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APPLICATION OF SUSTAINABLE DEVELOPMENT PRINCIPLES IN HOTEL BUSINESS

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Abstract: Tourism development, if not sustainable, could threaten and affect the environment as an object of tourists' interest. Accordingly, hotels as a type of tourism organizations within a destination, are trying to involve sustainable business activities in their operations in order to protect the environment. In hotels within developed countries, sustainable activities are already implemented in the business and they are in the balance with the environment. However, implementation of these activities within societies in transition, such as Serbia, is still in initial level, which is confirmed in this research. The subject of this paper is, therefore, oriented toward the business activities of hotels located within Kopaonik, popular destination of winter tourism and National Park of Serbia, and these activities are researched through the employees' perspective of ecological, socio-cultural and economic principles of the hotel business. Methods used in the paper are: descriptive, comparative, statistical and the critical one. Also, a survey research was conducted for the purpose of the paper and it obtained a sample of 211 hotel employees. The research results explained the current state within the hotel business of Kopaonik related to activities focused on ecological, socio-cultural and economic principles of sustainable development. Also, results indicate the level of employees' job satisfaction and the level of their job commitment in accordance with hotels' involvement in sustainable practices. All researched constructs of the paper are interpreted as important aspects of Kopaonik's sustainability on the tourist market.

Keywords: hospitality industry, sustainable development principles, employees' perception, job satisfaction, job commitment

Introduction

Organizational commitment to preserving the environment became an important variable within the competitive market. Thus, environmental initiatives and practices could be a medium for helping the organizations in gaining the competitive advantage and improving the quality of products and services (Shaw, 2003; Bowe, 2005; Balzarova & Castka, 2008; Leonidou,

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Christodoulides, & Thwaites, 2016). Therefore, the purpose of these activities is production and delivery of goods and services with greater efficiency, as well as with reduced negative environmental impact and decreased intensity of using the resources, at the same time (Porrirt, 2003; Wallace & Russell, 2004; Cronin, Smith, Gleim, Ramirez, & Martinez, 2011; Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2017). However, organizations in the field of service activities are often considered as silent destroyers of the environment, so the less attention is devoted to them in comparison with organizations in the field of manufacturing (Montabon, Sroufe, & Narasimhan, 2007).

Tourism and the environment are two aspects that are connected in a clear manner, with mutual reciprocal influences. Tourism development could cause positive effects, particularly in economic terms, but it could also initiate negative consequences in other aspects of the business. Thus, tourism might cause degradation, not only of natural attractions that characterize specific destination, but also the culture, customs and traditional way of living among the local community. Therefore, if it is not managed properly, tourism development could produce a negative impact on destination's environment (Hu & Wall, 2005; Molina-Azorin, Claver-Cortes, Pepeira-Moliner, & Jose Tari, 2009; Font, Garay, & Jones, 2016), which is the main reason of putting this activity under the umbrella of sustainable development that implies balanced economic, social and cultural development, without compromising the ecological aspect of the environment (Stojanović, 2011; Vujičić & Ristić, 2013; Bartula, 2017).

Negative aspects of tourism development directed the attention of public toward different types of business organizations (Font et al., 2016), including hotels, with expectations related to adhering the principles of sustainable development in hotel business. This is particularly reflected in the fact that hotels are often located within preserved areas, so their operations could threaten the nature in which they are placed in, but also the other aspects of the environment, which is the reason of focusing this research to hotels located within Kopaonik Mountain, popular destination of winter tourism and the National Park of Serbia, the society that is passing through transition. This society makes initial steps in adopting the activities with reduced negative impacts on the environment, activities that are already adopted within developed countries. However, despite the regulations prescribed by the National Park, particular activities disrupted the natural balance of the mountain. Nowadays, tourism represents one of these activities and it is considered as contemporary polluter of the mountain (Pazarac, 2011). Accordingly, hotels should devote adequate attention to environmental preservation, as organizations that are operating in the centre of Kopaonik's tourism facilities and events. Otherwise, their business might increase

environmental degradation, which could threaten the future of Kopaonik as a tourism destination. Thus, the subject of this paper is oriented toward researching the level of awareness and the ways of implementing sustainable activities in business operations within hotels in Kopaonik, with the aim of indicating the necessity of operating in accordance with sustainable development in order to provide destinations' sustainability within the tourism market.

The role of employees in activities related to sustainable development

Hotels with business operations advanced in sustainable terms could gain better business results, together with achieving the greater satisfaction and loyalty (Almmani, Nasseef, Bataine, & Ayoub, 2017), not only among the tourists, but also among the employees, as internal stakeholders (Chan & Wong, 2006). In addition to the fact that employees are an important organizational resource for application of the business policy, they could also provide the most realistic perception regarding the organizational commitment to reduction of environmental negative impacts of the business operations (Chan, 2008; Chan, & Hawkins, 2010). It is also necessary to bear in mind that organizational activities aimed at protecting the environment could affect the employees' motivation (Raub & Blunschi, 2014). Thus, employees might show greater loyalty to a specific organization and a higher level of commitment to meeting the organizational goals, if they notice that the organization they work for directs its activities to contribution to the environment (Ramus, 2001; Chan & Hawkins, 2010). This means that, in addition to reducing the negative impacts of business activities on the environment, organizations could also prosper through increased employees' job satisfaction and job commitment that could affect better quality of services provided to guests, which could also cause positive impacts on financial business performances (Handfield, Melnyk, Calantone, & Curkovic, 2001; Martin-de Castro, Amores-Salvado, & Navas-Lopez, 2016).

Methodology

Methods used during the preparation of the paper were descriptive, comparative, statistical, as well as the method of criticism. During the research, secondary data from institutions were used, as well as data from the literature and statistics. Also, the field research was conducted within hotels in Kopaonik. This field research had elements of personal observation and it included the free-form interviews with employees of hotel management and the sector of hotel maintenance. Also, a short type of the survey was conducted with 211 employees in different hotel sectors.

The research was based on three main principles of sustainable development (Jovičić & Ilić, 2010). The first one, *principle of ecological sustainability* is related to such a development that is in line with ecological processes and biodiversity. This principle was researched through aforementioned interviews that provided the information regarding the hotels' activities focused on preserving the nature or, at least, decreasing the influence of the business on natural environment. The second one is the *principle of social and cultural sustainability* related to adjustment of tourism to values and necessities of the local community. This aspect was researched through the survey that obtained employees' perception related to social and cultural business aspects (through the items about the involvement of hotels in providing donations to the local community, indicating to problems that the local community is faced with, the attempts focused on providing the help whenever it is possible and participating in the volunteer activities, also directed to providing the contributions to preservation and improvement of living conditions for the local community). Furthermore, employees' perception was also used for researching the third *principle of economic sustainability* related to providing the economic efficiency. Employees' perception on this principle of sustainability was researched through the items regarding the extent of hotels' recognition related to importance of employees in reducing the business costs and hotel's orientation toward improving the productivity of their employees, based on that recognition, but also through the items regarding the hotel's involvement in reducing the operating costs and observing the long-term strategy for economic growth as important aspect of economic efficiency. Stated items regarding the employees' perception represent a part of the items related to responsible business practices, used in the research of Lee, Song, Lee, Lee and Bernhard (2013). These items were customized for the purpose of the research conducted in tourism sector. Finally, as it is stated that sustainable business practices might affect employees' motivation, employees' perception related to aforementioned sustainable principles was also researched together with the level of employees' job satisfaction, as well as with the level of their job commitment, expressed through the level of meeting the business tasks and putting the customer care in the first place and these constructs were also researched through the items that were used in the research of the same authors, customized to the research conducted within hotels located in Kopaonik.

Results

Information gained through the interviews

Due to the high concentration of tourists in Kopaonik during the winter season and constant and increased construction of new hotels, it is important to determine the ways in which these hotels are actually devoted to the *principle of ecological sustainability* in the business. This refers to activities that hotels, as business organizations, are taking in terms of savings in consumption of water, energy, but also the ways of dealing with the waste and related activities that might affect the preservation of the environment.

A free-form interviews with management of 70% of hotels in Kopaonik, as well as with human resources employed in the sector of hotel maintenance, provided the information regarding the activities of hotels, operating within the territory of the National Park, conducted on the issue of ecological principle of the business sustainability. The study obtained hotels located in the centre of Kopaonik (64.7%), as well as hotels located in weekend settlements (35.3%), distanced between four and 17 km from the centre. About 58.8% of hotels are newly-built or recently renovated and they mostly belong to four-star category, while 41.2% of researched hotels in Kopaonik are not in good conditions, these hotels are not recently renovated, and they mostly belong to two-star category, while only few of them are in the category of three-stars. Thus, about 58.8% of researched hotels in Kopaonik belong to four-star category, while 23.5% of them gained three stars and 17.5% of them are in the category of two-stars.

The interviews were conducted in the free form in order to provide a clear picture regarding the activities aimed at achieving the ecological sustainability, based on the opinion of hotel management, as well as the employees involved in maintaining the technical activities of hotel operations. The starting assumption is based on the possibility that interviews with prepared questions and given answers about specific ecological measures could lead to providing the answers that respondents might consider as socially acceptable. However, given that these hotels operate within the territory of the National Park in the society that is at the beginning of implementing the sustainable activities in hotel business, it is important to observe a realistic picture about the implementation of ecological sustainable principles in the context of hotel business in Kopaonik, so the free-form interviews looked like the most appropriate solution.

The electricity — most of the hotels in Kopaonik use the energy-saving light bulbs and it is perhaps the only form of the energy savings that is widespread within this destination. In addition to energy-saving light bulbs, the card system

represents another way of energy savings (but not so widespread), distributed instead of the standard keys and used for starting the electricity in the rooms. However, this system represents the characteristic of hotels that are constructed or renovated in the last few years. Introduction of this system requires significant financial resources (around 30,000 Euros, which is a large amount for the society that is passing through the transition, characterized by unstable economic situation) and that is the main reason why the older hotels, those with two or three stars, rarely decide to take this step. Also, another characteristic of newly-built and renovated hotels in Kopaonik is lighting system that works by the motion sensors for conserving the electricity within the empty parts of hotels. Newly-built and renovated hotels also contain the micro-switches that are used in the rooms in order to stop the heating in situations when the windows are open. The Light-Emitting-Diode lighting system is another way that saves the energy to hotels in Kopaonik. This lighting system is also mainly represented within newly-built and renovated hotels, but it is used only in common areas and some luxurious suites. To conserve the electricity, hotels use gas (particularly in the kitchen) and pellet and these materials are often used for heating. Also, almost every hotel invested in a good isolation (the most common form of isolation is polystyrene), which achieves better heat retention in hotel buildings.

The water — the widespread form of saving the water in Kopaonik's hotels is setting the taps with motion sensors in bathrooms, which significantly reduces the water consumption. However, the water consumption is still high, especially in laundry rooms, due to necessity of washing the large quantities of sheets and towels. Towels are changed daily, while the bed linens are changed in three days within most of the hotels. If we consider the number of tourist arrivals in Kopaonik during the winter season (72,756 tourists, December-April 2016/2017; Statistical Office of the Republic of Serbia, 2017a; 2017b; 2017c; 2017d), it could be seen that water consumption is enormous. Hotels that are located in the centre of Kopaonik are supplied with water from the Public water supply Raška (the little town located around 30 km from the ski centre of Kopaonik), unlike hotels located in weekend settlements, which have their own wells. Water recycling is not represented here, which is opposite in comparison to hotels in developed countries. The water is usually discharged into the nearby streams, which further undermines the natural environment of this National Park.

The waste is daily transported to the local dump of Raška. Regardless to the hotel category, it could be said that most of them do not recycle. In many hotels around the world the usage of recycled paper is common. This type of the paper is not used in hotels within Kopaonik. Front desk employees of these hotels use double-side printing to achieve saving the paper and it represents the measure

that is observed as recycling. However, this is a minimal measure in relation to the possibility of using the recycled materials.

Other activities — hotels that are located in weekend settlements have organized transportation to the ski slopes for their guests, which reduces the negative emissions of using the guests' cars for getting to the centre of tourist facilities of Kopaonik. Also, all hotels independently prepare the products from local fruits and vegetables. The blueberry is especially popular, and it is used for making juice, jam, sweet or the well-known Kopaonik's blueberry pie.

The survey research results

Beside abovementioned results of the free-form interviews, one short type of the survey research was also conducted with hotel employees (from all sectors of hotel business) related to their perception regarding the socio-cultural and economic principles of sustainability. The survey research obtained a convenient sample with similar gender distribution (52.6 of males and 47.4% of females). Hotel employees in Kopaonik are mostly young people, aged between 21 and 30 (49.8%), but also between 31 and 40 years (21.8%). The most common level of education within the males and females, but also within the most common age group, is high school degree (63.5). Beside answering about the basic socio-demographic characteristics, respondents also used a five-degree Likert's scale for expression of their agreement with statements by circling the number on a scale from 1 (strongly disagree) to 5 (strongly agree).

Results represented in Table 1 indicate that employees in Kopaonik's hotels are quite uncertain regarding the items related to *socio-cultural principle of sustainability*. Employees express a neutral stance regarding the involvement of hotels in providing donations to the local community (28%) and pointing to the general public on specific problems of the local community (25.6%). The same goes with items related to specific measures that hotels undertake to provide the assistance to the local community (25.1%) and to participate in the volunteer activities with the same purpose (24.6%). The percentage of employees who partially or completely do not agree with the previous claims is similar with the percentage of those who agree with them, also partially or completely. This division further indicates aforementioned uncertainty of respondents. If we consider the mean values of items related to socio-cultural aspects of business sustainability, it could be seen that the mean value is minimal for involvement of hotels in providing donations ($M = 3.01$), while the highest is for involvement of hotels in helping the local community in a non-financial way ($M = 3.17$). Stated items regarding the socio-cultural principle of sustainability were computed into

the single independent variable termed as *socio-cultural aspects of business sustainability*, for the purpose of further analysis.

Table 1. Employees' perceptions regarding the socio-cultural aspects of business sustainability

Statement	1	2	3	4	5
Hotel provides donations to the local community (M = 3.01).	17.1%	18%	28%	21.3%	15.6%
Hotel is indicating to problems that the local community faces with (M = 3.03).	18%	17.1%	25.6%	22.3%	17.1%
Hotel is trying to help the local community whenever it is possible (M = 3.17).	12.8%	19.4%	25.1%	23.7%	19%
Hotel volunteers in activities oriented toward the local community (M = 3.07).	19.4%	15.6%	24.6%	19.4%	20.9%

The similar uncertainty is evident in the case of employees' perceptions regarding the *economic principle of sustainability*. Thus, most of the respondents indicate uncertainty regarding the hotels' recognition related to importance of employees' role in reducing the business costs (32.2%). However, compared with the items related to socio-cultural aspect of business sustainability, it could be noted that more respondents agree with this statement. It might be associated with the following statement, also characteristic for economic principle of business sustainability. As represented in Table 2, the majority of respondents completely (45%) or partially (22.3%) agree that hotels seek to ensure the employees' productivity. The same is with the next statements, referring to the fact that hotels are trying to reduce the operating costs and that they observe the long-term strategy for economic growth as important aspect of economic efficiency. In the case of the mean values regarding the items related to economic aspects of business sustainability, the highest mean value is registered for the statement related to hotels' effort directed toward reducing the operating costs (M = 3.94), while the lowest is for hotels' recognition related to importance of employees' role in reducing the business costs (M = 3.58). Represented items were merged into the single independent variable termed as *economic aspects of business sustainability*, for the purpose of further analysis.

Based on employees' perceptions, it seems that hotels in Kopaonik are more dedicated to achieving the economic aspects of business sustainability. This may be a result of managements' orientation toward achievement of economic goals and negligence of socio-cultural sustainability aspects. However, hotels' commitment to socio-cultural sustainability could indirectly contribute to better business results. In order to determine these effects, employees' perception regarding the job satisfaction and job commitment is also researched.

Table 2. Employees' perceptions regarding the economic aspects of business sustainability

Statement	1	2	3	4	5
Hotel recognizes employees' importance in reducing the business costs (M = 3.58).	4.7%	10%	32.2%	28.9%	24.2%
Hotel is oriented toward providing the employees' productivity (M = 3.91).	6.6%	8.5%	17.5%	22.3%	45%
Hotel is involved in reducing the operating costs (M = 3.94).	4.3%	6.6%	19%	30.8%	39.3%
Hotel observes the long-term strategy for economic growth as important aspect of economic efficiency (M = 3.69).	5.2%	11.4%	25.1%	26.1%	32.2%

Mean values shown in Table 3 indicate that employees generally show high degree of satisfaction with their jobs (M = 4.01) and commitment to their business tasks (M = 4.52), as well as high level of commitment to customers' needs (M = 4.48), while the mean value related to feeling of comfort within the workplace is slightly lower (M = 3.99). For necessity of further analysis, first two items from Table 3 were merged into the single dependent variable termed as *job satisfaction*, while remained two were singled out as dependent variable termed as *job commitment*.

Table 3. Job satisfaction and job commitment

Statement	1	2	3	4	5
I am satisfied with my job (M = 4.01).	5.7%	5.7%	15.6%	28%	45%
I feel comfortable within my job (M = 3.99).	5.2%	5.2%	15.2%	34.6%	39.8%
I am committed to my job (M = 4.52).	9%	1.4%	9.5%	20.9%	67.3%
I am committed to the customers (M = 4.48).	1.4%	0.9%	8.1%	27%	62.6%

Regression analysis (standard multiple linear modelling) was also conducted for the purpose of this research, with the aim of discovering the impact of independent variables socio-cultural and economic aspects of business sustainability on dependent variables job satisfaction and job commitment. Results represented in Table 4 pointed to significant influence of socio-cultural and economic aspects of business sustainability on job satisfaction and significant influence of economic aspects of business sustainability on job commitment among the employees in hotels located in Kopaonik. Regarding represented results, independent variable economic aspects of business sustainability is more expressed in the case of prediction of job satisfaction in comparison with socio-cultural aspects of business sustainability, while the influence of dependent variable socio-cultural aspects is not significant in the case of prediction of job commitment.

In order to provide more specific explanations regarding the prediction of dependent variables job satisfaction and job commitment, socio-cultural and

economic aspects of business sustainability were also analysed on the basis of general linear modelling for all consisting items.

Table 4. Results of regression analysis

Dependent variable: Job satisfaction				
<i>Independent variables</i>	<i>Model significance</i>	<i>R²</i>	<i>β</i>	<i>(p)</i>
Socio-cultural aspects of business sustainability	.000	.267	.256	.000
Economic aspects of business sustainability			.346	.000
Dependent variable: Job commitment				
<i>Independent variables</i>	<i>Model significance</i>	<i>R²</i>	<i>β</i>	<i>(p)</i>
Socio-cultural aspects of business sustainability	.000	.087	.119	.113
Economic aspects of business sustainability			.220	.004

In accordance with Table 5, it could be noticed that two items of socio-cultural aspects of business sustainability reflect on employees’ job satisfaction. Thus, as more employees realize that hotels they work for are trying to help the local community whenever it is possible, their job satisfaction will be higher ($F = 5.300$; $p = 0.022$). The same goes with strengthening of employees’ perceptions about the fact that hotels are often voluntary involved in activities aimed at the local community ($F = 4.954$, $p = 0.027$).

Table 5. Effects of socio-cultural aspects of business sustainability on job satisfaction

Statements representing the socio-cultural aspects of business sustainability	Job satisfaction (Mean Values)	
Hotel is trying to help the local community whenever it is possible.	Do not agree at all (1)	3.02
	Partially do not agree (2)	3.74
	Unspecified (3)	3.93
	Partially agree (4)	4.41
	Agree at all (5)	4.49
	<i>F value</i>	<i>5.300</i>
	<i>Significance</i>	<i>0.022</i>
Hotel is involved in the volunteer activities oriented toward the local community.	Do not agree at all (1)	3.12
	Partially do not agree (2)	3.82
	Unspecified (3)	4.19
	Partially agree (4)	4.23
	Agree at all (5)	4.50
	<i>F value</i>	<i>4.954</i>
	<i>Significance</i>	<i>0.027</i>

Two items that represent economic aspects of business sustainability reflect on the level of employees’ job satisfaction and job commitment, which is represented in Table 6. Item with statistically significant impact on job satisfaction is the one that refers to employees’ perception about hotels’ recognition related to the importance of employees’ role in reducing the business

costs. So, as more employees notice that hotels recognize the importance of their role in reducing the business costs, their job satisfaction will be higher ($F = 7.881$; $p = 0.005$).

Table 6. Effects of economic aspects of business sustainability on job satisfaction and job commitment

Statements representing the economic aspects of business sustainability	Job satisfaction (Mean Values)	Job commitment (Mean Values)
Hotel recognizes employees' importance in reducing the business costs.	Do not agree at all (1)	2.50
	Partially do not agree (2)	3.36
	Unspecified (3)	3.76
	Partially agree (4)	4.36
	Agree at all (5)	4.44
	<i>F value</i>	<i>7.881</i>
	<i>Significance</i>	<i>0.005</i>
Hotel is involved in reducing the operating costs.	Do not agree at all (1)	4.00
	Partially do not agree (2)	4.32
	Unspecified (3)	4.30
	Partially agree (4)	4.48
	Agree at all (5)	4.71
	<i>F value</i>	<i>4.240</i>
	<i>Significance</i>	<i>0.041</i>

Furthermore, it could be seen that employees with the highest job commitment are those who work for hotels that are actively engaged in active search of possible ways for reducing the costs. Thus, job commitment is higher within hotels that are actively involved in reducing the operating costs, with negligible deviations shown in Table 6 ($F = 4.240$; $p = 0.041$).

Discussion

Operations in accordance with the principles of sustainable development represent important aspects of gaining business success of specific hotels, but such operations are also important for the whole environment of destination where these hotels are operating. In respect to that, this research is focused on ecological, socio-cultural and economic principles of hotel business within Kopaonik, well-known centre of winter tourism and the National Park of Serbia, where it was expected that these business principles are represented and incorporated. Research results show that hotels in Kopaonik slowly accept activities that are important for further sustainable development of this destination, but undertaken measures are still at rudimentary level, compared with available potentials.

In terms of activities related to implementation of *ecological principle of sustainability* in hotel business, it is observed that most of these hotels save the energy through usage of saving light bulbs, card systems for running the electricity and taps' sensors for water savings. However, these measures are minimal compared to overall potential, in particular for usage of renewable energy sources, such as geothermal and solar energy. Kopaonik is located in geothermal zone, which extends from Slovakia over Hungary, Serbia, Macedonia, Greece and Turkey, to the east, until Himalayas. However, based on the field research, hotels in Kopaonik still do not use this geothermal energy. Considering that heating season of these hotels could last about ten months of the year, it is obvious that consumption of fossil fuels for heating is large and that geothermal energy might be adequate solution. Significant financial resources that are required for starting the exploitation of geothermal energy represent a major barrier. Solar energy is also not in usage, although the mean duration of insolation in the highest part of Kopaonik is about 1,900 hours per year. Sun exposure of Kopaonik is particularly pronounced throughout the winter months such as December and January (Bojović, 2012), which is favourable for using the solar energy during the winter season. In addition to geothermal and solar energy, management of hotels in Kopaonik highlighted the ice as another resource that could be used for the heating. The large amount of ice could be used for heating by construction of special pools in which the ice will be deposited and melted, because during the melting, it releases significant amount of the heat. However, although they are aware of possibilities for energy savings, management of these hotels do not point out that investing in the same is priority for now.

Based on the research results related to employees' perception about the *socio-cultural principle of sustainability* in hotel business, it is evident that employees showed significant level of uncertainty on this aspect of business sustainability. It seems that hotels located in Kopaonik tend to engage in activities aimed at helping the local community, but these activities still did not find their full understanding. Employees' uncertainty might occur as a consequence of lacking the information regarding the hotels' involvement in these activities. Thus, on the one hand, hotels clearly participate in activities that could provide socio-cultural sustainability. However, on the other hand, it is obvious that these activities are still not extensively represented, due to identified respondents' uncertainty in terms of their perception regarding these activities.

In the case of items related to *economic principle of sustainability* in hotel business, employees showed slightly higher level of certainty. It seems that hotels located in Kopaonik are more committed to achievement of economic

efficiency, compared to providing the assistance to the local community. Therefore, hotels are primarily focused on activities that could provide direct economic prosperity. These research results further confirm the fact that hotels in Kopaonik still did not realize that their involvement in socio-cultural aspects of business sustainability could also provide economic prosperity, but indirectly. Thus, it is evident that business activities aimed at economic principle of sustainability have primacy over the socio-cultural aspects. It seems that hotels are primarily focused on activities that could provide rapid prosperity, while the full understanding of benefits that might be achieved by activities focused on ecological and socio-cultural sustainability principles are still not represented.

In hotels within Kopaonik, *impacts of sustainable development principles in hotel business* are also examined in the context of their effects on employees' *job satisfaction and job commitment*. Results show quite high job satisfaction, as well as high employees' job commitment. Also, results indicate that employees' perception regarding the hotels' involvement in socio-cultural and economic aspects of business sustainability might shape their job satisfaction, while their job commitment is shaped only on the basis of economic aspects of business sustainability. These results could serve as a basis for further improvement of employees' job satisfaction and job commitment. All together should motivate the management in intensive adoption of sustainable development principles in the business, due to the fact that sustainable development of Kopaonik, as tourism destination, might affect the future of their business success.

Greater involvement of hotels in assisting the local community enhances the employees' job satisfaction. So, regardless the perceived employees' uncertainty related to involvement of hotels in socio-cultural aspects of business sustainability, employees who notice that hotels are trying to help the local community, could gain higher level of pride of the business organization to which they belong, which could positively affect their satisfaction. Consequences of even small involvement of hotels in these activities obviously showed positive impacts on the business, and these consequences would be even greater in situation of full understanding of socio-cultural aspects of business sustainability within hotels, together with their proactive and transparent involvement in assisting the local community.

In the case of economic aspects of business sustainability, results indicate that those who are employed in hotels that recognize the importance of their role in reducing the costs show the higher level of job satisfaction. Thus, consideration of employees' importance and their proper treatment might affect the achievement of economic efficiency at the same time with increasing the

employees' job satisfaction. Also, hotels' effort aimed at reducing the operating costs leads to greater level of employees' job commitment. It seems that hotels recognize that satisfied customers could positively contribute to economic efficiency, which is the reason why they could seek from employees to put the customer care in the first place, as part of their active job commitment.

Conclusion

Business according to sustainable development principles could positively affect the preservation of the environment, but also the business performances of hotels, which could further provide better services for customers, based on employees' higher job satisfaction and job commitment. According to represented results, it is possible to recognize the benefits that could be achieved for hotels, customers, but also for the environment in which these hotels are operating. Thus, adhering the principles of sustainable development in hotel business might provide benefits for guests, who will be satisfied with preserved environment, as well as with the service quality, while their returning and transferring the positive experience to potential users could provide benefits for hotels, together with improved motivation of employees to better perform the business tasks, while the money, achieved in sustainable way and through decreased operating costs, could provide resources that could be used for preservation of destination's environment and helping the local community.

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