

Sustainable Development Strategies of Mashtan Hotel: Evidence from Bahrain

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Abstract: The sustainability of an organization implies satisfaction of its economic (profit), social (people), and environmental (planet) conditions. In the hospitality industry, well known hotels had strategically started implementing various environment-friendly technologies purposely to differentiate its service offerings and outpace its competition. Specifically, at the Mashtan Hotel, its business strategies which were designed to establish and create value and clear organizational direction have been anchored on environmental quality, technology utilization and service quality. Too empirically, the study aims to assess the level of effectiveness of strategy practices and customer satisfaction of the four star hotels and its relevance to sustainable development evidence from Bahrain, a descriptive research was conducted. Primarily data were gathered using a questionnaire accomplished by the employees and clients of Mashtan Hotel in the Kingdom of Bahrain. With the aid of SPSS (Statistical Package for Social Sciences), the Pearson Product Moment Coefficient was used to analyze the significant relationship between the level of effectiveness and satisfaction of sustainable development strategies of Mashtan Hotel in terms of environmental quality, technology utilization and service quality based on the perception of the respondents. The research showed that the level of environmental awareness and trend of sustainability management by the hotel industries here in Bahrain takes on higher positively with various importance of environmental awareness. While the initiatives have been converted into some increases in environmental management, technology utilization and service quality of hotels particularly when comes to the development strategies and still to be maximized and scope for improvement. On the basis of the research findings, it is recommended that in order to sustain the hotel's development efforts, the management should continue to deepen its resonating function by clearly communicating the reasons for and the benefits of adhering to the organizational policy relative to environmental quality, technology utilization and service quality. Specifically, the employees maybe trained more in the proper and effective way of carrying out the process. In addition, recognition of the employees' contribution to the efficient and effective attainment of this organizational goal maybe given to sustain their interest and efforts.

Key words: environmental quality; technology utilization and service quality

JEL codes: M16, M10

1. Introduction

Strategies are designed to establish and create value and clear organizational direction. They must be responsive to the external business environment. Otherwise, firm could become, in effect, the most efficient producer of buggy whips, leisure suits, or slide rules. To remain competitive, established firms must continually seek out opportunities for growth and new methods for strategically renewing their performance. This study intends to assess the level of effectiveness of strategic practices and customer satisfaction of four star hotels and its relevance to sustainable development: Evidence from Bahrain. Historically, hotel owners saw sustainable efforts as expenses for the economic performance. For this reason, attention to “green” technologies was weak before the 21st century. Today the sustainability is slowly becoming a dominant theme in the hotel industry. In order to extract benefits from this situation, some hotels started implementation of various “environment-friendly” technologies and their promotion in order to differentiate its offering and, consequently, outperform the competition. Sustainability is an overarching concept that has various definitions, “according to the World Commission on Environment and Development the sustainable development ensures the meeting of the present generation needs without compromising the ability of future generations to satisfy their own needs.”

The hotel industry is a constituent part of the services sector. “The size and the role of the latter are increasing in almost all countries around the world. It can be supported by the fact service industries already account for almost two-thirds of the value of the gross domestic product. The service is defined as the economic activity or value offered by one party to another in exchange for money, time and effort. “In addition to hotels, the service sector includes such as components as banking, consulting, restaurant and other industries (Lovelock & Witz, 2010). Most visitors’ first stopover will be in the capital, Manama.” Hotel process tends to be very competitive and it is possible to get a luxurious room for a very reasonable rate. These strategies will be based on environment, technology and service quality. To speed up the development of Mashtan Hotel Management gateway to hospitality industry and to keep it more healthy and sustainable, the environment factor seems to be particularly important. “Nowadays, it really becomes a trend that more and more consumers are willing to choose green products and green consumptions initiatives which are harmless, clean and safe. The high technologies which represent win-win situations for many hotels are benefits for developing sustainable hotels and make convenient environment for the customers. And the service quality really affects the whole development of hotels very much. It can be called the heart or soul of one hotel (Uulina, 2010).

Through the vision for the evolution of the global tourist group, the Mashtan Hotel Management created gateway to hospitality. “The aim is to develop domestic tourism in Bahrain and look forward to the opening of regional post. During ten years of operations they become successful especially facilities have been signed investment agreement and development of the new hotels. They also participated in the International Tourism Fair in London, and signed agreement that it will be the management and operation of Park Hotel International, a one series total of Continental Global.” Now Mashtan Hotel Management establishing Institute of the Kingdom of Bahrain Hotel.

The tourism and hospitality industry is a business that can be integrated across and through a community (Brymer R. A., 2000). The industry relies heavily on having a qualified workforce and one tool supplies such workforce for to delivery of outstanding customer service is training. Given that training is important for the industry, it is also valuable to discuss the nature of the tourism and hospitality industry and training plays a significant role in the industry. Another definition suggest that the business of tourism includes “lodging, food

service, the performing arts, sports, retail, recreation, transportation, special events, conventions, tours and tour operator, natural attractions, historic attractions, amusements park, resorts, cruise lines and many other segments.”

The World Tourism Organization (WTO) cited and defines tourism as “the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year to leisure, business and other purposes. From Wikipedia, customer relationship management is a broadly recognized, widely-implemented strategy for managing a company’s interactions with customers, clients and sales prospects. It involves using technology to organize, automate and synchronize business processes — principally sales activities, but also those marketing, customer service, and technical support. Sustainable development that is critical for the MENA region’s long-term prosperity and stability. The companies play a key role in this effort by contributing to the broader improvement of their societies through corporate social responsibility initiatives that align with national development objectives (Wikipedia, 2010). Sustainable economic development in the Middle East and North Africa (MENA) will depend on job creation, education, poverty alleviation, and careful environmental management. “Government, civil society organizations, and academic institutions should all be involved in this effort. It involved and contributes to the betterment of the societies in which they operate. Through corporate social responsibility (CSR), they initiate the alignment with national development objectives in areas as diverse as affordable housing, educating women (Shehadi & Ghazaly, 2013).”

Eco-friendly hotel managers institute programs that save energy and reduce solid waste while saving money. His model highlights the following best practices: the creation of a dedicated green team and affiliation with green associations; the optimum use of possibilities for financial support; the application of a green certification program; training and motivation of employees; the integration of the eco-label in the hotel marketing; the establishment of feasible and measurable targets for energy consumption and waste creation; the use of renewable energy resources; recycling; the electricity and water saving; and, finally, the offering of healthy, fresh and local food (S. Kapiki, 2012). The technology life cycle provides a model to assess how and when hospitality industries, companies and individuals adopt new technologies utilization. In terms of costs and benefits, the best balance appears to be with the leaders who invest significantly less than pioneers and incur reduced risks, yet their technology invest can yield similar benefits (Owen, 2011). A report that keeping update on the latest trends in hospitality technology everything from in room entertainment options to meeting room technology to effective use of social media in marketing can help for hotel owners and operators.

In Manama, November 9, 2013 a tourism official highlighted Bahrain need more hotels. The Hospitality sectors in Bahrain are promising and can still accommodate more hotels. Bahrain Chamber of Commerce and Industry board member Nabeel Khalid Kanoo told Akhbar Al Khaleej, stressed the need to expand the hospitality sector to cater all categories of tourists. Mr. Kanoo, also BCCI tourism and travel committee head called for entertainment and family oriented hospitality projects. The sectors need a lot of effort to upgraded and cope with regional competition (Gulf Daily News, November 9, 2013). The foreign and local studies reviewed manifested some resemblance as well as differences with the proposed study. This provided the researcher with broader perspective on the concepts on sustainable development strategies of the Mashtan Hotel Management. On the overall, the reviewed literature and studies provided the researcher with rich sources of information, procedures and methodologies that served as guide in the conceptualization of problem, selection of instruments, classification and integration of data, and interpretation of results for the present study.

After reviewing the previous literature and studies, some of similarities are as follows: firstly, subject to identify and assess the possible improvements, which can be undertaken to increase service quality. Secondly,

most of the literature and studies were focused on the modern practices which may help to establish the importance of customer satisfaction and cultural influences through sustainable development strategies. Thirdly, focused in evaluating potential and create competitive advantages and exploring how implementation influences others actors in the hospitality industry especially and they were in the area of development. However, “Sustainable economic development in the Middle East and North Africa (MENA) discussed about the job creation, education, poverty alleviation, and careful environmental management.” Government, civil society organizations and academic institutions should all be involved in this effort. Bahrain Chamber of Commerce mentioned also about the need to expand the hospitality sectors. That will help and involved in the contributions to the betterment of the societies in which they operate.

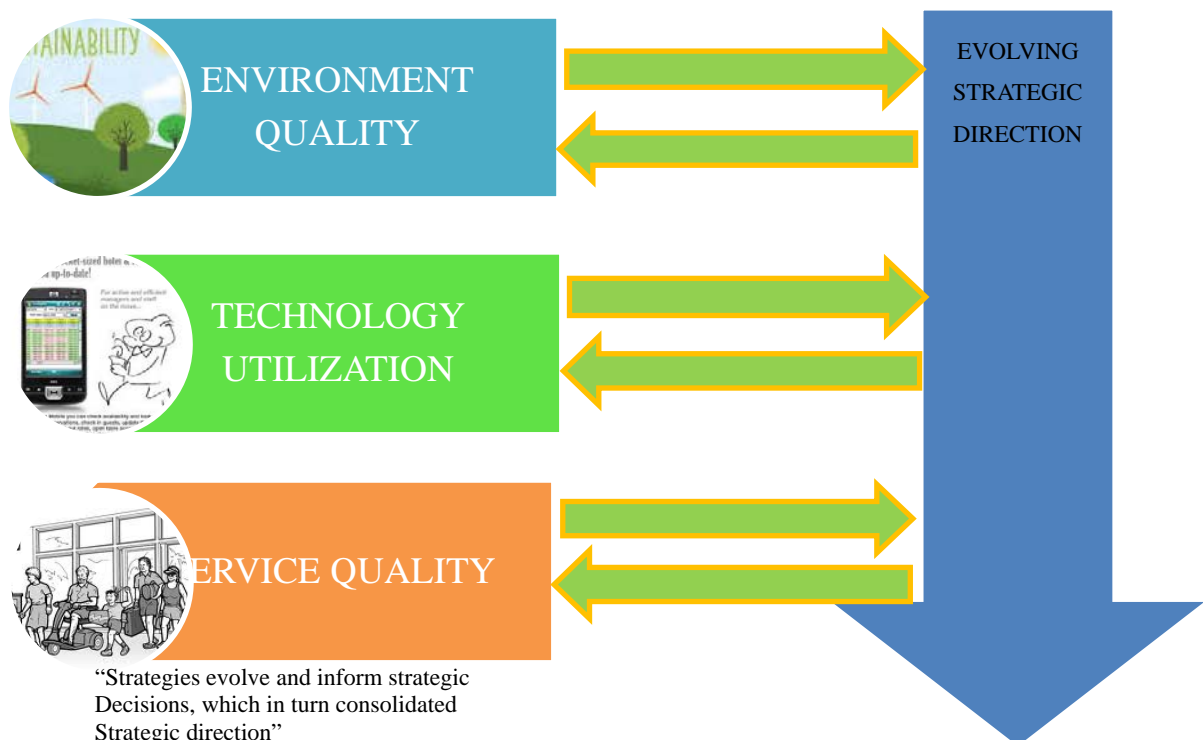


Figure 1 The Strategic Direction from Prior Directions (12)

This study is primarily anchored on the strategies of an organization and developed the sustainable development of hospitality industries. A business may start with a new product idea. Its success may give rise to product development and product extensions building on the initial success. This follows by launches of the product into new markets. An acquisition might follow in the belief that this is synergistic with the product offering. Over time the company may then become more acquisitive perhaps seeking to diversify into products. In this way each strategic move is informed by the rationale of the previous strategic move, such that over time the overall strategic approach of the organization becomes more established. Hotels utilized customer satisfaction and implementation. The outcome of the study could lead to a better understanding of the nature of learning through the training and experiences which can be serve as a basis in initiating the improvements on sustainable development strategies of hospitality industry in the Kingdom of Bahrain. The ultimate outcome of the study is the development and institutionalization hospitality industry in the Middle East.

2. Research Methodology

This study employed the descriptive research design. This is a type of research, which determines the present facts or current condition concerning the nature of the group and number of subjects. This research is concerned with conditions or relationships that exist, practices that prevail, belief, points of view or attitudes that are held. “Descriptive research is concerned with hypothesis formulation and testing, analysis of relationship between non-manipulated variables and development of generalization.” (Park, 2011)

3. Results and Discussion

Analyzes, and interpretation of the data gathered mainly through the survey questionnaire. The first part presents the profile of the employee-respondents in terms of the following: age, gender, civil status, highest educational attainment and length of service. The second part is assessments of the level of effectiveness on sustainable development strategies practices of Mashtan Hotel in terms of the following: environmental quality, Technology utilization and service quality. The third part presents how the customers rated the level of satisfaction on sustainable development strategies practices of Mashtan Hotel in terms of the following: environment quality, technology utilization and service quality. The fourth part identifies the barriers and challenges relevant to strategic practices of Mashtan Hotel in relation to sustainable development.

Table 1 What Is the Level of Effectiveness on Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Environment Quality?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Enhancing indoor and outdoor environment.	4.3	4.0	4.2	Very Effective
Establishing and reporting on the environmental performances.	4.2	3.5	3.9	Effective
Enforcement of relevant laws and regulations.	4.7	3.8	4.3	Very Effective
Minimizing waste and pollution.	4.1	2.8	3.5	Effective
Raising environment awareness.	4.2	3.4	3.8	Effective
Composite weighted mean	4.3	3.5	3.9	Effective

Table 1 the assessment of respondents regarding the level of effectiveness on sustainable development strategies practices of Mashtan Hotel in terms of environmental quality shows a composite weighted average of “4.3” (Very Effective) coming from the employees or and customers with composite weighted average of 3.5 which means “Moderately Effective”. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “3.9” which mean “Effective”, which range from 3.40-4.19.

The Table 2 presents the assessment of respondents as the level of effectiveness on sustainable development strategies practices of Mashtan Hotel in terms of technology utilization. The finding supported all “Effective” with the composite weighted average of “4.3” with the employees while the customers gave a rating of “Moderately Effective”, with composite weighted average of 3.2. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “3.8” which mean “Effective”, which range from 3.40-4.19.

Table 2 What Is the Level of Effectiveness on Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Technology Utilization?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Device and entertainment autonomy.	4.5	3.2	3.9	Effective
Free-Wi Fi	4.1	3.2	3.7	Effective
Hotels Perks	4.4	3.3	3.9	Effective
The lobby as tech hub	4.2	3.0	3.6	Effective
Service automation	4.4	3.4	3.9	Effective
Composite weighted mean	4.3	3.2	3.8	Effective

Table 3 What Is the Level of Effectiveness on Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Service Quality?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Friendliness of staff.	4.5	3.4	4.0	Effective
Respect shown by staff.	4.6	3.8	4.2	Very Effective
Staffs were considerate to guest needs.	4.4	3.0	3.7	Effective
Ease of contacting staff member.	4.4	3.4	3.9	Effective
Obtaining information from the staff.	3.7	3.4	3.6	Effective
Composite weighted mean	4.3	3.4	3.9	Effective

Table 3 presents the assessment of respondents as the level of effectiveness on sustainable development strategies practices of Mashtan Hotel in terms of service quality. The finding supported “Effective” with the composite weighted average of “4.3” with the employees and customers with composite weighted average of 3.4 which means “Effective”. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “3.9” which mean “Effective”, which range from 3.40-4.19.

Table 4 How Do the Customers Rate the Level of Satisfaction On Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Environment Quality?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Enhancing indoor and outdoor environment.	4.4	3.7	4.1	Satisfied
Establishing and reporting on the environmental performances.	4.5	3.7	4.1	Satisfied
Enforcement of relevant laws and regulations.	4.5	3.8	4.2	Very Satisfied
Minimizing waste and pollution.	4.4	3.5	4.0	Satisfied
Raising environment awareness.	4.2	3.4	3.8	Satisfied
Composite weighted mean	4.4	3.6	4.0	Satisfied

As seen in the Table 4 presents the assessment of respondents as the rate level of satisfaction on sustainable development strategies practices of Mashtan Hotel in terms of environmental quality. The finding supported “Very Satisfied” with the composite weighted average of “4.4” with the employees and customers with composite weighted average of 3.6 which means “Satisfied”. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “4.0” which mean “Satisfied”, which range from 3.40-4.19.

Table 5 How Do the Customers Rate the Level of Satisfaction on Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Technology Utilization?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Device and entertainment autonomy.	4.6	3.6	4.1	Satisfied
Free-Wi Fi	4.1	3.5	3.8	Satisfied
Hotels Perks	4.1	3.9	4.0	Satisfied
The lobby as tech hub.	4.3	4.1	4.2	Very Satisfied
Service automation.	4.3	4.2	4.3	Very Satisfied
Composite weighted mean	4.3	3.9	4.1	Satisfied

The Table 5 presents the assessment of respondents as the rate level of satisfaction on sustainable development strategies practices of Mashtan Hotel in terms of technology utilization. The finding supported “Very Satisfied” with the composite weighted average of “4.3” with the employees and customers with composite weighted average of 3.9 which means “Satisfied”. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “4.1” which mean “Satisfied”, which range from 3.40-4.19.

Table 6 How Do the Customers Rate the Level of Satisfaction on Sustainable Development Strategies Practices of Mashtan Hotel in Terms of Service Quality?

Indicators	Mashtan Employees (N/20)	Customers (N/50)	Composite Mean (N/70)	Qualitative Description
Friendliness of staff.	4.3	3.2	3.8	Satisfied
Respect shown by staff.	4.2	3.2	3.7	Satisfied
Staffs were considerate to guest needs.	4.3	3.5	3.9	Satisfied
Ease of contacting staff member.	4.3	3.8	4.1	Satisfied
Obtaining information from the staff.	3.8	3.3	3.6	Satisfied
Composite weighted mean	4.2	3.4	3.8	Satisfied

The Table 6 presents the assessment of respondents as the rate level of satisfaction on sustainable development strategies practices of Mashtan Hotel in terms of service quality. The finding supported “Very Satisfied” with the composite weighted average of “4.2” with the employees and customers with composite weighted average of 3.4 which means “Satisfied”. On the overall composite weighted mean of the employees and customers of the sustainable development strategies practices of Mashtan Hotel is “3.8” which mean “Satisfied”, which range from 3.40-4.19.

Table 7 Significant Relationship between the Level Effectiveness and Level of Satisfaction of Sustainable Development Strategies Practices and Customer Satisfaction of Mashtan Hotel: Evidence from Bahrain

Effectiveness		Level of Satisfaction
Environment Quality	Pearson Correlation	0.627
	Sig. (2-tailed)	0.258
	Interpretation	Not statistically correlated
Technology Utilization	Pearson Correlation	0.184
	Sig. (2-tailed)	0.767
	Interpretation	Not statistically correlated
Service Quality	Pearson Correlation	0.065
	Sig. (2-tailed)	0.917
	Interpretation	Not statistically correlated

From the Table 7 that shows the correlation among the effectiveness and the level of satisfaction of sustainable development strategies practices which support the null hypothesis for the study. The result of the Pearson Product Moment Correlation Coefficient along the environment quality revealed an r value of 0.627 with probability value of 0.258 which signified no significant relation between the level of effectiveness and satisfaction of employees and clients. In the technology utilization implied an r value of 0.184 with probability value of 0.767 which signified no significant relation between the level of effectiveness and satisfaction of employees and the clients. While the service quality also showed an r value of 0.065 with probability value of 0.917 which signified no significant relation between the level of effectiveness and satisfaction of employees and the clients.

4. Conclusions

On the basis of the significant findings of the study, the following conclusions are drawn. In today's keen level of environmental awareness and trend of sustainability management by the hotel industries here in Bahrain takes on higher positively with various importance of environmental awareness. While the initiatives have been converted into some increases in environmental management, technology utilization and service quality of hotels particularly when comes to the development strategies and still to be maximized and scope for improvement.

First employees serve a vital important role in environmental program in hotels. Sustainable training and education help them to increases knowledge and skills to elevate their awareness of environmental protection which supports resource conservation. Second form a new strategic marketing plan for the hotel emphasizing on how the hotel could improve and develop their marketing strategies and what efforts are needed in the department. Third need to update facilities as well as taking steps forwards gaining new customers groups or tourists from other countries, as well as taking a new approach on how to keep the regular customers satisfied and keep them coming back to the hotels.

5. Recommendations

The Mashtan Hotel gateways to hospitality has the advantages but still needs to proceed on a serviceable course to ensure that this advantages continues into the long term and in this vein of findings and recommendations are offered:

First training the employees in a proper way to help carry out the process in effective way. Also awarding the employees' efforts to help the environment will make the employees more interested in putting their effort into it. Second improve the energy efficiency, conservation and management by regular control, staff training and seminar, and implementation and recreation of the best available modern technologies wherever reasonably possible and feasible. Third reinforce the employees' social compassion and ensure environmental sound and safe working conditions with motivation, information and formal training. Fourth co-operate with organizations of environmental protection, influence authorities and support special projects in the local region to keep the economic, social environment and cultural situation intact or improve existing conditions here in the Bahrain. Fifth encourage the guests to take part in helping the environment by using good green choice programme which will make them interested to take part in to it and will also help reach the ultimate goal of the Masthan Hotel gateway to hospitality. Six encourage a multidisciplinary team coming from every department of the hotels to guide the employees in proper decision making, and in formulating policies that can help them take a good action

that influences some organization's sustainable performances. Seven increase effort should be directed towards informing hotels operators of the costs savings and international marketing benefits involved in adopting sustainable development strategies and practices in a good way so that the positive actions will contribute to the recent and future success of the Hotel and tourism industry here in the Kingdom of Bahrain and in the Gulf Countries.

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