also addressed in the corporate magazine

called Newsport. HR department has developed a tool called Ideaport which is an online

portal for brainstorming and sharing ideas on a theme. For instance, Participant 4 states

that the latest theme for Ideaport was stated to be productivity. The best ideas are

selected and rewarded by the company.

Through these channels the company shares achievements, activities, and

expectations of the employees. The company pays attention to the use of organized and

well-supplied communications because it finds abundant advantages in it. Sharing of

best practices encourages other members of the company to follow these practices. This

open communication also increases awareness and satisfaction among the employees

and it increases motivation and operational productivity in an indirect way.

> In our company, we work for our employees. We conduct internal
> communication activities for increasing motivation and awareness among people
> in the company. We also believe that, this increase reflects on the employee
> satisfaction and operational productivity. (Participant 4)

Table 19. Internal Communication for Sustainability in Airport Case 1

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Corporate intranet	Achievement	Motivation
		Website	Activities	Awareness
		Ideaport	Employee Roles	Efficiency and Satisfaction
		Training		Understanding Employees
		Satisfaction Survey		Transparency
		Posters		

4.2.1.4 Engagement

Airport Case 1 views engagement happening as a result of employee satisfaction, therefore it aims to increase satisfaction and anticipate this satisfaction to lead to engagement. The company monitors employee satisfaction and employee turnover closely and measures them every two years. Participant 5 reports that the employee turnover rate is low and in terms of employee satisfaction Airport Case 1 is above sector average and also country average. According to the participant, the satisfaction rate is 66.9% for 2015, while the general average for Turkey is 60.4%. The company states to offer its employees a competitive salary and good social facilities. For the case of sustainability and other innovative ideas, there is a reward system in the company to motivate the employees.

Lack of awareness is seen as a hurdle on the way towards sustainability, therefore engagement programs are dominated by awareness raising activities. Awareness and action at home is aimed to be increased with the help of a handbook prepared by the company in which practical solutions and information that can be applied at home is stated. The company primarily aims to increase awareness through the handbook and aims this awareness to lead to action in return. The sustainability report is also seen as a means of building awareness for all the stakeholders including the employees. Awareness at work is sustained through communication and trainings.

To engage employees for action at work, sustainability related key performance indicators (KPIs) are not yet used for all employees but only for those whose jobs definitions include sustainability. Sustainability is not yet integrated into daily works of

all employees. Overall, the company firstly aims to deal with creating awareness and turn this awareness into action later on. A handbook was developed primarily for creating awareness and it is expected to help creating action as well. As seen in table 21 the focus is on developing awareness and there is only one strategy specifically developed for creating action at work or home.

Table 20. Sustainability Engagement Programs in Airport Case 1

Awareness at home	Awareness at work	Action at home	Action at work
Training	Sustainability Report Handbook Training	Handbook	Handbook Performance Evaluation

4.2.2 Airport case 2

The company was established by Turkish Airlines in 1933 to provide ground services. The company began to provide ground services for other international airlines in 1958. In 1987, the company was divided into two while one started managing airline food operations, Airport Case 2 manages ground services. Along with privatization policies, the company was owned by different stakeholders like Ciner Group in 1995, Swissport in 1998 and HSBC Investment in 2010 and finally in 2012 100% of the shares were owned by Airport Case 1 Airports Holding. The company has operations in 36 airports, 8 of which are abroad with more than 3000 employees and 1000 motorized vehicles.

4.2.2.1 Organizational sustainability

Airport Case 2 started its sustainability journey in 2010 with the founding of Integrated Management Systems Department in the company, as a result of the need to bring

together the management of environmental, social, economic and ethical issues. The commitment to sustainability in the company is stated to be initiated by interaction between the CEO, top management and middle managers. With the support from the senior management, the organization started to move towards sustainability with the drive of developing their stand on compliance with legislations.

The organizational system of sustainability is controlled from the headquarters of Istanbul. Airport Case 2 General Manager is in charge of sustainability management, who is supported by a sustainability committee. The committee is composed of Integrated Management Systems Manager, OH&S Coordinator and corporate communications manager. In addition to the committee in Istanbul, there are groups of employees who are responsible for sustainability in operations. These people are called Integrated Management System Officers and they support the committee with implementing decisions taken by the committee in other locations.

The company first started to collect data on sustainability in Istanbul, Ankara and Izmir as a pilot project. After pilot project implementation in these three cities, a framework was drawn for data collection. And all other departments and operations started to collect and feed data to the system. With these initiatives, the first and only sustainability report that the company was published in 2013.

In terms of environmental sustainability, in 7 airports out of a total 24, the organization holds the certificate of "Green Organization" offered by Civil Aviation General Directory. The title forces the organization to keep track of issues such as waste disposal and green-house gas emissions. Airport Case 2 receives tax reductions as a result of having this certificate. The company implements ISO 14001 Environment

Management System and ISO 14064 Carbon Management System. The company works together with its competitors in the airport to optimize the route for buses that collect waste so that all companies reduce their cost and gas emissions.

Other sustainability practices of the company include use of fuel-efficient vehicles for transport, LED lamps in stations, personnel service buses and road optimization for the buses. To address greenhouse emissions, the company replaced diesel-operated equipment system with battery-operated equipment at various points and hot water and electricity were produced using solar energy at stations. To compensate for the emissions, the company also plant trees. For waste management, Airport Case 2 is in compliance with the legislations as a minimum condition. To cite an example, special protective areas were built for storing dangerous wastes, absorption banks were replaced against spills and leakages.

As the Participant number 6 stated compliance with the legislations is a must for the company. With environment and safety related certificates that the legal authorities demand, the company aims to increase its efficiency and also gain cost savings.

For human sustainability, the company addresses both customers and employees. The company takes into consideration different human aspects such as the effect of jobs on human behavior and, effect of this behavior on OH&S. To give an example, the work clothes of blue collar workers were determined after trying every possible choice to make the employers feel more comfortable at their jobs. OH&S is taken very seriously and the company develops numerous tools for preventing injuries and fatalities. There is a voluntary safety reporting system on the website and obligatory OH&S trainings are given to employees. The employees are given sign language training to increase

efficiency at work. The company holds certificates of OHSAS 18001 Organizational

Health and Safety, and ISO 10002:2004 Customer Satisfaction and Compliant

Management System.

"Unimpaired Airport" (Engelsiz Kuruluş) is a certificate given by Civil Aviation

General Directory in which all the facilities are redesigned for disadvantaged people. For

this certificate, Airport Case 2 worked on developing a product suitable for

disadvantaged passengers. The flyers and hand-outs for the passengers are printed in

Braille Alphabet. Participant 6 says that Airport Case 2 aims for employing qualified

disabled people and the number of disadvantaged employees is beyond the 3%

percentage demanded by the law. HR department is stated to receive training on how to

make recruitment interviews with the disadvantaged employees.

For the success of managing the human aspect of sustainability participants number

6 and 7 have indicated to the significance of organizational culture. Through the years,

the company has gone through various interventions in terms of management and

developed a detailed HRM system. There is a wide range of voluntary and compulsory

trainings offered by the HR department. Sustainability trainings are compulsory for

Integrated Management System employees and other employees can receive voluntary

trainings regarding environmental management. Additionally, the communication

channels to reach employees and to receive their ideas, opinions and concerns are

multiple and rich.

> We are company which most of the employees are blue collar workers. For this
> reason, we try not to use the term sustainability. It's a business jargon. However, we
> want to show it to our employees through projects, posters, guides and handbooks
> the importance of sustainability issues using a simple and a clear communication.
> (Participant 6)

Table 21. Sustainability Issues in Airport Case 2

Environmental Sustainability	Human Sustainability
• Compliance	• OH&S
• Energy Savings	• Safety
• Water use	• Compliance
• Waste management	• Training
• Emissions	• Community Investment
• Green Company	• Equal Opportunity for Employees
• ISO standards	• Unimpaired Airport

4.2.2.2 Resistance

Airport Case 2 workforce consists of large number of blue collar workers who work in the field (300 of the total 400 employees). The resistance and barriers mostly seem to arise from this group of workers, as the white collar workers are used to change and adapt their behaviors more easily. The company that was privatized and changed ownership more than once in its history, is accustomed to organizational change processes. For white collar workers, it is easier to conceptualize sustainability as they have higher education levels than blue collar workers. However, the abstract concept of sustainability and changes made to blue collar workers' job definitions have puzzled them and caused them to have difficulty to fit it into their jobs.

At the organizational level the company has felt restrictions due to the scarcity of the Turkish reading materials which limit sharing of knowledge with local employees. The participant number 6 stated that sustainability concepts must be adapted for local context, as it is difficult to apply what large multinational corporations are implementing

as they are. At the organizational level the company is restricted in its environmental

practices because the rights to operate are given by the government. The company uses

the energy sources that are offered by the government. In this regard, turning to

alternative energy resources and cutting down on the energy purchase from the

government can negatively affect the relations.

 To manage the resistance successfully, the company uses communication tools to

underline the benefits of change. The participant number 6 states that a simple language

should be used with the employees for better communication of sustainability. The

importance of sustainability (explained in section 4.2.2.3.) is stressed to the employees

through communication channels. Sustainability is not among the company values, but

awareness is created through projects. To reach blue collar workers, representatives are

invited to sustainability project meetings. Being backed up by the top managers is

considered to be an important determiner for the success in managing resistance and

barriers. The support from the top management makes it easier for the participant

number 6 to do her job.

Table 22. Barriers Towards Sustainability in Airport Case 2

Sources	Strategies
• Reluctance (Individual)	• Empowering employees through projects (Group)
• Lack of support from aged employees (Group)	• Top management commitment (System)
• Lack of awareness among blue collar workers (Group)Co-opting (Individual - Group)	• Communication (Individual - Group)
• Lack of instruments and tools (system)	
• Legal Constraints (External)	

4.2.2.3 Internal communication

Building dialogue is an important factor for effective communication at Airport Case 2. Employees are stated to be the most important stakeholder in the 2013 company sustainability report. The employees are the group for which the most channels are used for creating dialogue. Performance Evaluation System and Employee Satisfaction Survey are the two major channels for creating dialogue. In the newsletters and the corporate magazine, issues such as trainings, OH&S practices and green stations are shared. With the meetings held twice a month, all corporate issues including sustainability are discussed.

Airport Case 2 aims to communicate with all the employees in different geographical points with many channels and methods. Through 9 Integrated Management Officers, all employees are reached on issues of sustainability. An open communication is built thanks to those different channels such as toolbox meetings, weekly meetings, monthly OH&S meetings and, quarterly top management meetings. At certain points of the buildings, LCD screens are used to connect with the employees. Corporate Communications Department also places posters inside the company building to convey messages. Aside from using formal channels of communication the company puts emphasis on face-to-face communication. Face to face meetings are held with blue collar representatives, who then communicate these messages with their groups. People can report online safety problems they encounter anonymously. Feedback is stated to be very important and they aim to develop new tools for getting feedback.

All operation points are visited, feedback from employees are received and reported two times each year by the Integrated Systems Management team. Top management

includes themes of sustainability in their speeches when addressing employees at meetings. It is stated that managers receive the message on the significance of sustainability to the organization and aim to implement it in their own processes.

The messages being conveyed are announcements, the aims of projects and the outcomes of these projects. "How" to do part is learned when people are working on the job or being a part of the project. The organization holds the idea that a good communication leads to engagement and awareness, minimizing the risks on the business.

Table 23. Internal Communication for Sustainability in Airport Case 2

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Performance evaluation system	Benefits, Reasons	Getting Awareness Loyalty
		Employee Satisfaction Survey	Activities,	Announcement
		Online Portal	New developments	Participation
		Newsletter	Targets	Minimizing risk
		Coordination Meetings	Employee Roles	Feedback
		Workshops		
		Trainings		
		Audits &Visits		
		Posters		
		LCD Screens		

4.2.2.4 Engagement

Airport Case 2 pays attention to its human capital as presented above. As a policy of its HRM, Airport Case 2 puts importance on the OH&S of employees. HR policies are in accordance with corporate ethical values and employees are supported in developing qualities that are required by their jobs. Company offers trainings under two headings; OH&S trainings, which are technical in nature and personal development trainings such as communication, management and leadership skills. Employees also receive training starting their first day at the company. The average training hour per person is 66 for

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white-collars, 32 for blue collars and the employee satisfaction is 3.1 out of 5 (Airport

Case 2 Sustainability Report, 2013).

Open-ended questions regarding different subjects such as transportation services,

corporate image and internal communication are used in the survey in order to receive a

fuller feedback from employees. The survey results are examined in detail for each

location and corrections are made based on the responses received. As a result of such

initiatives, Participant 6 states that the turnover rate in the company is below the sector.

The sustainability initiatives are also stated to contribute to employee satisfaction

and commitment. More people are stated to participate in the projects compared to

projects from 5 years ago. In terms of engaging employees, the company aims to create

both bystanders and participating employees because employees from different groups

have various awareness levels on the subject.

> For raising awareness, we used all the tools in hand, visual ones, and documented
> ones. For instance, we placed screens at all our airports and informed the people on
> issues such as safe equipment use, operational safety, and waste management.
> (Participant 7)

For creating bystander employees the company uses trainings intensely, supported

by communication channels. All employees are trained on sustainability issues as a part

of quality management program. Creating awareness for the employees is not enough,

and they aim to inform their families as well. Employee children are informed about the

business with projects to increase awareness at home. To give an example, in a project

employee children were hosted in the airport and informed on what the company and

their parents do in a day exactly. The objective was to get a deeper sense of the company

and the effect of the job on their parents. The company also believes that if awareness at

work can be achieved, employees will reflect this behavior at home as well.

Effort for engagement is on creating participating employees both at work and at home. The company uses communication and training for creating participants in its sustainability efforts. The Sign Language training of the employees, the disadvantaged people recruitment project and the training for this are some examples. Sustainability is also used in job performance criteria for sustainability-related employees. And the success on the criteria is rewarded by the company. Voluntary activities together with NGOs are also encouraged for employees who are willing to create value for the society. Different locations can organize different volunteer activities. While one location visits elderly people, another location can be helping foresting of an area.

Table 24. Sustainability Engagement Programs in Airport Case 2

Awareness at home	Awareness at work	Action at home	Action at work
Awareness at work,	Posters		Voluntary Safety Reporting
Training Employees	Handbooks		Performance Evaluation
Children	Communication		Sign Language Training
Training	Channels		Communication
	Company Value		PRM Friendly Company
			Qualified Disabled Employment Project
			Voluntary Projects
			Reward system

4.3 Accommodation sector

In the research, the sample for accommodation sector covers 2 hotels; one national chain hotel and one resort hotel which is chain of an international hotel group.

4.3.1 Accommodation case 1

The holding company that owns Accommodation Case 1 is an enterprise which has one of the local chain hotels in Turkey. The holding company also has operations in other industries such as energy and construction. The holding manages Prizren International

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Airport and handles the distribution of electricity in Kosova. The construction company

of the holding company operates in Albania, Cyprus, Egypt, Iraq, Pakistan, Macedonia

and Saudi Arabia. More than 30.000 employees work in 8 countries in 8 different sectors

for the holding company.

The company was founded in 1976 as a construction company. Later,

Accommodation Case 1 started to operate in accommodation and airport management

sectors successively in 1995 and 2008. Their hotels have more than 1500 employees

with approximately 3.7 million dollar income. The company is currently the fifth biggest

chain hotel in Turkey with 8 hotels. In terms of sustainability, the company signs the UN

Global Compact and has membership to Sustainable Development Foundation.

4.3.1.1 Organizational sustainability background

Accommodation Case 1 acts under three main principles to create value; responsible

economic growth, respect for the environment and public wealth. A coordinated effort

for sustainability management has started at corporate level for gathering together the

individual efforts of Accommodation Case 1's establishments. For instance

Accommodation Case 1's tourism sector businesses have been involved in initiatives of

forestation and construction sector businesses had obtained carbon emission certificates.

With the initiation of the top management, sustainability is expected to set a framework

for the entire holding. The approach to sustainability from the company perspective is,

meeting today's needs without threatening the needs of tomorrow (Accommodation Case

1 Sustainability Report, 2013).

The sustainability management practices and reporting is managed by the Corporate Communications department in the company. The holding is under the process of building a shared structure for sustainability in which each sector has a responsible person for sustainability that are also part of a larger committee at the top management level. Sustainability practices are followed with meetings conducted among sustainability representatives of sectors. In those meetings, workshops are held and different sectors share their practices for sustainability. Overall sustainability is perceived to create value for the stakeholders and the organization with an increase employee loyalty.

The maturity level and priorities of sustainability initiatives show differences among businesses of the Accommodation Case 1. Institutional environment differences set sustainability priorities of each sector in another way. To illustrate, compared to tourism industry, the sustainability performance of the company is better with more diverse activities such as carbon measurement in construction industry.

For human sustainability, the company is closer to Efficiency level. The core of the human sustainability is seen to be customers, as customer satisfaction is stated to be the key for success of the hotel group. To give an example, Turkish courses are organized for foreign guests staying at the hotels. Customer satisfaction surveys are collected regularly, the results are monitored and corrective actions are taken accordingly. The customer satisfaction for the hotel group is at 96% (Accommodation Case 1 Sustainability Report, 2013).

Activities regarding the employees seem to stay for efficiency with compulsory OH&S trainings and the rights that the government gives to employees to increase

productivity. At this stage, people are viewed as a significant resource to be used as productively as possible. For example; in addition to OH&S trainings, employees are also given a specific training on how to be more environmentally-sensitive while doing their job to increase efficiency. For this aim, employees are also trained on better using technological equipment. For example, kitchen staff is trained on using water and energy more efficiently, and housekeeping employees are trained on use of detergents. Those trainings are stated to have impacts on time and energy savings.

Most activities that are designed as CSR activities can be classified as more philanthropic activities. The company makes donations to different charities and organizes campaigns such as support of young children's education in the locations it operates. The company also aims to create employment of the locals through the operations it handles in the locations.

The group hotels aim for getting certificates to prove environmental commitment practices for customers. Accommodation Case 1 Atlantis Hotel received "Sustainable Tourism" award given by Travelife in 2010; in 2014 four hotels received "International Environmentally-Friendly Facility Travelife Gold" award. The Green Star project of the Turkish Culture and Tourism Ministry is also regarded as important for improving efficiency and attracting customer attention. 5 hotels out of 8 are certified as Green Star hotels meeting certain criteria under General Management, Training, Arrangements in the Bedrooms, Environmental Compliance, Ecological Architecture, Energy, Renewable Energy, Water, Detergents and other services.

Carbon emission of the company is measured and necessary precautions are taken for reduction. For the hotel group, the precautions seem to be chosen from the

ones which have immediate cost effects. Some activities are LED lighting, solar panels

for heating water, water-efficient taps, fan-coil air conditioning which decreases energy

use. The changes are mostly aimed for decreasing energy use and getting cost savings,

not for managing energy effectively. To reduce water use, wells are used for watering the

garden. Hazardous materials such as batteries, lamp, and oil are separated and submitted

to a third party company for recycling.

Table 25. Sustainability Issues in Accommodation Case 1

Environmental Sustainability	Human Sustainability
• Certificates and Awards	• Customer Satisfaction
• Energy Savings	• Safety
• Water use	• Compliance
• Biodiversity	• Certificates and Awards
• Emission	• Corporate Social Responsibility

4.3.1.2 Resistance

The participant number 8 states that people can agree upon the importance of the

concept of sustainability easily. However, the company experienced challenges in the

process. They express that resistance in the company was initially experienced in the

individual level when company attempted to start sustainability practices. Employees

were given new set of responsibilities, which like in other case companies have

increased the workload of employees. On the group level there was no identified

resistance or barrier but organizing various groups for data collection was a challenge

for the organization in the system level. As the company is a large corporation which

includes businesses operating in several sectors, the standardization process is stated to

take time because of the abundance of data. Collecting accurate data, learning the

reporting process and putting together all the data in a meaningful way required a systematic approach. Participant 10 states that the resistance towards sustainability was not unwillingness but rather a problem of prioritizing it among other duties.

> We experienced resistance at first when we were working on releasing our first sustainability report. People started to take on new responsibilities and a new workload emerged. Collecting data, communication process during data collection were also difficult. (Participant 8 & 9)

In order to manage the resistance active communication was used for persuading employees. Workshops and trainings were used when the company faced resistance as it decreased the communication gaps. The individual level resistance is reported to decrease with the raising awareness and the organization prefers not to intervene with the resistance among employees in the initial stages. The organizational level communication problem is planning to be tackled through establishing sustainability committee for developing a corporate system for sustainability in which a central committee which is composed of representatives from different sectors take place.

Table 26. Barriers Towards Sustainability in Accommodation Case 1

Sources	Strategies
• Reluctance (Individual)	• Communication (Individual)
• Lack of communication (Group -System)	• Persistence (Individual)
• Lack of a system (System)	• Negotiation (Individual)
• Bureaucracy (System)	• Corporate Sustainability System (System)

4.3.1.3 Internal communication

Sustainability initiatives of the company are communicated to employees primarily through sustainability reports. In addition, the company utilizes other communication

tools such as one-to-one interviews, group meetings, trainings and surveys. A survey is conducted to officers to receive feedback on the sustainability initiatives. Through this questionnaire, very detailed feedback is collected. Top management representatives get together regularly to discuss and collect data for the reporting. In those meetings, which are sometimes conducted in the form of workshops,   business sector representatives present their best practices to the others.

The second sustainability report of Accommodation Case 1, which was released in 2015, defines employees as internal stakeholders and presents the channels for communication as; corporate portal, yearly performance evaluation meetings, monthly OH&S meetings, and yearly satisfaction survey. In addition to surveys and the online corporate portal; e-mails and workshops are used for a two-way communication concerning sustainability issues. The messages conveyed in these channels are often about general rules and plans. Current activities and directives and employee tasks are shared through e-mails. The expected outcomes for a well-managed communication are to take employee support and raise awareness.

Table 27. Internal Communication for Sustainability in Accommodation Case 1

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Report Workshop Website Meetings Satisfaction Survey E-mails Training Intranet	Activities Employee Roles Suggestions	Knowledge Share Suggestions Understanding Concerns Awareness

4.3.1.4 Engagement

Employee satisfaction is measured regularly and it is stated to be high by the Participant 10. In addition to general satisfaction, the first sustainability report was effective in raising awareness among employees but the second report is expected to increase employee commitment to sustainability practices of the company.

The company aims mostly work-focused engagement through its reporting, workshops, trainings. Those initiatives are primarily on developing bystander employees. The by-stand engagement is expected to create participative employees thanks to voluntary initiatives and sustainability engagement at home. For example, general environmental trainings at work resulted in employees' bringing waste material from home to work for recycling. As a result of communication and training, employees can go beyond their environmental responsibilities. For example, employees collect batteries from the wastebaskets that the customers ignore to give, although it is not obligatory to collect them.

> We pay special attention to training our employees. For example an employee who works in the kitchen is trained to use the equipment as effectively as possible. These kind of trainings are very beneficial. People also practice what they learnt at home. They bring the batteries at home here for recycling. (Participant 11)

Although, awareness was low in the beginning, now employees come up with ideas for implementing sustainability practices at work. One of the examples given by Participant 11 is proposal of one employee's collecting the florescent lamps at work with gloves instead of bare hand. To increase awareness at home, a field trip was organized to visit the botanical park and plant trees with employees' children. Sustainability is a criterion for recruitment just for those whose job description covers sustainability issues.

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Table 28. Sustainability Engagement Programs in Accommodation Case 1

Awareness at home	Awareness at work	Action at home	Action at work
Forestation Training	Reporting Sustainability survey Workshops Recruitment Company value and mission Communication	Training Action at work	Performance evaluation Training Communication

4.3.2 Accommodation case 2

Former Accommodation Case 2, is a four star hotel in Muğla, in the touristic southern part of Turkey. The hotel is established in 1989 and currently named as TUI Blue Sarıgerme Park. The total area of the resort hotel covers 140.000 sq. meters. The regular bed capacity for the hotel is 746 with 373 rooms. Although the hotel hosts domestic tourists, most of the tourists are foreigners from European countries like Germany and Russia.

4.3.2.1 Organizational sustainability background

Participant number 12 states having awareness on environmental issues and acting upon them is a part of the organizational culture of the hotel. The facility attracts many tourists from countries like Germany and other European countries. For this reason, European tourists have a demand for sustainability practices from the hotel. The hotel is renowned for its environmental sustainability among other TUI hotels and has been named as "TUI Environment Champion" for 7 consecutive years. The hotel also holds pine tree environmental awards given by the Turkish government (Ozgen, Tukelturk & Percin, 2008). The environmental activities of the hotel dates back to the year 1991, shortly after it was built. Initially they have started with waste management but later

with the ISO 14001 certificate, the hotel started the environmental documentation process in 2000. For initiating ISO process, the company made use of a consultant for training employees on developing procedures (Ozgen, Tukelturk & Percin, 2008). In this process, the hotel developed project with Stuttgart University for the treatment of wastewater. The waste food disposal system and the system for treating wastewater is managed in one system with the project. The waste food is used for the nutrition of bacteria which treat the wastewater. Some of waste food is sent to animal farms nearby. Waste separation process has become more detailed with separation of food, paper, hazardous waste, battery, diapers etc. In addition to separation at source, one employee is only responsible for controlling and re separating the waste in a store for separation. The hotel extends its environmental expectations to it suppliers and supports them with trainings. Suppliers are also audited with regular checks.

> Sustainability is a company policy for us. We already have certain criteria for sustainability and measure them, such as energy consumption, waste management, the rights given to employees etc. The facility is always under a renovation process. For instance, we plan to stop watering by hand by building a system. For supply chain, we always make regular audits to them to control a checklist and give short training sessions. (Participant 12)

Table 29. Sustainability Issues in Accommodation Case 2

Environmental Sustainability	Human Sustainability
• Certificates and Awards	• Customer Satisfaction
• Waste Management	• Employee Satisfaction
• Wastewater Treatment	• Safety
• Waste food management	• Compliance with laws
• Supply chain management	• Employee Training
• Academic partnerships	

For human sustainability, employees are seen as an important asset in the company for both organizational sustainability and the environmental sustainability. The satisfaction surveys and face to face interactions allow the employees to voice their opinions and concerns and search for alternative solutions with their managers. In the Mediterranean region it is common to find illegally working seasonal labor in the tourism sector, and some hotels explain this as part of their cost reduction strategy in a highly competitive market. However for TUI Accommodation Case 2 this is not an option for beating competition and the hotel fulfills its legal obligations in regards to its labor workforce. The hotel goes beyond legislation by providing educational aid for families, double salaries, employing disadvantaged people above the required levels. In a high turnover industry, the hotel is able keep its employee turnover low. Management gives importance to employee trainings for development, and there are continuous trainings throughout the year in the hotel. Participant number 12 emphasizes the indirect effects of a low turnover rate on trainings being more effective. Each year the trainings are improved with more relevant and detailed information.

4.3.2.2 Resistance

During an organizational change process, resistance can occur at three different levels. Accommodation Case 2 has experienced resistance against sustainability implementation at all three levels. For the first level, individual resistance has occurred due to lack of awareness and the extra workload sustainability brings. The hotel is aware that for a successful environmental performance, the employees should be involved in the process. For this aim trainings and voluntary involvement in company's

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environmental activities gain importance. As a voluntary activity, employees in the hotel get together for a general cleaning of the facility by collecting the trash. Moreover, as a voluntary activity the employees support the municipality for cleaning Sarıgerme beach, and the hotel provides food and materials during such activities. During the employee trainings practical information is provided with lots of demonstration such as measuring individual carbon footprint.

The second level of resistance comes from groups. Accommodation Case 2 experienced resistance from its suppliers because it demanded its suppliers to meet certain environmental criteria such as ISO 14001. Although it caused difficulty for the suppliers to change, Accommodation Case 2 assisted the suppliers in the transition process by providing guidance and trainings. When the suppliers meet the desired standards, the hotel continues its business with them and keeps monitoring the suppliers through regular checks.

For system level, the resistance is due to financial capital that the sustainability practices require. For ISO 14001 meeting the requirements and even the certificate itself needs capital. The company hires employees for separating waste. Also, solar panels in the hotel have an installation and maintenance cost. However, top-management support makes it easy for the company to spare a budget for environmental activities. Additionally, Participant 12 says that new governmental regulations about collecting waste is stated to make measurement of waste harder for the hotel, as the municipality sends vehicles collecting waste for hotels in an area as a group, not just for one hotel.

Table 30. Barriers Towards Sustainability in Accommodation Case 2

Sources	Strategies
• Extra-burden (Individual)	• Training (Individual -group)
• Lack of awareness (Individual)	• Voluntary Activities (Individual)
• Suppliers (External)	• Communication (Individual)
• Financial burden (System)	• Audits (Group)
• Government Regulations (External)	• Top-management support (System)

4.3.2.3 Internal communication

Internal communication structure in the company is provided mainly via e-mails,

meetings and traditional face-to-face dialogues. The hotel also uses boards to reach

employees and guests. The cafeteria for the employees is used as an announcement tool

with the environmental board. Though the bulletin board in the cafeteria, each employee

has access to information what the hotel has achieved for environment such as TUI

championships, environmental news from local newspaper, food security policy etc.

Also, the entrance of the hotel is used for announcing the environmental policy of the

hotel, the awards that hotel received, and the environmental practices of the hotel. In

weekly top management meetings managers get together to discuss the weekly agenda.

The messages being conveyed are achievements and practices. The hotel aims to

keep the employees updated through these communication channels. As it is believed

that, if they are informed and keep updated, they will be more involved in the process. If

they are engaged in the course of action it will increase the acceptance and allow

awareness to flourish. Participant number 12 states that through communication the

company aims to raise awareness on environmental issues, which affects both work and home.

Table 31. Internal Communication for Sustainability in Accommodation Case 2

Participants	Direction	Method	Content	Purpose
All employees	Two-way	Bulletin Board for Announcement Environmental policy of TUI E-mail Meetings F2F communication	Activities Achievements Tasks	Awareness Acceptance Informing

4.3.2.4 Engagement

Sustainability has been one of the TUI priorities and Accommodation Case 2 has won many championships among TUI hotels. It is seen that the hotel is tied to environmental awareness strongly. When hiring employees especially for positions which have impacts on environmental management, an experience in similar position is desired. For other employees, the company provides necessary training to make employees reach a certain degree of environmental awareness.

For awareness at work the company makes use of trainings along with voluntary actions. The employees are motivated to get involved in environmental programs such as "Let's do it Mediterranean" project by the local municipality. In the project the hotel also supported the local students to raise their awareness. Field visits from local schools are also motivated for increasing public's awareness. The hotel guests are also informed on the hotel's environmental practices through notice boards, nature walks etc. The hotel plants trees for customers who stay in the hotel up to a specific number of days to raise customer awareness.

For making employees act upon sustainability, the main source is voluntary actions and awareness through trainings. In a doctoral thesis study on Accommodation Case 2 (Ozgen, Tukelturk & Percin, 2008)it is stated that, hotel administration work for creating employee participation in environmental issues with continuous trainings and human resources department's reviewing employee job descriptions based on the task and environmental roles and responsibilities.

> In the trainings given to employees and suppliers, we inform the participants on energy-saving practices, achievements as well as hotel environmental policy and organizational health and safety policy. (Participant 13)

Each year through different projects, the hotel aims to motivate its employees for environmental action. The action at work also displays itself at home and employees also bring their waste from home to hotel for proper separation. For the hotel guests, the company also motivates them to use less electricity, to separate their waste, use the towels more than one day. The awareness gained at the work is stated to effect awareness and action at home because employees bring waste-materials to recycle at work.

Table 32. Sustainability Engagement Programs in Accommodation Case 2

Awareness at home	Awareness at work	Action at home	Action at work
Training	TUI awards	Training	Voluntary Activities
Awareness at work	Voluntary activities	Awareness at work	Training
	Trainings		Awareness
			Projects

CHAPTER 5

DISCUSSION

Human factor in change towards sustainability is an overlooked field within the

literature. It is argued that human factors have significance in change management

practices and can define the success of the initiatives by generating advantages or

obstacles. This research analyzed how three human factors; namely resistance, internal

communication and engagement are managed by tourism companies from different

sectors when they are aiming for higher levels of sustainability performance. The

findings examine the strategies for managing three human factors; resistance towards

change for sustainability, communication of sustainability, engagement towards

sustainability.

5.1 What types of strategies do tourism companies develop to manage resistance during

        change towards organizational sustainability?

Organizational Change Theory (Lewin, 1947) notes that during transition to

sustainability, employees feel insecure because they are unsure about how to proceed.

Lozano (2013) argues that individuals can experience fear or despair about the needed

change when they are confused about how to deal with the change and barriers need to

be analyzed to discuss the strategies. In this regard, all case companies experience

resistance at the individual level. Air Management 1 states that the operations were slow

because there were times when the employees did not understand what the next step

was. In the change process, the employees may need to adapt to new conditions with

new routines and responsibilities, which can cause resistance. In five case companies, the employee's initial reaction towards change was resistance or unwillingness due to extra workload it brings. This result is in line with Verhulst and Boks' (2012) study in which they found that the resistance towards sustainability is not directly to the concept itself but rather to the extra burden that it causes. Furthermore, all case companies stated that they have resistance or difficulty in the beginning of sustainability implementation. Therefore, it is possible to explain the cause of resistance was not to sustainability, but the extra responsibility that change brings or lack of a system and communication.

On the other hand, it is seen that lack of awareness is a specific sustainability barrier as it is shown by Lozano (2013). 4 of the companies regard it as a barrier for sustainability. Although the literature shows that the resistance is not to the sustainability concept, the study shows that the resistance is due to the concept itself which requires awareness and training. The literature warns us that for sustainability change the mentality of the employees also need to be changed. As shown in table 33, most individual resistance is from level 1, which is idea itself. This also indicates that sustainability requires special management as individuals are still inclined to resist it, although they don't see the idea itself as something to resist.

For individual barriers, no barriers from Level 3, which is deeply embedded resistance which is resistance due to personal issues with the company not due to the concept itself; was encountered by the managers. On the other hand, this does not necessarily mean that there are no barriers from this level. It might be hard for managers to differentiate this type of resistance as resistance can show itself as silence (Maurer,

1996). Managers still need to develop strategies for this type of resistance because resistance can hide itself as passive resistance (Petrini & Hultman, 1995).

Table 33. Barriers for Change Towards Sustainability

		MICE 1	MICE 2	AIR 1	AIR 2	ACC 1	ACC2
Individual	Level 1	Awareness	Awareness	Awareness	Unwillingness	Unwillingness	Awareness
	Level 2			Extra-work			Extra-work
	Level 3						
Group					-Older employees -Blue collar employees		
System	Managerial						
	Organizational	Measurement					
	Supportive			Lacking Trained employees	Lack of tools	Lacking system	
	Historical						
	External		Government Policies		Government Policies		Government Policies

The organizational change theory (Lewin, 1947) advocates that resistance occurs due to the ways a system operates. All of the organizations in the study state that they have experienced resistance on the system level, which may be another reason why most companies have or target to set a framework in order to manage their sustainability implementations. However, there might be a lack of comprehensive understanding of resistance against sustainability. Lozano (2013) argues that resistance occurs at three levels. Table 35 shows the number of resistance sources and strategies for sustainability. Although case companies state system level and individual level resistance, half of the companies in the study claim that no resistance on the group level was observed. One reason for this might be the general focus on technical aspects of managing resistance on

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system level as mentioned in the literature (Bovey & Hede, 2001). Another reason might be the size of the companies. Larger organizations experience more resistance at the group level compared to smaller companies partly because in SMEs small numbers of employees work closely and the group-level resistance does not exist for this reason.

The study also revealed specific group barriers for sustainability change which is not encountered in the literature. As seen in the table 33, Airport Management 1 and 2 encountered barriers due to the age difference of employees, older and younger employees, and position of the employees, blue collar and white collar, employees. This indicate that age and position of the employee can also have an effect on how sustainability is understood and group-level barriers need to be further researched in the field of sustainability.

The literature tells us that sustainability is a concept which goes beyond company boundaries and governments have effects on integration of sustainability in the organizations. In parallel to this, it is seen that some governmental policies are seen as a barrier by the managers. On the other hand, specific governmental incentives on sustainability related issues help companies to better integrate sustainability.

Education and Communication are the highly used strategies against barriers to the change towards sustainability. Table 34 displays strategies developed against barriers for sustainability. In compliance with the barriers in individual level, managers are aware that first they need to deal with the lack of information for sustainability. On the other hand, not many strategies were encountered to manage sustainability barriers, this may be due to the low number of interviewees. However, top-management support is regarded as an important tool as it is indicated by half of the managers. Considering the

fact that interviewees are mainly from management level, this can have an effect on the

importance attributed to top management support.

Table 34. Strategies against Barriers for Change Towards Sustainability

		MICE 1	MICE 2	AIR 1	AIR 2	ACC 1	ACC2
Individual	Level 1	Education Facilitation	Education	Education			Education
	Level 2			Communication	Communication	Communication Negotiation	Communication
	Level 3					Power-coercive	
Group				Sharing Know-How	Co-opting Empowerment		
System	Managerial			Top-management	Top-management	Management System	Top management
	Organizational					Empowerment	
	Supportive	Giving Incentives					
	Historical						
	External	Changing Office	Government Incentives				

5.2 What types of strategies do tourism companies develop to manage communication

of sustainability during change towards organizational sustainability?

Communication is an integral part of a planned change. Organizational Change Theory

(Lewin, 1947) advices to use communication effectively during the change initiative, in

order for employees to be well-informed on the change's effects and benefits for them.

Klein (1996) suggests that companies can use multiple channels for communication so

that employees will have a higher chance of remembering the message. In parallel to the

literature, companies adopt diverse strategies for communication. As the number of

employees increase, the companies seem to develop multiple channels of communication. Small-sized companies like MICE Case 1 and MICE Case 2 adopt relatively fewer strategies. In addition to the effect of company size, the maturity level also impacts the communication strategies. As companies get more advanced in terms of sustainability development, the channels get more sophisticated.

It is revealed through within-case analysis that internal communication is the most common human factor that the case companies address, as it is seen a tool for both managing resistance and providing employee engagement. The involvement of sustainability managers with communication studies educational background can also have a role in this practice. According to Barrett (2002) the content of the messages should be customized in relation to the business units in a company.

As seen in the table 35, e-mails and meetings are the most common channels in communicating sustainability messages. In parallel with the literature, these two channels are seen advantageous because they are time and cost effective. We see that no specific channel is created for sustainability, it is delivered using the same channels used for other messages. On the other hand, the study shows that companies are beginning to integrate technology into their sustainability communication with the LCD screens and intranet systems.

The literature shows us that communication channels are important for conveying messages of the management but there should be channels for getting feedback from the employees (Reichers & Wanous, 1997). In this regard it is seen that two companies aim to get feedback and only two companies use employee surveys. In this regard, it is seen

that the companies lack the necessary feedback systems to manage communication effectively.

Table 35. Management Strategies for Communication of Sustainability

	MICE 1	MICE 2	AIR 1	AIR 2	ACC 1	ACC 2
Method	Meeting E-mail	Meeting E-mail	Poster Website Intranet Training Survey	Meeting Poster Intranet Training Survey LCD Screen	Meeting E-mail Intranet Training Website Report	Meeting E-mail F2F Bulletin Board
Content	Activities Benefits	Achievement	Activities Achievement Employee Role	Activities Employee Role Benefits	Activities Employee Role Suggestion	Activities Achievement Employee Role
Purpose	Awareness Announcement Engagement Efficiency	Awareness Announcement	Awareness Motivation Understanding Efficiency	Awareness Announcement Engagement Feedback	Awareness Understanding Feedback	Awareness Announcement Acceptance

Considering the content of the communication, most of the communication includes achievements, activities and benefits. However, the messages conveyed are in common and they are not department or employee-specific messages. Not addressing the employees in relevance to their departments or their businesses might lead the confusion and turn to resistance against sustainability.

5.3 What types of strategies do tourism companies develop to manage communication
       of sustainability during change towards organizational sustainability?

Organizational Change Management Theory advocates the idea that employees need to be engaged in the change through making them a part of change or other means (Lewin, 1947; Kotter, 1996). Table 35 shows case companies' management strategies to engage employees towards sustainability. In this regard, an open two-way communication is

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expected to reduce the resistance when the messages about benefits of sustainability and the employee's role in sustainability initiatives are clearly transmitted. In return, this open communication creates bystander employees The term bystander employee does not have a negative connotation, it means employees who are aware of the companies' sustainability practices and who appreciate those initiatives, however; those employees do not directly participate in sustainability practices in the company (Table 7). On the other hand, the participative engagement, in which employees are directly involved in sustainability initiatives, is created through bystander engagement after the employees are well-informed on sustainability and satisfied with its benefits. Building awareness is accepted as being the first phase of building participative engagement by the companies in the research. For developing better engagement strategies for sustainability, the companies should build knowledge on different types of motivations and identities that their employees possess (Milliman, 2013).

Table 36. Management Strategies for Engagement to Sustainability

		MICE 1	MICE 2	AIR 1	AIR 2	ACC 1	ACC 2
Awareness	Home			Training	Training Employee Children Training	Training Forestation	Training Awareness at work
	Work	Satisfaction Survey Communication Training Company Values	Communication	Report Handbook Training	Posters Handbook Communication	Report Company Values Survey	Voluntary Activities Training
Action	Home	Technological waste Disposal		Handbook		Training Action at work	Training Awareness at work
	Work	Reward System Competition Training	Communication	Handbook Performance Evaluation	Reward System Performance Evaluation Sign Language Training Voluntary Activities Qualified Disabled Project	Performance Evaluation Training Communication	Voluntary activities

More experienced companies manage employee engagement effectively by aiming for both participation and raising awareness of employees at work). However, because some organizations in the research are in the initial phases of sustainability management, they need to increase awareness with effective communication and education before creating participation. Although they aim for engagement, their main target is creating bystander engagement. After awareness is raised, to turn bystander employees into participative employees, companies make use of rewards and incentives. (See figure 1). Rewards can be very effective to engage employees into sustainability actively (Castellano, 2010). These rewards can be in the form of recognition (Castellano, 2010)

or monetary reward based on performance metrics (Savitz and Weber, 2013) or friendly competitions (Brighter Planet, 2010).
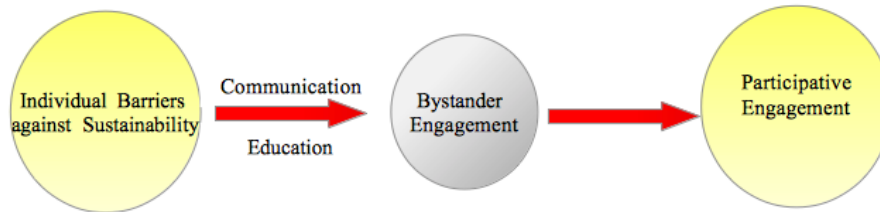

Figure 1. Human factor framework

However, it is seen that incentives are a neglected area among companies. Although, sustainability related issues are in performance metrics, only specific positions in the company is rewarded and rewarded. Although Airport Case 1 and 2 included sustainability into their key performance indicators (KPI) and reward systems, the practice is applicable only to those whose job definition cover sustainability management, and sustainability has not been made everybody's job, yet. However, global multinational companies like Unilever have included sustainability criteria into each employee's KPI long ago (Savitz & Weber, 2013).

Another area to be focused in creating participation is how to engage lower-level employees who are in the field operations level. As the study reveals, the companies work on getting participation from their office workers. On the other hand, the study revealed that blue collar workers can be a barrier for a successful change initiative and there should be metrics and strategies to engage those employees as well as white-collar employees.

Another reason why participative engagement is overlooked might be due to insufficient HRM participation in the processes. HRM's significance in sustainability management has been a discussed topic in the literature (Hatipoglu, 2014; Cohen et al., 2012). RBV (Barney, 1991) especially values HRM because one of the inimitable and rare resources of a firm is human resources and HRM has direct influence in shaping this resource. However, the case companies are ineffective in making full use of HRM. HRM has different functions to benefit sustainability management such as planning the personnel, hiring workforce, training, conducting performance analysis (Wirtenberg et al., 2007; Ehnert, Harry & Zink, 2014). The most common HRM function used among case companies is training programs with focus on communicating sustainability and raising awareness. One reason for ineffective use of HRM may be lack of full integration of sustainability into all departments, because only one or two departments control sustainability issues as noted in this study. Another reason might be a lack of collaboration between the departments. For instance, sustainability managers think that managing human related issues is a responsibility within the domains of HRM. However, HRM officers leave the sustainability engagement programs to sustainability officers as they regard it to be managed by them. Organizations need to develop collaborative strategies to cope with this ambiguity and create better-engaged employees with direct involvement in sustainability actions.

CHAPTER 6

CONCLUSION

This research aimed to gain an understanding on how six tourism companies in Turkey managed human factors in the process of change towards sustainability. To answer this question, firstly, it is seen that resistance can be stemming from different levels and lack of awareness, specific to the sustainability, is one of the major barriers. To manage resistance, companies develop strategies based on the barrier type, which include mainly, communication, education and top management support.   On the other hand, managing sustainability and human aspect require more than commitment from top level management or sustainability officers commitment, but there is a need for the middle managers' concern and company-wide awareness. Secondly, it is seen that for communicating sustainability, traditional channels like meeting and email is highly used in addition to a trend towards using technology with LCD screens and corporate intranet. However, the content of the messages shouldn't be missed by the managers as effective communication involves relevant and precise messages. In addition, channels for employee voice are ignored by the managers. Thirdly, for engaging employees, there is a hierarchy. Managers first feel the need to increase awareness through education and communication, following this step, participation channels are created. In this step, HR department has a crucial role because they have the tools and knowledge to create participative engagement.

6.1 Theoretical implications

The study pointed to scholarly research from recent literature and aimed to extend the earlier research on sustainability field. The literature review of the study states that the change should be managed with a planned strategy and pay attention to employees as the human resource provides a competitive advantage for the companies when well-managed. The Human factor framework (Figure 1) summarizes the findings of this study reflecting a deep sense of the human factors. The framework proposes that all three factors are highly inter-related and to engage employees with individual barriers towards sustainability, the companies need to first create awareness through communication and engagement. Although several studies study specific human factors for sustainability, there are few studies which study human factors from a holistic view and fewer studies which show inter-relations between the human factors. This study proposes that communication is used as a mediator for engaging employees but it should be backed up with education. However, after creating bystander engagement with communication companies may should develop different strategies of engagement when targeting their employees. It is seen that companies only use incentives and voluntary projects. While some companies directly work towards participative engagement, most companies build programmes on developing bystander engagement before employees are actively engaged in sustainability practices.

6.2 Practical implications

The research presents valuable understanding for professionals; firstly, by indicating the different levels of resistance. Secondly, the research alerts companies that

communicating too much may not generate the wanted consequences. The goal should

be reducing the resistance and increasing the engagement for the companies which aim

to manage human factors effectively (Verhulst & Boks, 2014). Communicating with the

employees and informing them is a tool and it is effective to clear the minds of confused

employees who know almost nothing about how to proceed during a change process.

However, the messages' being too broad and not relevant to employees cause confusion

and lead to resistance. Moreover, this first step through communication is not enough on

its own for participative engagement. When a connection between employees' daily

work and sustainability is created through education, a company can be considered as

being successful in engaging its employees towards sustainability. Managers should

consider the existing organizational culture and develop a new sustainability culture,

understand employee concerns and needs, align the new value system with the day-to-

day work. In fact, this research confirms the previous results that the resistance towards

sustainability is not related to the concept itself, rather it is mainly due the extra

workload sustainability initiatives bring. Thirdly, HRM can have an essential function in

creating committed employees and reducing resistance. HRM can be integrated in the

process in two ways. One solution is that HRM can provide the guidance employees

need during a change process. In addition, HRM can provide support during

implementation to overcome the resistance by using practices such as building green

teams, volunteer programs, offering trainings etc. HRM can also contribute

sustainability implementation processes by integrating sustainability into its functions

through practices like hiring employees with environmental awareness, adding

sustainability into employee KPIs, reward systems, developing sustainability surveys,

motivating employees to generate ideas for sustainability etc. The fourth conclusion which can be drawn from this study concerns the government. Tourism is a complex industry and the sectors in the industry interact closely with each other. In this regard, sustainability in the tourism industry can be achieved when all the sectors target to move towards sustainability. In this regard, when developing incentives for a specific sector, equal opportunities for other sectors within the industry should be created.

6.3 Future research

This research is one of the few studies which provide insight on human side of sustainability management in a service study. Including companies which have tourism businesses in Turkey, the study is specific to Turkey. On the other hand, the study mainly targets strategies that managers develop, a following research which considers employee attitudes towards these strategies would enrich this research.

Attempting to conceptualize change for sustainability, some questions that are raised as a result of the study remain unanswered. For instance, the specific HRM strategies which are used to transform bystander employees into participating employees should be researched. In addition, education is found to be a tool to create bystander engagement. Although this study focuses on communication. A specific study on the components of a successful education on sustainability could be beneficial for the practitioners. Finally, the sample in the present research consists of both SMEs and large corporations, in the future, studies can be conducted to understand SMEs' distinctive needs and conceptualize their management practices for sustainability and human-related issues.

SEMI-STRUCTURED SURVEY QUESTIONS

Questions	Key theme	Turkish
1	Can you inform me about yourself? Name? Background in the company? Age? Education? Tenure?	İsminizi öğrenebilir miyim? Kendiniz ve şirketteki geçmişiniz hakkında kısaca bilgi verebilir misiniz? Yaşınız? Eğitim Seviyeniz? Bölümünüz? Kaç senedir bu firmada çalışıyorsunuz?
2	What is your position in the company? What is your role regarding sustainability process in the company?	Şirketteki pozisyonunuz nedir?Sizin sürdürülebilirlik konularındaki görev ve pozisyonunuz nedir?
3	Can you simply define sustainability for your company in your own words?	Kendi kelimeleriniz ile basit bir şekilde sürdürülebilirliğin şirketiniz için ne ifade ettiğini ve tanımını alabilir miyim?
4	Can you inform me on the history of the company on sustainability? What was the motivation behind starting these initiatives? What kind of interventions were done on the system of the company?	Şirketin sürdürülebilirlik konusundaki geçmişi hakkında bilgi verebilir misiniz? Sürdürülebilirlik ile ilgili girişimlere başlamadaki motivasyonunuz neydi? Şirketin sistemine ne tür müdahalelerde bulunuldu?

Questions	Key theme	Turkish
5	What are your current sustainability activities? Can you give examples?	Sürdürülebilirlik konusunda şu anda neler yapmaktasınız? Örnekler verebilir misiniz?
6	Barriers for sustainability Have you encountered any barriers against sustainability efforts which are due to individual reactions? If so, what were these reactions? Have you encountered any barriers against sustainability efforts which are due to group reactions? If so, what were the reactions? Have you ever realized any barriers against sustainability due to organization's reaction in general? If so, what were the reactions?	Sürdürülebilirliğin şirket içinde uygulanması sürecinde bireysel tepkilerden kaynaklı engeller ile karşılaştınız mı? Eğer öyleyse, bu tepkiler nelerdi? Yine aynı şekilde, sürdürülebilirliğin uygulanmasında gruplardan gelen tepkilerden kaynaklı engeller ile karşılaştınız mı? Eğer öyleyse, bu tepkiler nelerdi? Peki kurumun genel olarak tepkisinden kaynaklı engeller ile karşılaştınız mı? Eğer öyleyse, bu tepkiler nelerdi?

Questions	Key theme	Turkish
7	Strategies to overcome barriers for sustainability? *What was your strategy to overcome these individual reactions? *What was your strategy to overcome these group reactions? *What was your strategy to overcome these organizational reaction?	Bireylerden kaynaklı engellerin üzerinden gelmek için ne tür bir strateji izlediniz, neler yaptınız? Grup kaynaklı engellerin üzerinden gelmek için ne tür bir strateji izlediniz, neler yaptınız? Kurum kaynaklı engellerin üzerinden gelmek için ne tür bir strateji izlediniz, neler yaptınız?
8	Methods for the Internal Communication *What types of channels or methods used for communication of sustainability issues?	Sürdürülebilirlik ile ilgili konuların iletişiminde ne tür kanallar ve yöntemler kullanılıyor?
9	Content of the Internal Communication *What kind of messages are conveyed in the communication process of sustainability?	Sürdürülebilirlik ile ilgili konuların iletişimi sürecinde ne tür mesajlar iletiliyor?
10	Purpose of the Internal Communication *What is your desired result or purpose of this communication of sustainability?	Sürdürülebilirlik iletişimi ile varılmak istenen sonuç ve ya hedeflenen şey nedir?
11a	Do you have strategic programs that are designed to increase your employees awareness and interest on sustainability and environmental issues in general or sustainability practices of the company?	Çalışanlarınızın sürdürülebilirlik konusunda genel ve ya özel olarak şirketin sürdürülebilirlik çalışmaları hakkında bilinçlendirilmesini, ilgi uyandırmasını hedefleyen stratejik programlarınız var mı?

Questions	Key theme	Turkish
11b	Is sustainability embedded in your Values?/ Do you include sustainability in performance measures (such as balanced scorecard)/ and employee performance measures?	Sürdürülebilirlik Şirket değerleri içinde bulunmakta mı? Sürdürülebilirliği performans ölçümlerinizde kullanıyor musunuz? (balance scorecard, KPI vb.)
11c	Is "being aware and/or interested in sustainability and environmental issues a criteria for hiring employees?	İşe alımlarda "sürdürülebilirlik ve çevresel konular ile ilgili olmak ve ya bu konularda bilinçli olmak" bir kriter mi?
12a	Do you have strategic programs that are designed to get your employees to play a more active role in sustainability at home or at work?	Çalışanlarınızın evde ve ya işte daha aktif bir rol almasını sağlayacak stratejik programlarınız var mı?
12b	Are there practices of the company in which employees are directly involved in sustainability practices? If yes, are they voluntary or company-wide?	Şirketin, çalışanların sürdürülebilirlik çalışmalarına doğrudan katıldığı uygulamaları var mı? Varsa, bunlar gönüllülük esasına mı dayalı yoksa şirket çapında mı?
12c	Are there any group of employees who are directly involved in sustainability practices such as green teams etc?	Sürdürülebilirlik çalışmalarına doğrudan katılan çalışan gruplarınız var mı, yeşil ekipler vb?
12d	Is there a reward system for employees who come up with ways to improve environmental performance?	Şirketin sürdürülebilirlik performansını geliştirecek fikirler üreten çalışanlar için ödül sisteminiz var mı?

APPENDIX B

EXPERT SURVEY QUESTIONS

Questions	Turkish
What's your name? Can you please inform me on yourself and your background in the company? What's your age / degree / department / tenure?	İsminizi öğrenebilir miyim? Kendiniz ve şirketteki geçmişiniz hakkında kısaca bilgi verebilir misiniz? Yaşınız? Eğitim Seviyeniz? Bölümünüz? Kaç senedir bu firmada çalışıyorsunuz?
Is there any demand about sustainability from customers such as green meetings? If yes, what are the criteria? Is there an example when the criteria couldn't be met? If yes, why?	Müşterilerden green meeting gibi sürdürülebilirlik ile ilgili talepler oluyor mu? Talepler oluyorsa istenen kriterler neler? Bu kriterlerin karşılanamadığı oldu mu? Olduysa neden?
What is the effect of government on sustainability? Are there sector-specific incentives or certification programs?	Devletin sürdürülebilirlik konusundaki rolünü nasıl değerlendiriyorsunuz? Sektör için teşvik ve ya sertifika programları var mı?
What are some benefits of sustainability to the sector and companies? What are some barriers that the sector faces about sustainability?	Sürdürülebilirliğin sektöre ve sektör şirketlerine ne faydaları vardır? Sektörün sürdürülebilirlik konusunda karşılaştığı engeller nelerdir?
Regarding sustainability on product and process, which one is superior in the sector? Regarding human and environment sustainability, which one is superior in the sector? What may be the reason why MICE sector falls behind other sectors in terms of sustainability development?	Sürdürülebilirliğin iş süreçlerine ve ürüne yansımasını düşündüğümüzde, hangisi üzerine daha ileri seviyededir? Sürdürülebilirliğin insan ve çevre bacaklarına yansıması düşünüldüğünde, hangisi üzerinde daha ileri seviyededir?

APPENDIX C

CODING TABLE

Theme	Category	Code	Example
Organizational Sustainability	Background on Sustainability	Definition	We think that sustainability is about efficient use of all the available resources. (MICE1)
		Change Agent	Sustainability is a company policy for us. (ACCOM 2)
		Drivers	There were many motivators. To develop all our previous CSR practices and improve our social and environmental sensibility, we needed a framework. (AIR MNG 1)
	Human-Environmental Sustainability	Environmental Sustainability	For heating, we set up a special system. We water the garden with the water obtained from the well we established. (ACCOM 1)
		Human Sustainability	On the social domain, we have employees, the effects of company activities on society.(AIR MNG 2)
	Product-Process Sustainability	Product Sustainability	If we talk about its effect on the product, we try to use as few materials as possible in congress. (MICE 2)
		Process Sustainability	In this regard, personnel receive regular training on OH&S. (ACCOM 1)
Resistance	Sources of Resistance	Individual Sources	We haven't witnessed any individual barriers because it made the business processes easier for employees. (MICE1)
		Group Sources	As for groups, I can count our suppliers. (ACCOM 2)
		Organizational Sources	For example bureaucracy, there may be changing policies (ACCOM 2)
	Strategies for Resistance	Individual Strategies	First strategy is mainly communication. (AIR MNG 1)
		Group Strategies	For blue collar employees, we chose some people among the group and tried to integrate them into the projects to develop better communication. (AIR MNG 2)
		Organizational Strategies	This year we changed our office building and now can measure the consumptions. (MICE 1)
Internal Communication	Participants		Everybody is communicated through our employees in charge. (AIR MNG 2)

Theme	Category	Code	Example
	Direction		We can receive feedback from the employees, as well. For example, there are periodical meetings of employees and their managers. (MICE 1)
	Method		We use e-mails. There is corporate magazine which is released in three months.(AIR MNG 1)
	Content		WE have targets for sustainability. We communicate the current stand and the target to keep the employees active. (ACCOM 2)
	Purpose		Our purpose is to take support from them, to raise awareness and to increase their commitment to the company. (ACCOM 2)
Employee Engagement	Bystander Engagement	Bystander Engagement at Home	For example, we brought employee children to the airport and informed them about what they parents do in a day (AIR 2)
		Bystander Engagement at Work	We offer some training sessions under sustainability. Some of these are obligatory, some are voluntary. (AIR 1)
	Participative Engagement	Participative Engagement at Home	For instance, employees bring hazardous waste at home to the hotel for recycle. (ACCOM 2)
		Participative Engagement at Work	For example, we developed a project three years ago. The aim was to support projects which contribute to sustainability. (ACCOM 1)

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