THE GREEN RESTAURANT IN PRACTICE:

EMPLOYEE ATTITUDE AND BEHAVIOR

TOWARDS ENVIRONMENTAL SUSTAINABILITY

By

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Abstract: Environmental sustainability initiatives are needed in restaurants because restaurants generate great amounts of waste, use a large amount of energy, and deplete natural resources to operate (Barclay, 2012; U.S. Environmental Protection Agency, 2010). Restaurant employees have a large impact on the success of the environmental sustainability initiatives implemented by restaurants (Checkley-Layton, 1997). At this point in time there is a gap in research on the impact of environmentalism on restaurant employees' attitude and behaviors. Therefore, the purpose of the study is to explore the reaction of restaurant employees' towards environmental sustainability initiatives.

This descriptive study uses a case study approach including two restaurants in the Mid-Western region of the United States. The data collected includes documents about environmentalism, observations at the restaurants, and semi-structured interviews with 29 restaurant employees including Management, Front of House (FOH), and Back of House (BOH). Data analysis included investigator triangulation through three investigators independently conducting a thematic analysis of the data. An external auditor assessed the validity of the thematic analysis. The key findings include the employees exhibiting a high level of environmental awareness, satisfaction, pride, and loyalty to the restaurant because of the sustainability initiatives. The results indicated the sustainability initiatives motivated the employees to practice environmentalism in their personal lives and encouraged the employees to promote the restaurant outside of their employment. The employees mentioned that the sustainability initiatives were perceived as easy to follow and that they perceived the customers as very appreciative of the initiatives.

The current findings of the study add to a growing body of literature on environmentalism and employee attitude and behavior in the restaurant industry. The findings of this study have a number of implications for the restaurant industry including: presenting successful restaurants with green practices and exhibiting how the green practices impact customers and employees positively and their benefit to the restaurants. Limitations of the study include generalization issues and researcher, sampling, and measurement bias. Future research should include replication of the study, a comparison of employees in green and non-green restaurants, and exploring the impact of specific green practices.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER I

INTRODUCTION

The environment is being attacked daily by human life and restaurants are a part of the problem (Choi & Parsa, 2007). To remedy this problem, restaurants are now promoting and implementing sustainability initiatives (Choi & Parsa, 2007). Americans are beginning to view sustaining the environment as a lifestyle rather than an issue, which increases the need for restaurants to incorporate sustainability initiatives into their companies (Goodland, 1996). Environmental sustainability is an important practice for the restaurant industry in the United States because restaurants generate great amounts of waste, use a large amount of energy, and deplete natural resources to operate (Barclay, 2012; U.S. Environmental Protection Agency, 2010).

Restaurants add to the attack of the environment through operation, construction, and design. The waste that restaurants produce includes: food waste, paper & paperboard, plastics, metals, and glass (U.S. Environmental Protection Agency, 2010). In the United States, food waste is the greatest contributor to landfills and incinerators with the restaurant industry

accounting for 15% of that food waste (Barclay, 2012). Over 36 million tons of food waste was generated in 2011, with only 4% of that amount composted and not hitting the landfills or incinerators (U.S. Environmental Protection Agency, 2012a). Restaurants also account for a large sector of commercial buildings in the United States and are three times more energy exhaustive per square foot than other commercial buildings (U.S. Department of Energy, U.S. Energy Information Administration, 2013). A large amount of consumption in restaurants is due to the long hours of operation, large amounts of equipment, and demand; however, most of this consumption is often wasteful (Sustainable Foodservice Consulting, 2013). Reducing waste and energy usage in restaurants is a vital issue needing to be addressed by the hospitality industry because restaurants are contributing to the problems of depleting the Earth's resources.

Restaurants have found many ways to introduce environmentally friendly initiatives, but a challenge in the hospitality industry is changing the behavior and mindset of the employees (Checkley-Layton, 1997). Employees must be willing to follow the initiative policies and truly believe the ideal of environmentalism in order to really make a change (Sirota, Mischkind, & Meltzer, 2005). The success of the initiative depends on the employee response and without the support of the employees, the restaurants' sustainability initiatives will not be successful (Govindarajulu & Daily, 2004).

The Theory of Planned Behavior states that broad job attitudes impact specific job attitudes, which lead to intention of behavior (Ajzen, 1991). Job attitudes can predict important behavior, such as employee performance and employee deviance, but are not exactly intentions to engage in behavior (Judge & Kammeyer- Mueller, 2012). Job attitudes are one's feelings toward, views about, and connection to one's job and the attitude of job satisfaction is the expression of gratification and positive feelings about one's job (Judge & Kammeyer-Mueller, 2012). Attitudes toward a behavior can predict intention, which predicts action including the action to properly follow policy and procedures (Judge & Kammeyer- Mueller, 2012). Using this logic, it is

assumed in this study that employees who have a positive attitude towards the sustainability initiative will support and uphold the policies and programs of the initiative. Employee values that do not equal the organization's values are less satisfied in their jobs (Edwards & Cable, 2009). It is assumed in this study, that employees who value environmental sustainability and work in companies that also value environmental sustainability will have higher job satisfaction. Higher employee affect toward the organization will lead to supportive behaviors for the organization (Lee, Wong, Foo, & Leung, 2011). This study assumes that employees who are environmental ambassadors will behave positively in restaurants that hold the same beliefs about the environment and uphold the environmental sustainability initiatives.

Environmental sustainability is defined as maintaining or at least not depleting natural capital, which includes environmental assets such as soil, atmosphere, forests, water, and wetlands that deliver a stream of useful goods and services which can be renewable or non-renewable, and marketed or non-marketed (Goodland, 1996). The restaurant industry can focus on environmental sustainability through responsible procurement, efficient building and materials, waste management, water conservation, and energy management (Lewis, Cacciola, & Dennill, 2011). The North American Industry Classification System (2012) defines restaurants as an establishment primarily engaged in providing food services to patrons including all full-service restaurants, limited-service restaurants, cafeterias, grill buffets, buffets, snack and non-alcoholic beverage bars, bagel shops, carryout restaurants, and buffet eating places. Restaurants in this study will be based on this definition.

The purpose of this study is to explore the reaction of restaurant employees to the restaurant's sustainability initiative. The study seeks to answer the follow the questions: 1) How does the restaurant industry's sustainability initiative impact the attitude of restaurant employees; and 2) How does the restaurant industry's sustainability initiative impact the behavior of restaurant employees? The objectives of the study include determining the level of job

satisfaction and pride of organization in employees; the job attitudes of employees towards the sustainability initiative; and the employee behavior related to the sustainability initiative. To answer the research questions this descriptive study follows the case study approach explained by Yin (2003). The sample includes two restaurants in the mid-western region of the United States where data collected were collected through observation, interviews, and acquired documents.

Research in the hospitality field on environmental sustainability in restaurants is lacking by most standards (Choi & Parsa, 2007). The small amounts of studies conducted are heavily fixated on the consumer with very little research delving into the focus of the employee (Choi & Parsa, 2007; Chou, Chen, & Wang, 2012; Dutta, Umashankar, Choi, & Parsa, 2008; Hsin-Hui, Parsa, & Self, 2010; Jeong, 2010). Therefore, the implications of this study add to the environmental sustainability literature in restaurants while conveying employee perceptions to two single restaurants' sustainability initiative.

Definition of Study Terms

Attitude   the degree to which a person has a favorable or unfavorable
                                evaluation or appraisal for the behavior in question (Ajzen,
                                1991)

Behavioral beliefs   a type of salient beliefs which are assumed to influence attitudes
                                toward the behavior (Ajzen, 1991)

Control beliefs   a type of salient beliefs which provide the basis for perceptions
                                of behavioral control (Ajzen, 1991)

Environmentalism   promoting the conservation or improvement of the natural
                                environment (Goodland, 1996)

Environmental Sustainability	maintaining or at least not depleting natural capital (Goodland, 1996)
Food waste	uneaten wastes from residences and commercial establishments (U.S. Environmental Protection Agency, 2011)
Intention	individual's motivation in his/her cognizant plan/decision to exert an effort in performing a specific behavior (Ajzen, 1985)
Job attitude	one's feelings toward, views about, and connection to one's job (Judge & Kammeyer- Mueller, 2012)
Job satisfaction	the expression of gratification and positive feelings about one's job (Judge & Kammeyer- Mueller, 2012)
Natural capital	environmental assets such as soil, atmosphere, forests, water, and wetlands that deliver a stream of useful goods and services which can be renewable or non-renewable, and marketed or non-marketed (Goodland, 1996)
Normative beliefs	a type of salient beliefs which constitute the underlying determinants of subjective norms (Ajzen, 1991)
Perceived behavioral control	the perceived ease or difficulty of performing the behavior and it is assumed reflect past experience as well as anticipated impediments and obstacles (Ajzen, 1991)
Procurement	management of purchasing and delivery of needed material (Swafford, Ghosh, & Murthy, 2006)

Salient beliefs   beliefs concerning specific attributes or consequences that are

activated and form the basis of an attitude (Design and

Marketing Dictionary, 2009)

Subjective norm   the perceived social pressure to perform or not to perform the

behavior (Ajzen, 1991)

Waste   material that is not used, wanted, or damaged; unusable remains

or byproducts of something (Waste definition, 2013)

CHAPTER II

LITERATURE REVIEW

Historical Background of Environmentalism

The practice of environmentalism is not new to Americans (Easterling, Kenworthy, & Nemzoff, 1996). One of the first laws written to ensure protection of the environment is the National Environmental Policy Act (NEPA), in 1969, which ensures that the government is giving proper consideration to the environment in all federal action affecting the environment (U.S. Environmental Protection Agency, 2013a). During the 1970s, environmental legislation had a dramatic increase including: the Clean Air Act (CAA) in 1970, the Clean Water Act (CWA) in 1972, the Resource Conservation and Recovery Act (RCRA) in 1976, the Safe Drinking Water Act (SDWA) in 1974, and the Toxic Substances Control Act (TSCA) in 1976; which all are established because of the environmentalism shown in America in this time (U.S. Environmental Protection Agency, 2013a). The environmentalism shown by America spawned the need for research in environmentalism from the great minds in academia.

Table 1

Laws Related to Environmentalism 1960-1980

Laws Related to Environmentalism 1960-1980	
1969	National Environmental Policy Act (NEPA)
1970	Clean Air Act (CAA)
1972	Clean Water Act (CWA)
1974	Safe Drinking Water Act (SDWA)
1976	Resource Conservation and Recovery Act (RCRA)
1976	Toxic Substances Control Act (TSCA)

Previous Research in Environmentalism from 1970-2005

An early scholar, Erskine, 1971, introduced the public's opinion on pollution while other scholars of her time focused on environmental sociology which is the interaction between society and the environment (Catton & Dunlap, 1978; Erskine, 1971). A substantial amount of environmental sustainability research began in the 1990s and includes the introduction of the concept of environmental sustainability and its links to social sustainability and economic sustainability (Goodland, 1996). Further research on environmental sustainability includes pressures and motivations of companies to implement environmental practices (Bansal & Roth, 2000; Davidson & Worrell, 2001), operational impacts and institutional theory (Hoffman, 1999), environmentalism and its costs (Barbier, Markandya, & Pearce, 1990; Christmann, 2000), incorporating environmental performance into operational objectives (de Jeronimo & Cespedes Lorente, 2001), and the impact of 'green' advertising (Easterling, Kenworthy, & Nemzoff, 1996). Other researchers have focused on the impact of management and employees in environmentalism (Henriques & Sadorsky, 1999; Sharma, 2000) and employee attitudes and behavior including morale (Chan & Li, 2001; Rondinelli & Vastag, 2000). This study aims to further environmental sustainability research focusing on employees and management attitudes and behavior in the hospitality field specifically in the restaurant sector.

Table 2

Environmentalism Scholars from 1970-2002

Environmentalism from 1970-2002	
Bansal & Roth, 2000	Pressures and motivations of companies to implement environmental practices
Barbier, Markandya, & Pearce, 1990	Environmentalism and its cost
Catton & Dunlap, 1978	Environmental sociology
Christmann, 2000	Best practices of environmental management on cost advantage
Davidson & Worrell, 2001	Pressures for implementing environmental management practices
de Jeronimo & Cespedes Lorente, 2001	Environmentalism in operational objectives
Easterling, Kenworthy, & Nemzoff, 1996	Impact of green advertising
Erskine, 1972	Public opinion on pollution
Goodland, 1996	Concept of environmental sustainability
Henriques & Sadorsky, 1999	The relationship between environmental commitment and managerial perceptions of stakeholder importance
Hoffman, 1999	Institutional theory
Sharma, 2000	Managerial interpretations as predictors of environmental strategy
Chan & Li, 2001	Environmental management systems in Hong Kong
Rondinelli & Vastag, 2000	Environmental management systems

Environmental Sustainability in the Tourism and Hospitality Industry

Research in the tourism and hospitality fields range from various topics such as: environmental certifications (Font, 2002), scorecards for firms to grade environmentalism (Moreo, DeMicco, & Xiong, 2009), the market competitiveness of environmentally sustainable travel destinations (Hassan, 2000), the need for and impact of environmental sustainability in the cruise line industry (Johnson, 2002), and the flaws in sustainable tourism research (Liu, 2003). Environmental sustainability research in the hospitality industry is focused strongly on sustainable tourism especially in the accommodation sector (Liu, 2003). Kasim (2006) explains the need for environmental sustainability in the tourism industry especially in the hotel sector. Kirk (1995) introduces the effects of environmental management in the hospitality industry through surveyed hotel managers. Manaktola & Jauhari (2007) explore consumers' attitudes and behaviors towards green practices in the lodging industry in India. This study aims to enrich the

research in the restaurant sector in the tourism and hospitality industry by focusing on

environmental sustainability and employee attitudes and behavior.

Table 3
Research in Environmentalism in Tourism & Hospitality

Environmental Sustainability in the Tourism & Hospitality Industry		
Font, 2002	Environmental certifications	Tourism & hospitality industry
Hassan, 2000	Competitiveness of environmental sustainability	Travel destinations
Johnson, 2002	Need and impact of environmental sustainability	Cruise line industry
Kasim, 2006	Need for environmental sustainability	Hotel industry
Kirk, 1995	Effects of environmental management	Hotel industry
Manaktola & Jauhari, 2007	Green consumers' attitudes and behaviors	Hotel industry
Moreo, DeMicco, & Xiong, 2009	Environmentalism scorecards	Hospitality industry
Liu, 2003	Flaws in sustainable tourism research	Hotel industry

Environmental Sustainability in Restaurants

Previous studies on environmental sustainability in restaurants have included the effect of

sustainable awareness on the restaurant (Cavagnaro & Gehrels, 2009), management's willingness

to charge for green practices (Choi & Parsa, 2007), the importance of and effective green

practices (Jeong, 2010), and intentions to adopt green practices (Chou, Chen, & Wang, 2012).

However, the majority of previous studies on environmental sustainability have focused on the

consumers. These studies include the consumers' intention to patronize environmental friendly

restaurants (Hu, Parsa, & Self, 2010), their reasoning behind their purchase intentions (Tan &

Yeap, 2012), and their return intentions (Szuchnicki, 2009). Other consumer based studies have

concentrated on consumers' perception of green practices in restaurants (Schubert, Kandampully,

& Solnet, 2010), their orientation (Dutta, Umashankar, Choi, & Parsa, 2008), and their attitudes

and behavior in environmentally friendly restaurants (Chou, Chen, & Wang, 2012). Very little

research has been done in the scope of environmental sustainability in restaurants and restaurant

employees, even though employees are essential to sustainability (Choi, & Parsa, 2007). In

Spain, del Brio, Fernandez, & Junquera, (2007) reaffirms this importance of employees and

management by finding that management and employee involvement in environmental activities

are statistically significant in a company's environmental action-based competitive advantage in

factories. This study aims to contribute to the research regarding environmentalism and

employees in the restaurant industry.

Table 4
Research in Environmentalism in Restaurants

Environmental Sustainability in Restaurants		
Cavagnaro & Gehrels, 2009	Sustainability awareness	Hotel & restaurant industry
Choi & Parsa, 2007	Managers' willingness to adopt green practices	Restaurant industry
Chou, Chen, & Wang, 2012	Attitudes and decision to adopt green practices in Taiwan	Restaurant industry
Dutta, Umashankar, Choi, & Parsa, 2008	Consumers' green practice orientation in India and the United States	Restaurant industry
Hu, Parsa, & Self, 2010	Consumers' intention to patronize green restaurants	Restaurant industry
Jeong & Jang, 2010	Importance and effective green practices	Restaurant industry
Schubert, Kandampully, & Solnet, 2010	Consumer perceptions of green restaurants in the U.S.	Restaurant industry
Szuchnicki, 2009	Customer return intention to green restaurants	Restaurant industry
Tan & Yeap, 2012	Green restaurant patronage intention	Restaurant industry

Employee Attitude and Behavior

Since, employees and management have such an impact on the success of an

environmental sustainability initiative it is important to explore the attitude and behavior of the

employees towards the initiative (del Brio, Fernandez, & Junquera, 2007). Positive employee

behavior towards the sustainability initiative will likely make the initiative more successful

(Checkley-Layton, 1997). Arnett, Laverie, and McLane (2002) declare that having pride in an

organization encourages positive employee behavior and employees exhibit pride in their

organization when they have high job satisfaction. According to Sirota, Mischkind, & Meltzer

(2005) employees find pride in excellent moral character of companies. Environmental

sustainability initiatives can be viewed as a good moral character of a company inciting pride in employees (Moore & Golledge, 1976). An employees' perception of the organization and their experiences with the organization affects the employees' pride in an organization (Arnett, Laverie, & McLane, 2002). This pride of the environmental sustainability initiatives can positively affect the employees' behavior and attitude. In a case study of an industrial plant, increased employee commitment to waste reduction and recycling inside and outside the plant came from an increase in employees' awareness of environmental aspects and regulations (Rondinelli & Vastag, 2000). Based on these concepts, this study includes the assumptions that restaurant employees will have high pride in an environmentally friendly restaurant increasing their job satisfaction and positive behavior in the restaurant.

Employee Attitude and Behavior towards Environmental Sustainability in the Hospitality & Tourism Industry

Several studies have been done in the hospitality and tourism fields focusing on employee awareness of and attitudes towards environmental sustainability and are focused greatly on the accommodation sector (Bohdanowicz, 2005, 2006; Carlsen, Getz, & Ali-Knight, 2001; Hobson & Essex, 2001; Stabler & Goodall, 1997). Hobson & Essex (2001) explored tourist accommodation managers' attitudes towards the adoption of sustainable development focusing on their interests, understanding, and perceived opportunities and barriers finding that adoption of such practices is constrained by barriers of time, cost, and expertise. Bohdanowicz (2005, 2006) delve into the hoteliers' environmental attitudes, awareness, and initiatives in Europe finding that hotel operators are aware of the need for environmental protection and chain hotels were more likely to be aware of environmental issues than independent owners, government efforts in environmentalism impacted hoteliers to take action, the need for incorporating technical and behavioral practices, and the need for demanding "green" practices from guests. Stabler & Goodall (1997) examined environmental awareness, action, and performance in the Guernsey

12

(Channel Islands) hospitality industry focusing on the accommodation sector finding that the industry operators did not feel responsible for environmental problems, few were aware of environmental initiatives, and few were willing to change its practices. Carlsen, Getz, & Ali-Knight (2001) researched the sustainable management practices and environmental goals of rural, family owned/ operated tourism accommodation businesses in Western Australia finding that 79.3% of 198 families surveyed have sustainable management practices in place including any of the following: waste reduction, energy conservation, non-polluting energy sources, organic chemicals, conservation education, recycling programs, and water conservation procedures. However, little research has been in the restaurant sector pertaining to employee awareness of and attitudes towards environmental sustainability.

Table 5
Research in Environmentalism in the Hospitality & Tourism Industry Focusing on Employee Attitude and Behavior

Employee Attitude & Behavior towards Environmental Sustainability in the Hospitality & Tourism Industry		
Bohdanowicz, 2005; 2006	European hoteliers' environmental attitudes and awareness	Hotel industry
Carlsen, Getz, & Ali-Knight, 2001	Environmental attitudes and practices of family businesses in rural areas	Tourism industry
Hobson & Essex, 2001	Management attitudes towards sustainable development	Hotel industry
Stabler & Goodall, 1997	Awareness of and attitudes towards sustainable development	Hotel industry

Theory of Planned Behavior

When exploring attitude and behavior of employees, the Theory of Planned Behavior is important. The Theory of Planned Behavior is intended to predict and describe human behavior in specific contexts (Ajzen, 1991). An individual's intention to perform a given behavior is a vital aspect for the Theory of Planned Behavior because intentions are expected to capture the motivational factors that influence a behavior (Ajzen, 1991). Intentions to perform behavior can be predicted from attitudes toward the behavior, subjective norms, and perceived behavioral

13

control (Ajzen, 1991). The antecedents to attitudes, subjective norms, and perceived behavioral control include three salient beliefs: behavioral beliefs, normative beliefs, and control beliefs (Ajzen, 1991). This study includes the exploration of the employee's attitude towards the initiative, the effect of subjective norms, and the perceived behavioral control. This exploration should present some attitudes of the employees that will predict the behavior of the restaurant employees pertaining to environmentalism.

Theory of Planned Behavior in the Hospitality Industry

The Theory of Planned Behavior has been researched and applied in several settings and in several fields (Ajzen, 1991). In the hospitality field, research using the Theory of Planned Behavior concentrates heavily on travel destination intentions (Lam & Hsu, 2004; Quintal, Lee, & Soutar, 2010). The restaurant sector has research involving the Theory of Planned Behavior focusing primarily on the consumer's dissatisfaction reactions (Cheng, Lam, & Hsu, 2005; 2006). The Theory of Planned Behavior research in the hotel sector pertaining to environmentalism includes the green hotel consumers' decision formation (Han & Kim, 2010), hotel consumers' intention to visit green hotels (Han, Hsu, & Sheu, 2010), and the consumers' intention to pay conventional-hotel prices at a green-hotel (Kim & Han, 2010). Hospitality research using the Theory of Planned Behavior is heavily concentrated on consumers' intentions. Research using the Theory of Planned Behavior in the restaurant industry and environmentalism issues is lacking by far, creating a gap which this study will assist in filling.

Environmental Sustainability Initiatives in the Restaurant Industry

The restaurant industry can focus on environmental sustainability through responsible procurement, efficient building materials, waste management, water conservation, and energy management (Lewis, Cacciola, & Dennill, 2011). Procurement or purchasing impacts environmental sustainability largely through purchasing sustainable foods, supporting local

14

farmers, using biodegradable products, and reducing waste at the source (Lewis, Cacciola, & Dennill, 2011; U.S. Environmental Protection Agency, 2013b). Building green includes creating sustainable building design; using green building materials in construction; and producing buildings that efficiently use energy, water, materials, and land (Katz, 2003; Lewis, Cacciola, & Dennill, 2011). Restaurants can incorporate the popular program Reduce, Reuse, Recycle for waste management including the management of food waste, plastics, glass, and paper/ paper boards (National Institute of Environmental Health Services, 2013). Food waste is defined by the Environmental Protection Agency as "Uneaten food and food preparation wastes from residences and commercial establishments such as grocery stores, restaurants, and produce stands, institutional cafeterias and kitchens, and industrial sources like employee lunchrooms" (U.S. Environmental Protection Agency, 2011). Water conservation includes management of water use through efficient equipment, maintenance and repairs, and following practices that reduce usage and waste (Jonch-Clausen, 2004; U.S. Environmental Protection Agency, 2010). Energy consumption management can be categorized by saving energy through equipment, maintenance and repairs, lighting, heating, and water use; and renewable energy sources such as solar, wind, geothermal, and tidal (Lewis, Cacciola, & Dennill, 2011). The case or sample chosen in this study will include most of these factors in its sustainability initiative.

Procurement

Purchasing plays a critical role in environmental sustainability initiatives (Zsidisin, & Siferd, 2001). Procurement managers are able to ensure that the products bought are environmentally friendly, the amounts purchased will be utilized properly, and the disposal ability of the products is environmentally sound (Zsidisin, & Siferd, 2001). Bergstrom, Soler, & Shanahan (2005) state however, that purchasers are constraint by corporate policies which are more focused on price, quality, and service rather than environmental considerations. A guide to reporting on sustainable procurement performances developed for the UK Public Sector Food

Procurement Initiative includes five principles that can be helpful for other food procurement managers: 1) selecting local food products when available over imports, 2) providing menu and food information to encourage consumers to choose sustainability, 3) avoiding foods which used processing that is damaging to the environment, 4) working towards adapting existing centralized purchasing systems, and 5) ensuring food products are processed in environmentally efficient facilities (Rimmington, Carlton, & Hawkins, 2006). Buying products that are high in recycled content is a great way to reuse products and ensure they are environmentally friendly (Zsidisin, & Siferd, 2001). Buying from local producers helps enrich the local economy as well as allows the purchaser to know how the food is being produced ensuring environmental friendly practices are used (Rimmington, Carlton, & Hawkins, 2006). Reduction at the source is a key part of the "Reduce, Reuse, Recycle" program and reduction starts with procurement by only purchasing what is needed and what will be used (National Institute of Environmental Health Services, 2013). Procurement is a vital factor to restaurant environmental sustainability.

Green Building

For buildings, environmental performance and quality need to be taken into account during the design phase as well as the construction phase including site selection, overall building efficiency and environmental impact, and the use of green building materials (Kohler, 1999). The environmental performance in building design is becoming a necessary task for American architects and construction professionals to undergo while keeping economical facets in mind (Wang, Zmeureanu, & Rivard, 2005). Bartlett & Howard (2000) state that good energy efficient building includes benefits such as good day-lighting, occupant sensitive controls, natural ventilation, and stable temperatures which all contribute to an indoor environment of good quality. Restaurants that operate in the green buildings lessen the depletion of the environment through minimizing the harmful effects construction, materials, and building design have on the Earth.

16

Waste Management

Waste management programs include recycling, composting, and reducing or eliminating waste especially food waste. Recycling programs have an important impact on waste management (Wilson, Velis, & Cheeseman, 2006). Two separate program forms for recycling relevant to the restaurant industry include a program with a full-time recycling manager position overseeing the recycling operations and a program adding the responsibilities of recycling onto current employees (Lounsbury, 2011). Snarr & Pezza (2000) state restaurants can avoid waste creation by reducing consumption and reusing objects through the following techniques: purchasing products with recycled content, establishing purchasing guidelines, donating unneeded items to local charities and food banks, repurposing items instead of discarding them, preparing food to order, and ensuring proper food storage procedures are in place.

The U.S. Environmental Protection Agency (2013) gives useful tips for deterring food waste from landfills including: prevention or source reduction, feeding people through donation, feeding animals the food scraps from restaurants, turning food waste into industrial uses, composting, and anaerobic digestion or turning food waste into renewable energy. Turning food waste into industrial uses includes recycling fryer oil from kitchens for biodiesel which reduces most emissions from unmodified diesel engines (Lewis, Cacciola, & Dennill, 2011; U.S. Department of Energy, National Renewable Energy Laboratory, 2005). Canakci (2007) proclaims that producing biodiesel is sometimes more expensive than diesel fuel but that, restaurant cooking oils can be recycled into feedstocks. Food waste can also be recycled into meals for swine and other animals (Westendorf, Dong, & Schoknecht, 1998). Environmental benefits for restaurants to reduce food waste include: reducing methane from landfills; reducing resource use associated with food production like water, energy, and land; creating valuable soil amendment through composting; and improving sanitation, public safety, and health at the restaurant site (U.S. Environmental Protection Agency, 2013b). Benefits that restaurants receive

17

when reducing food waste go beyond environmental benefits to economic and social benefits such as: lowering disposal costs; reducing over-purchasing, reducing labor costs, receiving tax benefits through donations, and feeding those in need (U.S. Environmental Protection Agency, 2013b).

Water Conservation

Shanklin (1993) warns that the availability and quality of safe water are issues that the hospitality and tourism industry should be concerned about. Water resources are dwindling rapidly creating water stress due to growth in demand, depletion of non-renewable fossil water resources, pollution of water sources, and declining precipitation levels (Gossling et al., 2012). The hospitality industry adds to this problem by accounting for 15% of the total water use in commercial and institutional facilities in the United States (U.S. Environmental Protection Agency, 2012b). Hankinson (1992) states that in the future, restaurants will need to separate the water sources: 1) "pure" water for food preparation and beverages and 2) "nonpotable" water using a treatment for warewashing and other cleaning uses. The U.S. Environmental Protection Agency (2012) declare that in restaurants, kitchens are using the largest amount of water followed by restrooms. Brodsky (2005) offers a few suggestions for kitchens to reduce their water usuage and avoid wasting water including: 1) installing a low-flow pre-rinse spray valve, 2) using an Energy Star qualified steam cooker, and 3) using other Energy Star qualified commercial equipment. The U.S. Environmental Protection Agency (2012) present additional tips (besides upgrading equipment to Energy Star qualified models) for saving water which include: 1) educating users on proper dishware prep and loading techniques, 2) installing WasterSense labeled toilets, urinals, and bathroom faucets, 3) maintaining good operation of water using equipment by repairing any damage to the equipment and/or the plumbing, 4) installing automatic sensors on faucets, toilets, and urinals, 5) treating and reusing onsite water sources (e.g., irrigation, toilet flushing, and water fixtures). For example, the Eaton Hotel, in Hong Kong, has

installed aqua locks in the kitchen taps to reduce water flow in order to help conserve water (Hotel Management, 2012). Water efficiency and water reduction are vital to conserving the supply of water for the world and maintaining sufficient drinking water sources.

Energy Consumption

Inefficient food cooking, holding and storage equipment are major causes for high energy costs in restaurants (U.S. Environmental Protection Agency, 2006). Even a $1 reduction in energy costs can impact sales by $12.50 at an 8% profit margin (Sustainable Foodservice Consulting, 2013). According to the Energy Information Administration (2013), restaurant energy use can be broken down into refrigeration, sanitation, food preparation and cooking, office equipment, computers, cooling, heating, ventilation, lighting, and others. The largest sector is food preparation and cooking at 24.4% of energy use followed by heating, refrigeration, and sanitation accounting for 16.6%, 16.4%, and 15.7% respectfully (Sustainable Foodservice Consulting, 2013). Several factors in restaurants influence energy use including: 1) hours of operation, 2) operational practices, 3) the number and type of appliances, 4) seating in conditioned space, 5) customer traffic patterns, 6) climate zone, 7) walk-in refrigeration type, 8) outside lighting (Hedrick, Smith, & Field, 2011). Helpful tips for energy conservation include: 1) upgrading equipment to EnergyStar qualified appliances, 2) providing preventative maintenance on equipment such as regularly cleaning and maintenance, 3) making repairs efficiently and promptly, 4) installing energy efficient lighting such as occupancy sensors and LED light bulbs, and 5) implementing start up and shut down schedules for equipment operations (Sustainable Foodservice Consulting, 2013; EnergyStar, 2013)

In the current energy crisis of the 21st century, fossil fuels will not satisfy the world's energy demand much longer increasing the need for everyone including restaurants to find alternatives to using natural resources for energy (Armaroli & Balzani, 2006). Between 15-20%

of the world's total energy demand is supplied by renewable energy sources including: solar energy, wind energy, geothermal, and hydropower (Akella, Saini, & Sharma, 2009). Desideri, Proietti, & Sdringola, (2009) analyzed the technical and economic feasibility of solar-powered cooling systems for refrigeration and air-conditioning in hotel buildings finding that solar-power can decrease the energy load when used properly. In similar research, Chow, Hand, & Strachan (2003) compare three options of photovoltaic and thermal applications that assist in reducing the air-conditioning loads of hotel buildings. Wind energy is the most advanced form of renewable generation however, its unpredictability increases challenges for operators including site selection of the wind-power plant (Aras, Erdogmus, & Koc, 2004; Denny, 2009). Geothermal energy is most commonly used for heating water and space including hotel swimming pools and restaurant dining spaces (Lund, & Freeston, 2001). Tidal energy is an extremely predictable energy source with its barriers quickly being suppressed but, unfortunately still not a viable option for most operators right now (Denny, 2009; Rourke, Boyle, & Reynolds, 2009). Increasing the use of renewable energy sources will reduce the use of natural resources and lessen the pollution of the world.

To reiterate, the increase in environmentalism, in America, in the 60s and 70s spawned the research of environmentalism and environmental sustainability including early and profound scholars such as Barbier, Markandya, & Pearce (1990); Goodland (1995; 1996); and Hoffman (1999) who truly helped define and elaborate the need for environmentalism. Environmental research in the hospitality and tourism industry focused heavily on the accommodation sector (Liu, 2003). The few studies involving the restaurant industry and environmentalism focused heavily on the consumer (Choi & Parsa, 2007). Research supporting that environmental sustainability initiatives need the cooperation the employees is concentrated profoundly in the accommodation sector neglecting the restaurant sector (Bohdanowicz, 2005, 2006; Carlsen, Getz, & Ali-Knight, 2001; Hobson & Essex, 2001; Stabler & Goodall, 1997). Research supports the fit

of the Theory of Planned Behavior in the hospitality and tourism industry with behaviors regarding environmentalism. Restaurants can implement environmental sustainability initiatives through procurement, efficient building materials, waste management, water conservation, and energy management (Lewis, Cacciola, & Dennill, 2011). At this point in time, there is a gap in research pertaining to environmentalism in restaurants focusing on the employees as the sample. This study aims to assist in filling this gap by exploring restaurant employees' attitude and behaviors towards environmental sustainability initiatives.

CHAPTER III

METHODS

       The purpose of this chapter is to describe how the research in this study was conducted. The chapter includes the description of the study design, the sample, and the method of instrumentation. The data collection process, procedures, and data analysis steps are discussed in detail in order to give basis for replication of this study.

Design

This descriptive design uses a case study approach to illustrate the impact of the restaurant industry's sustainability initiative on its employees' attitude and behavior. The scope of the research includes the environmental sustainability initiatives including energy efficiency, water efficiency, waste management and reduction, recycled and biodegradable disposables, chemical and pollution reduction, sustainable foods, and sustainable furnishings as established by the Green Restaurant Association (2013) as well as employee attitudes and behavior including job attitudes toward the initiative, job satisfaction, level of pride in the organization and the

initiative, subjective norms concerning the initiative, perceived behavioral control, and performance behaviors in the initiative.

Sample

The cases or samples include two environmentally friendly restaurants in Mid-West America. The cases are representative of a typical restaurant in the United States demonstrating environmental sustainability initiatives. The restaurants in the study work toward limiting negative environmental impact through the following practices: 1) purchasing meats organically grain fed and humanely raised by a local farmer, 2) composting produce remnants which aid in the nourishment of local community gardens, 3) using biodegradable containers for take-out items, 4) recycling all plastics, glass, aluminum, tin, papers, and other recyclable material as well as printing on recycled paper, 5) using fresh herbs and spices to add flavor instead of processed additives from their own on-site garden, 6) eliminating and reducing chemicals used in the restaurant, 7) encouraging conservation of energy and water, and 8) supporting local farmers and vendors. The cases have been publicly recognized as a business dedicated to environmental sustainability and supportive of environmentalism.

The samples were chosen after searching for restaurants that have been awarded and recognized for their environmentalism. The investigator approached the samples through an email requesting permission to interview their restaurant employees, obtain documents, and observe the employees and management. After permission was granted, the investigator set up a schedule with the restaurants to visit the restaurants for observation and interviews.

Method of Inquiry & Instrumentation

The semi-structured interview includes three major portions: a portion guiding participants to elaborate on their attitude towards their job, the restaurant, and the environmental sustainability programs, a portion guiding participants to elaborate on their general behavior in

their job, the restaurant, and during any environmental sustainability program's actions, and a portion pertaining to demographic questions. The interview is guided towards achieving data from the employee on its' attitude towards its job, the restaurant, and sustainability initiative including the employees' level of pride in the organization as a whole, the level of pride in the organization's sustainability initiative, the employees' level of job satisfaction, and subjective norms regarding the initiatives with their effect on the employee's behavioral intention and actual behavior. The interview is also guided towards achieving data from the employee on its' behavior in the restaurant and during tasks pertaining to the sustainability initiative through exploring the employees' job performance and deviances. Demographic questions include the employees' age, gender, job position, amount of time employed with the restaurant, and tenure in the restaurant industry. The investigator conducts all interviews with all employees (back of house, front of house, and management).

Data Collection

Data collection includes a mix of "six sources of evidence"- discussed by Yin (2003) which include: 1. documentation, 2. archival records, 3. interviews, 4. direct observations, 5. participant observation, and 6. physical artifacts. The rationale for using multiple sources of evidence in this study is to receive a wider array of attitudinal, behavioral, and historical issues (Yin, 2003). Semi-structured interviews with open-ended questions about the attitude and behavior on certain environmental initiatives and demographics are conducted on-site in the restaurants. Documents concerning environmentalism such as local sourcing purchasing lists, bio-degradable and recyclable content for products, and employee handbooks are collected from the restaurants. The investigator also observed in the restaurants to capture the attitudes and behaviors of the employees and management. To increase the validity and reliability of the study, the investigator collects multiple sources of evidence; creates a case study database; and maintains a chain of evidence (Yin, 2003).

Procedure

The interviews occur on site at the restaurants over several days at several times during the day dependent upon the restaurants' operation schedule and convenience of employees and management. Participants included Front of House (FOH), Back of House (BOH), and management from two environmentally friendly restaurants in the Mid-Western region of the United States. At the start of each interview, the interviewer explained that the respondent's identity was kept confidential and participation was voluntary as well as extremely appreciated. The participants' rights were explained and the participants were informed the interview was recorded and would be transcribed. The interviews were transcribed through an outside transcribing company. In addition to interviews, the restaurant provided data collected by the investigator through documents such as purchasing invoices, inventory system sheets, employee handbooks. Observation of the restaurant was conducted by the investigator over a course of several days during several shift times to observe the duties, operations, attitudes, and behaviors of the management, front of house, and back of house employees.

Data Analysis

Data analysis included examining, coding, and categorizing the qualitative evidence from the case study (Yin, 2003). To examine and categorize the evidence, the data analysis process included putting information into different groups, making a matrix of categories, and creating data displays (Miles, 1994). Tabulation of the frequency of different events was also recorded to aid the creation of the categories for the data (Miles, 1994). To further the creditability and validity of the study, data analysis included investigator triangulation by including multiple investigators to oversee the data analysis process (Hussein, 2009). The investigators include the primary investigator, an investigator specializing in restaurants, and an investigator with sustainability research experience. Three investigators independently used these techniques to

create categories for the data. Through a meeting of the three investigators, member checking occurred by assessing which categories were common within all three thematic analyses. Overarching themes and categories were developed during the member checking meeting to further group the data and add validity. An external auditor assessed the validity and accuracy of the themes and categories after the member checking meeting.

Triangulation, member checking, and an external audit were used to add to the validity of this study. The data presented in this study were derived from semi-structured interviews of restaurant employees, observations conducted by the primary investigator on the restaurants' premises, and documents provided by the restaurants including employee handbooks, local sourcing purchasing lists, and biodegradable product lists. The variety of data sources collected in this study is considered data triangulation (Yin, 2003). Investigator triangulation in this study includes three separate investigators analyzing data (Yin, 2003). The transcribed interviews were thematically analyzed by "coding and segregating data" into themes and categories (Glesne, 2006). Member checking of the investigators was conducted in order to further develop the themes and categories of the interview data. An external auditor then assessed the accuracy of the themes and categories. Creswell (1987) explains eight different verification procedures that apply to qualitative studies; 1) triangulations, 2) disconfirming evidence/negative case analysis, 3) researcher reflexivity/ researcher bias, 4) member checking, 5) prolonged engagement and persistent observation, 6) audit trail/ external audit, 7) thick, rick description, and 8) peer review and debriefing. This study includes four these verification procedures 1) triangulation including data triangulation and investigator triangulation, 2) member checking, 3) external audit, and 4) thick, rich description (Creswell, 1987).

The purpose of the study is to explore restaurant employees' reaction towards sustainability initiatives practiced in the restaurant. Specifically, the research questions asked include: 1) How does the restaurant industry's sustainability initiative impact the attitude of

restaurant employees; and 2) How does the restaurant industry's sustainability initiative impact

the behavior of restaurant employees?

CHAPTER IV

RESULTS

Green restaurants are attempting to change their operation processes to include

environmentalism. Many restaurants now incorporate a mission of being environmentally

friendly and giving back to their communities. If restaurant employees do not embrace these

missions then, the restaurants will fail in environmentalism. The purpose of this chapter is to

present the results of this case study. The purpose of the study was to explore the reaction of

employees towards environmental sustainability initiatives. The study aims to determine the

impact of the green practices in restaurants on employee attitude and behavior. This case study

found the restaurant employees exhibited high environmental awareness, enjoyed the benefits of

environmentalism, and were able to educate others about green practices. Many employees in the

study revealed a high job satisfaction level and high levels of pride because of the green practices.

The Theory of Planned Behavior states that intention to perform a behavior can be predicted from

attitude (Ajzen, 1991). This study used the constructs of the Theory of Planned Behavior as a

guide to identify restaurant employees' intended behaviors and the employees' attitudes towards

environmental sustainability initiatives.

Semi-structured interviews were conducted with 29 employees in two separate restaurants in the mid-western region of the United States. A large majority, 69.0%, of participants were male. The largest age group was 26-30 years old, it accounts for 38.0% of the participants with the 31-35 years old age group following accounting for 24.1% of participants. The participants were employees in Management, Front of House (FOH), and Back of House (BOH) positions. The majority, 65.5%, of the participants worked in Front of House positions such as servers and bartenders. Neither restaurant has been in operation more than five years which account for no participants' having tenure at the restaurant over five years. The largest group of participants has worked in the restaurant for 4 or more years accounting for 27.6% of participants with 48.2% of participants working in the restaurant industry for 10 or more years.

Table 6
Demographic Characteristics of
Interview Respondents

Characteristics	Frequency	%
Gender		
Male	20	69.0%
Female	9	31.0%
Gender Total	29	100%
Age		
18-25	4	13.8%
26-30	11	38%
31-35	7	24.1%
36-40	3	10.3%
41+	4	13.8%
Age Total	29	100%

Job Position			
	Management	7	24.1%
FOH	Server	14	48.2%
	Bartender	5	17.2%
	FOH Total	19	65.5%
BOH	Line Cook	1	3.4%
	Sous Chef	1	3.4%
	Chef de Cuisine	1	3.4%
	BOH Total	3	10.3%
	Job Position Total	29	99.7%
Tenure at Restaurant			
	< 1 yrs	6	20.7%
	1- 2 yrs	7	24.1%
	2- 3 yrs	3	10.3%
	3- 4 yrs	5	17.2%
	4- 5 yrs	8	27.6%
	5- 6 yrs	0	0%
	6- 7 yrs	0	0%
	7- 8 yrs	0	0%
	8- 9 yrs	0	0%
	9- 10yrs	0	0%
	10≥ yrs	0	0%
	Tenure at Restaurant Total	29	99.9%

Tenure in Restaurant Industry		
< 1 yrs	0	0%
1- 2 yrs	1	3.4%
2- 3 yrs	1	3.4%
3- 4 yrs	2	6.9%
4- 5 yrs	6	20.7%
5- 6 yrs	0	0%
6- 7 yrs	2	6.9%
7- 8 yrs	1	3.4%
8- 9 yrs	0	0%
9- 10yrs	2	6.9%
10≥ yrs	14	48.2%
Tenure in Restaurant Industry Total	29	99.8%

Employee Reactions to Restaurant Sustainability Initiatives

The purpose of the study is to explore the employee reaction to sustainability initiatives in restaurants. The specific research questions that the study aimed to answer include: 1) How does the restaurant industry's sustainability initiative impact the attitude of restaurant employees; and 2) How does the restaurant industry's sustainability initiative impact the behavior of restaurant employees? After the three investigators thematically analyzed the interviews, member checking occurred to further refine themes and categories that arose in the data. An external auditor assessed the themes and categories to ensure the validity of the themes and categories.

The two overarching themes include Sustainability and Satisfaction. Under Sustainability, the following categories surfaced Practices, Benefits, and Education as shown in Table 7. The sub-categories in the Practices category include Sourcing, Chemical Reduction, Conservation, and Waste Management. The sub-categories in the Benefits category include Environmental Benefits and Business Benefits. The sub categories in the Education category include Promoting Green and Following Practices. Under Satisfaction, the following categories surfaced Employee Satisfaction and Customer Satisfaction as shown in Table 8. The sub-categories in the Employee Satisfaction category include Job Characteristics Theory and Organizational Commitment. The sub-categories in the Customer Satisfaction category include Existing Customers and New Customers. This study will analyze the results and interpret which attitudes predict certain behaviors regarding environmentalism. The following sections will elaborate on the thematic analysis results.

Sustainability Efforts in Restaurants

Implemented Green Practices

Participants exhibit high awareness of environmental practices throughout the interviews. Respondents consistently identified several sustainability practices followed in the restaurant they work in. One employee stated that "we pride ourselves on sustainability," (FOH Manager, Male, 26-30 years old). Local sourcing and other procurement procedures are frequently mentioned by the respondents as the best practices in the restaurant. An employee states "So being able to have something that is twenty miles away from us is just infinitely better to me. That's just the number one green practice that I'm really proud of," (FOH Manager, male, 26-30 years old). The benefits of local sourcing for the environment and the local economy are explained by the employees. The restaurants purchase products from local farmers, ranchers, and fishermen. One employee explains "we are a local business supporting other local businesses," (Server, female, 18-21 years

old). The employees are able to visit the farms, pick crops, observe the animals in their healthy, humane environment, and attend farmers' markets. The ability of the employees to all these activities allows them to support the promise of being humane and environmentally friendly to their customers. One employee expresses:

> We try to stay environmentally conscience around here, we try to keep things clean, and with the farmers as well. Everything is free-ranged to humanely-raised. We call them micro-local restaurants because of the fact that all of our farmers are no more than 2 hours away. So, that allows us to go to the farm and pop in whenever we want and make sure our farmers are doing what we practice here. We can go to farm and see the cows being grass-fed and walking around being treated well probably better than most humans (Chef de Cuisine, male, 31-35 years old).

Conservation efforts are spread throughout the restaurants in initiatives to save energy and water. The restaurants conserve energy through replacing old light bulbs with more efficient light bulbs, using programmable thermostats, and energy conserving air conditioning units. The equipment throughout the restaurants was either pre-existing, used, or energy efficient models. The restaurants conserve water through using low-flow toilets and faucets, irrigation systems, and rain collectors. The employees frequently mentioned the conservation efforts as interesting. For example, one employee states "I think the most unique practices that we have are the AC system and that's what we get most comments on. There are fabric things, the fabric tubes that we use and so we are able to take them down and wash them to keep our air clean," (Manager, female, 26-30 years old). Another employee expresses "what I find interesting is the water system we have. They told me it collects rainwater from the top of the facility and then we actually reuse that," (Server, male, 18-21 years old).

Chemical reduction practices in the restaurants include eliminating pesticides in the on-site garden, reducing the use of harsh cleaning chemicals while cleaning, and purchasing organic and biodegradable products which are easier on the Earth when produced and disposed of. One employee explains cleaning processes:

> Another thing, we don't use very many chemicals to clean up, like we don't use a hot hose to clean up at night, basically we use mop buckets, scrub, mop and squeeze that up, instead of using a hot hose and waste a lot of water and chemicals, just plain stuff (Sous Chef, male, 31-35 years old).

The waste management practices were the most identified initiatives in the restaurants. Recycling and composting were the most identified waste management practices. One employee shares:

> Being able to compost and send back out to the farms is a fantastic feeling instead of just throwing something away, we are able to help out and make something grow. . . Working downtown for the other businesses and seeing the waste that it creates, restaurants are inherently something that just produces a lot of waste so, being able to take steps to prevent that, being able to recycle every single bit of glass that comes through, every single can that comes through the building it's a great feeling. It makes you feel like for every one person that's not recycling and throwing away their stuff at home, we are actually making a difference in our area (FOH Manager, male, 26-30 years old).

Upcycling items and finding a dual purpose for items were mentioned by the employees as rewarding by finding innovative ways to repurpose items. An employee supports this notion by stating "being able to upcycle things that would have otherwise been trash, being able to take it and turn it into something as beautiful as it is," (FOH Manager, male, 26-30 years old). The same employee states:

As far the building goes, it is a 100 year old building, but we basically have been able to take a lot of things that were already here in place. Instead of taking out and throwing away every single chair, every single booth, every single table and buying brand new, we took the old and fixed it up. We were able to make it something that looks good with the restaurant, flows with the feel of the restaurant, and because of that, we were able to not have to cut down a bunch of trees to do that, not wasting a lot of metal by scraping stuff (FOH Manager, male, 26-30 years old).

Another employee states that "everything has more than one purpose, everything is repurposed," (Server, male, 31-35 years old).

Benefits of Restaurant Practices

Participants frequently revealed that they enjoyed the benefits of the sustainable initiatives. Saving the environment is important to the employees. For example, an employee expresses "I think it's very beneficial for the community and for the environment, because I know conservation is very important with the limited resources. So it makes me proud to be able to do that," (Cook, male, 31-35 years old). Employees describe that giving back to the community is another benefit that improved their satisfaction. An employee states "I've worked different companies down here and just seeing the massive difference that it makes around you. The way that it brings people together towards one overall thought of doing something positive for your community," (FOH Manager, male, 26-30 years old). Another employee conveys:

Oh it just feels good that you are actually doing something that is going to help and not take away. . . when you give a gift, you feel good, when you give something. . . it makes you feel a little bit better. That's kind of what I feel . . . it's just working together to help our community grow (Server, male, 51-55 years old).

The benefits the business receives include higher profits, free marketing, and lower turnover of staff. The higher profits are achieved through lower energy costs and increased customer base. An employee supports this concept by stating:

We use low flow toilets that has a duel flush so it basically paid itself off within the first 3 months of us using it here at the restaurant. Thinking about just the amount of water that we saved just with that, we went low flow water faucets on all of our faucets too (FOH Manager, male, 26-30 years old).

Free marketing is achieved through publication of awards, news casts of the store and its environmental achievements, and word of mouth recognition from the employees and customers. Many employees are loyal to the restaurant which lowers the turnover rates in the restaurants. One employee supports this concept by declaring "I choose to work here for one of those reasons . . . this is one of the reasons, why I choose this restaurant, it's nice," (Bartender, male, 26-30 years old).

Educational Impact of Green Practices

Learning the benefits of the practices, innovative ways to be green, and the ease of implementing green practices in the restaurants enlightened several participants to promote environmental sustainability initiatives.   The promotion of environmentalism occurred through the employees taking their knowledge of green practices and carrying that over into their personal lives. Many employees state the green practices have enriched their personal lives as well as their work lives by making them happier and healthier people. One employee supports this concept by stating:

I have definitely become a healthier person by working here. I ride my bicycle to work. I think that it has encouraged me to not go eat fast foods and things like that and in the end

of that it's helped me be a healthier person and a happier person . . . like its encouraged

myself to become a better person as well (Bar Manager, male, 31-35 years old).

Another employee states:

It definitely makes me more motivated to do it outside of work. Because I see how easy

it is to do here, with the volume and the number of people that we are serving and plus

we are able to do it at a restaurant so easily, it's made me more aware of it outside of

being here (Manager, female, 26-30 years old).

Boosterism is when the employee promotes the company while they are not there. The

employees exhibit boosterism by telling all their friends about the green practices and promoting

the restaurant while not working. The employees reveal that they wish more restaurants would

include these types of practices in their operation. Many employees found it rewarding to

challenge themselves to create dual purposes for items and innovate new ways to upcycle

products. For example, one employee declared "I have been working so long at a green

restaurant; I have a mentality that I don't want to waste anything. I want to see how I can

repurpose something and actually stretch that, its utility," (Server, male, 31-35 years old).

Explaining the process of the green practices and training the employees are key elements

to the successfulness of the green practices in restaurants. After the employee begins following

the green practices in their day to day work, it becomes second nature to the employees. For

example, when an employee was asked if the green practices were difficult to follow, one

employee states:

In the long run, no, it's not, we don't even notice it. . . but it's a little bit more work and

maybe we don't notice it, that it's taking a little more time, but to me, it's still just as

efficient as any corporate restaurant that I have ever worked at for sure (Events Manager,

male, 26-30 years old).

None of the participants perceived the green practices as difficult to follow or hindering to their job performance but, some of the employees perceived this notion only after the process became second nature. The employees viewed the green practices as easy to abide by especially after the process was explained. An employee states "once you get to know what they want out of their green practices and you know what they are recycling for and what we will be doing, then yeah, you could easily learn from that," (Server, male, 18-21 years old).

Table 7
Taxonomy of Sustainability Theme

Sustainability	Practices	Sourcing	Procurement Benefits
		Chemical Reduction	Organics Eliminating Pesticides Eliminating Cleaning Chemicals
		Conservation	Water Efficiency Energy Efficiency
		Waste Management	Recycling Composting Upcycling/ Dual Purpose
	Benefits	Environmental Benefits	Saving the Environment Giving Back
		Business Benefits	Profit Marketing Turnover Reduction
	Education	Promoting Green	Boosterism Innovation
		Following Practices	Explain Process First Level of Perceived Difficulty

Satisfaction in Green Restaurants

Employee Satisfaction in Green Restaurants

The Job Characteristics Theory states that core job dimensions will stimulate three psychological states which will impact work outcomes (Hackman, 1976). The five core job dimensions include: skill variety, task identity, task significance, autonomy, and feedback (Hackman, 1976). One employee gives an example of the feedback from the management team

by stating "it's more of a personal base, when I can actually interact with them and feel appreciated for the work that I have done with them," (Server, male, 18-21 years old). The three psychological states include: experienced meaningfulness of the work, experienced responsibility for outcome of the work, and knowledge of results of the work activities (Hackman, 1976). An example of the knowledge of results of the work activities is stated by one employee "what we do; I think that the customer can really see that. We really do care, it's not just a gimmick, we actually care," (Events Manager, male, 26-30 years old). The work outcomes which were revised in 1980 include: internal work motivation, job satisfaction, quality of work, and quantity of work (Hackman & Oldman, 1980). The respondents frequently mention internal motivation, high job satisfaction, and a high quality of work.

The respondents exhibit high organizational commitment in their responses. The level of pride felt for the restaurant is generally high in the employees. For example, when asked if the employee felt a higher level of pride because of the green practices, one employee answered "I do, and everyone here is, I mean for the most part, that's why people work here. They like the practices; they are on board with the green movement," (Server, male, 26-30 years old). Another employee expresses their commitment by stating, "I mean, this is by far one of the best restaurants I have ever worked with, if not the best. Actually I can tell you it's the best restaurant I have ever worked for," (Server, male, 26-30 years old). Most respondents mentioned that they perceive the restaurant as unique compared to other restaurants. One employee explains "I find it neat that I work at a place that does all this, goes through all this just to help the environment in some way. I don't know a lot of other restaurant like this," (Events Manager, female, 26-30 years old). Another employee stated "it set us apart away from, apart from other restaurants. And it gives us a sense of pride actually, that we do things differently to sustain what we have, rather than wasting what we don't need to waste," (Server, male, 31-35 years old).

Customer Reaction to Green Practices

The participants indicate they have observed the existing customer base's reactions at the restaurants; these reactions include joy, understanding, and pride. One employee states "I enjoy talking to the customers too and explaining to them, stuff that [the owner] has done to the restaurant . . . it's just cool to see their reactions," (Server, male, 18-21 years old). A large amount of the existing customer base choose to patron the restaurant because of the green practices performed. Customers truly appreciate the sustainable initiatives in the restaurants because it helps the environment, gives back to the community and the local economy, and gives the customers something to feel proud about. One employee mentions "we have a lot of regulars who come in, who know what we do for the environment and how we run our company and they really appreciate that," (Server, male, 22-25 years old).

The employees are pleased to introduce sustainability initiatives in the restaurants to new customers. It creates an opportunity for the employees to brag about the ways that the restaurants are saving the environment and giving back to their community. For example, one employee mentions:

> It's cool to be able to tell people about it and you kind of brag like this, you know we stand out having that. And then it's really nice to back it up with good quality food, you know it's one thing to just be an environmental restaurant and that's all fine and dandy, but you want to be able to have a good product that you are putting out. So it's nice on both levels to be like yes, we are successful with the environmental part, but we are also very successful with the food and there is a reason we are doing it, it's not just to do it (Bartender, female, 26-30 years old).

The employees use the green practices as a selling point to customers. Customers' reactions and appreciation of the green practices usually entice the customers to return back to the restaurants. For example, one employee noted:

It creates a good conversation with people that come in and I think it actually draws more people to come in to eat here. And I think that's probably one of the aspects they look at, before they eat here (Events Manager, female, 26-30 years old).

Table 8
Taxonomy of Satisfaction Theme

			Skill Variety Task Identity Task Significance Autonomy Feedback	Motivation Performance Satisfaction Absenteeism Turnover
Satisfaction	Employee Satisfaction	Job Characteristics Theory		
		Organizational Commitment	Organizational Citizenship Behavior Workplace Attractors Pride	
	Customer Satisfaction	Existing Customers	Customer Reaction Customer Appreciation	
		New Customers	Introducing Green Practices Selling Point	

Outcomes of Research Questions

The purpose of the study is to explore the reaction of restaurant employees' to environmental sustainability initiatives practiced in restaurants. The research questions asked include: 1) How does the restaurant industry's sustainability initiative impact the attitude of restaurant employees; and 2) How does the restaurant industry's sustainability initiative impact the behavior of restaurant employees?

Attitudes presented in the results chapter include: perception of best and most interesting green practices, pride in saving the environment, perceived behavioral control over the success of

the initiatives, and pride in the restaurant. These attitudes can predict behaviors such as bringing the green practices into their personal lives, following the practices as intended, promoting the restaurant outside of work, and promoting the green practices to customers. The employees exhibit high awareness of the environmental sustainability initiatives including their perception of the best and most interesting practices. These attitudes of the best and most interesting practices predict the behavior of promoting the green practices to customers. The pride the employees revealed feeling for helping saving the environment and giving back to the community predict the behaviors of carrying the green practices into their personal lives, promoting the green practices to customers, and promoting the restaurant outside of work. The perceived behavioral control over the success of initiatives predicts the behavior of following the practices as intended. The pride the employees revealed in the restaurant predicts the behaviors of promoting the restaurant outside of work and promoting the green practices to customers.

In summary, the employees exhibit high job satisfaction because of the green practices, which impacts their job performance, personal lives, promotion of the restaurant, and motivation levels. The employees are knowledgeable of the green practices and the benefits the green practices provide. The employees revealed pride in the green practices and the restaurant. The employees generally see the restaurant as unique and the best place to work. Many employees choose to work at the restaurant because of the green practices. Many employees carry green practices into their personal lives making them happier, healthier, and better people. The employees convey they are pleased to explain the green practices and environmentalism implemented in the restaurants to the existing customer base and new potential customers. The employees enjoy bragging about and promoting the restaurant because of the green practices. The Theory of Planned Behavior states the attitudes, subjective norms, and perceived behavioral control can predict intended behavior. Using the Theory of Planned Behavior, this study will suggest implications and predict intended behaviors from the results presented in this chapter.

CHAPTER V

DISCUSSION AND CONCLUSION

The purpose of this chapter is to state the interpretation of the results in this study and describe the results in more depth. This study uses the constructs of the Theory of Planned Behavior as a guide in presenting the intended behaviors of employees by exploring their attitudes. Attitudes and behaviors have a major difference among them; attitude is positioned around thoughts whereas behavior is positioned around action (LaPiere, 1934). A job attitude is "one's feelings toward, views about, and connection to one's job" (Judge & Kammeyer- Mueller, 2012). Attitudes are inward feelings and behaviors are external ways the employee responds to his attitude. The results of this study indicate three attitudes including job satisfaction, organizational commitment, and self-efficacy and three behaviors including role performance, boosterism, and commitment to customer service.

Green Practices Impact on Attitude of Restaurant Employees

This study explored the impact of the restaurant industry's sustainability initiative on the attitude of restaurant employees. The results of this study suggest that there are three major attitudes that are impacted by the green practices. The first attitude is job satisfaction. Job satisfaction refers "to the expression of gratification and positive feelings about one's

job" (Judge & Kammeyer- Mueller, 2012). The employees in this study exhibit high job satisfaction. The second attitude is organizational commitment. Organizational commitment is defined as the psychological state binding an employee to an organization (Allen & Meyer, 1990). The employees in this study demonstrate high organizational commitment. The third attitude is self-efficacy. Self-efficacy is an individual's perception of his or her capabilities to control or succeed in events in life (Wood & Bandura, 1989). The employees display high self-efficacy.

The impact of job satisfaction

Under the Employee Satisfaction category, the Job Characteristics Theory sub-category was developed because the employees frequently mention the green practices contributing to different aspects of job satisfaction, internal work motivation, and quality of work. The restaurants' green practices were making employees happy and excited for their jobs. Many employees viewed the green practices as really interesting, unique, and cool which motivates the employees to learn more about environmentalism and ways to help the environment. It was mentioned that the green practices were revered because they bring people together under a common good. The Benefits category was created because the employees explain their attitudes of satisfaction and pride about the benefits of saving of the environment and giving back to their community. The employees enjoy being able to give back and help save the environment. The employees feel good about helping the community grow and doing something positive. Many employees choose to work in the restaurant because of the green practices and feel proud that they are saving the environment. These results indicate these employees have a high level of job satisfaction, high internal work motivation, and a perceived high quality of work. The attitudes of job satisfaction, internal work motivation, and a perceived quality of work predict behaviors such as enhanced job performance, high job engagement, and high organizational citizenship.

The impact of organizational commitment

Under the Employee Satisfaction category, the Organizational Commitment sub-category was created because the employees express high pride for the green practices and the restaurants. The employees consistently reveal their pride in the green practices, the restaurant, and the good things they are doing to save the environment. Many employees view this restaurant as the best restaurant they have ever worked for. The employees perceive the restaurant as unique and enjoy that the green practices set the restaurant apart from other restaurants. These results indicate that these employees have high organizational commitment. These employees exhibit high commitment to the mission of the restaurant. Affective commitment of these employees indicates that the employees are committed to the restaurant because they have an emotional attachment to the restaurant because of the green practices, which lowers job turnover for these restaurants. The affective commitment of the employees also indicates that the emotional attachment to these restaurants motivates the enhancement of these employees' job performance. The attitude of organizational commitment predicts behaviors such as enhanced job performance, job engagement, and organizational citizenship.

The impact of perceived self- efficacy

Under the Education category, the sub-category Following Practices was developed because many employees explained their reactions to following the green practices. Several employees stated that the green practices did not hinder their job performance in any way. Some of employees mentioned that once they understood the procedures for the green practices following the initiatives became second nature. These results indicate these employees have high self-efficacy in the restaurants especially in regards to saving the environment. Since, Judge and Bono (2001) state that self-efficacy is a good predictor of job satisfaction, the results in this study indicate that the employees of these green restaurants have a high self-efficacy, which predicts these employees will have high job satisfaction as well. The high self-efficacy in these

employees in the restaurants indicates that these employees perceive the challenge of saving the environment as something that can be mastered.

Green Practices Impact on Behavior of Restaurant Employees

This study explored the impact of the restaurant industry's sustainability initiative on the behavior of restaurant employees. The results of this study suggest that there are three major behaviors that are impacted by the green practices. The first behavior is role performance. Role performance is defined as meeting or surpassing the measurable and qualitative criteria of performance (Katz & Kahn, 1978). The employees demonstrate enhanced role performance. The second behavior is boosterism. Boosterism in this study refers to the act of promoting the mission, ideals, and the organization. The employees exhibit high levels of boosterism. The third behavior is commitment to customer service. Commitment to customer service refers to the engagement of the employee to the customer experience. The employees display high levels of commitment to customer service.

The impact on role performance

The Practices category was developed because the restaurant employees exhibited high awareness of the environmentalism practiced in the restaurants. The majority of employees mention local sourcing as the best green practice in the restaurant. Employees reveal that repurposing items or upcycling items is very rewarding because they are able to turn something that was going to be trash and make it into something beautiful. The employees are delightfully challenged to create innovative ways to upcycle or find dual purposes for items. These results indicate high role performance of these select employees through contribution to initiatives and innovation. The employees are willing to try new things, follow the policies and programs, and do whatever is needed to uphold the mission of the restaurant. These engaged employees are generally more enthusiastic, more involved, and will uphold the interests of the organization. The positive attitudes felt towards the green practices predict the behavior of high engagement and job performance of the employees.

Using the education of the green practices

Under the Education category, the Promoting Green sub-category was created because the employees explain how they promote the green practices in the restaurants as well as outside the restaurants in their personal lives. Seeing the environmental sustainability initiatives successfully in practice on a large scale in the restaurants motivated many employees to carry their education of green practices into their home lives. The employees mention recycling at home, riding their bikes work, reducing energy and water use, and upcycling items that would have once been trash. Some employees state these green actions which are the result of the green practices in the restaurant are making them happier, healthier, and better people. The employees also promote the green practices by encouraging their friends and family to be more conscious of the environment. These results indicate these employees exhibit high boosterism of the restaurant. The employees promote the restaurant outside of work because they want others to know about the restaurants' efforts in environmentalism. The employees support the green practices whole-heartedly. By allowing the green practices to carry over into their personal lives and encouraging others to save the environment, these select restaurants gain motivated, highly committed employees. The employees are providing free word-of-mouth for the restaurant as well as upholding the mission of the restaurant. The attitude of pride predicts the behavior of boosterism.

Commitment to customer service

The Customer Satisfaction category was developed because the employees frequently mentioned that they enjoyed explaining and telling the existing as well as new customers about the green practices in the restaurants. The employees are able to brag about the environmentalism shown in the restaurants and use the green practices as a selling point to the existing customer base as well as new or potential customers. These results indicate that because of the green practices, the employees in these restaurants were able to connect easily with customers and

create a relationship between customers and restaurant employees.   Strong relationships between customers and employees are beneficial for the restaurants because it creates more satisfied and loyal customers. These satisfied and loyal customers are more willing to spend more money in restaurants, tip the employees higher, increase their positive word-of-mouth, and increase the frequency of their visits. Connecting with customers indicates that these employees have a high commitment to customer service and aim to increase customer satisfaction in the restaurants. The positive attitudes felt for the green practices by these employees predict the behavior of commitment to customer service.

Significance of Findings

The current findings add to a growing body of literature on environmentalism and employee attitude and behavior in the restaurant industry. The study adds to our understanding of the role of attitudes and behaviors of restaurant employees. These findings enhance our understanding of green restaurants' impact on their employees. This research also contributes additional evidence that supports that positive attitudes predict positive behaviors.

The findings of this study have a number of important implications for the restaurant industry. First, restaurants are successfully implementing green practices in their operations and helping to save the environment. However, implementing initiatives can be costly, take time, and require employees who are motivated, dedicated, and can lead others in environmentalism. Not all restaurants will see the efforts of environmentalism as necessary or achievable. Second, environmental sustainability initiatives in these restaurants are impacting the employees as well as the customers in a positive way. Third, the positive impact the green practices have on this select group of employees is beneficial for these restaurants. However, not every restaurant will have motivated, dedicated employees who will teach and promote environmentalism making the implementation and success of the initiatives difficult. The restaurant industry can utilize the findings in this study to justify that green practices are possible and profitable.

Conclusions

Restaurants in the United States generate waste, deplete natural resources, and use large amounts of energy through operations (Barclay, 2012; U.S. Environmental Protection Agency, 2010). Restaurants are attempting to their part in saving the environment by implementing environmental sustainability initiatives, but these initiatives are only successful if the restaurant employees support them (Sirota, Mischkind, & Meltzer, 2005). This study set out to explore the reaction of restaurant employees to the restaurant's sustainability initiative including the green practices' impact on employee attitude and employee behavior. There are four objectives that the study aimed to explore. The first of objective is determining the level of job satisfaction of the employees. The second objective is determining the pride level of the employees. The third objective is identifying the attitude of the employees towards the sustainability initiatives. The fourth objective is identifying the behavior of the employees towards the sustainability initiatives.

In order to answer the research questions and achieve the objectives, this qualitative study's research design involves a case study approach. The cases explored are two restaurants that practice environmental sustainability initiatives in the mid-western region of the United States. The data collection process included conducting on-site observations of the employees and management, collecting documents about environmentalism from the restaurants, and performing on-site semi-structured interviews with the employees and management. Data analysis involved three investigators independently conducting a thematic analysis of the data to develop themes and categories which were validated through member checking and an external audit.

The data analysis process resulted in the creation of two themes. One of the themes is sustainability. The results under the sustainability theme include four major findings. The first

major finding is that employees exhibit a high awareness and pride level of environmental sustainability initiatives. The second major finding is that the employees appreciate the opportunity to give back to their community and save the environment. The third major finding is that the employees support and promote the green practices in the restaurants as well as their personal lives. The fourth major finding is that the employees perceive following the green practices as easy especially after the process was explained and became second nature.

The second theme created is satisfaction. The results under the satisfaction theme include four major findings. The first major finding is that employees exhibit a high level of job satisfaction, internal work motivation, and quality of work because of the green practices in the restaurants. The second major finding is that the employees exhibit high organizational commitment to the restaurants because of the green practices. The third major finding is that the employees perceived that the customers appreciate the green practices. The fourth major finding is that the employees enjoy explaining the green practices to new and existing customers.

The results of this research support the idea that environmental sustainability initiatives have a positive impact on these restaurant employees. Taken together, these results suggest that the impact of the green practices on this select group of restaurant employees' attitudes include a high job satisfaction, high organizational commitment, and high self-efficacy. These results suggest that the impact of the green practices on this select group of restaurant employees' behaviors include high job involvement, high boosterism, and a high commitment to customer service. The following conclusions can be drawn from the present study: 1) it is possible for restaurants to successfully implement environmentally sustainable initiatives, 2) the green practices in these restaurants impact employee attitude and behaviors positively, and 3) the environment and the restaurant industry both can benefit from green practices being implemented.

Limitations

Generalization may be viewed as the largest limitation to this study however; the goal of this study is not to generalize the results to larger populations. Case studies are not generalizable to populations but to theoretical propositions (Yin, 2003). The goal of the case study approach is to generalize and expand theories through analytic generalizations (Yin, 2003). Analytic generalizations are dependent upon the reasoning that the theoretical framework might be relevant to other situations (Yin, 2012). It is reasonable to expect that the results of this study might be applicable to other environmentally friendly restaurants in the United States.

The findings in this report are subject to at least three types of bias. The first limitation is researcher bias. The researcher is the principal instrument of data collection and analysis therefore; the researcher's own subjective feeling may influence the case study. To reduce researcher bias, this study utilized investigator triangulation and external audits to validate the data analysis process. The second limitation is sampling bias by using only environmentally friendly restaurants in the mid-western region of the United States. The third limitation is measurement bias by the employees giving socially desirable answers because they might want to be perceived as environmentalist and give answers that reflect that perception.

Future Research

The case study method allows the generalization and explanation of theories which provides insight for further research. What is now needed is a replication of this study in another location or different regions. Replication of the study would assist in further validating the results of this study. It would be interesting to compare experiences of employees in green restaurants and employees in non-green restaurants. More broadly, research is also needed to better understand the implications of higher job satisfaction in environmentally friendly restaurant

employees. Another possible area of future research would be to investigate why local sourcing

was mentioned as the best green practice in the restaurants.

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APPENDICES

APPENDIX A

IRB APPROVAL

Oklahoma State University Institutional Review Board

Date:	Thursday, December 19, 2013
IRB Application No	HE1375
Proposal Title:	The Green Restaurant in Practice: Employee Attitude and Behavior Towards Environmental Sustainability
Reviewed and Processed as:	Exempt

Status Recommended by Reviewer(s): Approved   Protocol Expires: 12/18/2016

Principal
Investigator(s):

Michelle Alcorn	Catherine Curtis
1718 E Elm	210 HES
Enid, OK 73701	Stillwater, OK 74078

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

☐ The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval. Protocol modifications requiring approval may include changes to the title, PI, advisor, funding status or sponsor, subject population composition or size, recruitment, inclusion/exclusion criteria, research site, research procedures and consent/assent process or forms.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Dawnett Watkins 219 Cordell North (phone: 405-744-5700, dawnett.watkins@okstate.edu).

Sincerely,

Shelia Kennison, Chair
Institutional Review Board

Oral Script

Green Practices in Restaurants Study

Are you interested in being part of a study concerning green practices in restaurants?
Are you over 18 years of age?

Let me explain the purpose of this research study which is to understand a restaurant employee's attitude and behavior toward green practices. Participation is approximately 20 minutes of your time in an interview. The benefits include voicing your opinion in the research process and learning how research is conducted.

*At this time, if the participant agrees, they will be handed the participation form.

PARTICIPANT INFORMATION
OKLAHOMA STATE UNIVERSITY

Title: The Green Restaurant in Practice: Employee Attitude and Behavior towards Environmental Sustainability

Investigator(s): Michelle Alcorn, B.S., Master's student, School of Hotel and Restaurant Administration Catherine Curtis, PhD Thesis Adviser of PI.

Purpose: The purpose of the research study is examine employee attitudes and behavior toward green initiatives in a restaurant. You must be 18 years or older to participate.)

What to Expect: Participation in this research will involve an interview. The first part of the interview will ask about waste management. The second section will ask about conservation. The final section will ask questions specifically about you. The information you provide will be kept in confidence and used for statistical purposes only. You do not have to answer any questions you do not wish to answer. You will only be offered the opportunity to participate in this study once, and you can expect to take approximately 20 minutes to complete the interview.

Risks: There are no risks associated with this project that are expected to be greater than those ordinarily encountered in daily life.

Benefits: There are no direct benefits to you. However, you may gain an appreciation and understanding of how research is conducted.

Compensation: Participation is purely voluntary, and the choice to participate is unrelated to your job performance.

Your Rights and Confidentiality: Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time.

Confidentiality: The records of this study will be kept private. Any written results will discuss group findings and will not include information that will identify you. Research records will be stored on a password protected computer in a locked office and only researchers and individuals responsible for research oversight will have access to the records. Data will be destroyed 1 1/2 years after the study has been completed. Audio recordings will be transcribed and destroyed within 14 days of the interview.

Contacts: You may contact any of the researchers at the following addresses and phone numbers, should you desire to discuss your participation in the study and/or request information about the results of the study: Michelle Alcorn, Oklahoma State University, Stillwater, OK 74078, (580)-603-3985; Catherine Curtis, PhD, 210 HSW, School of Hotel and Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, (405)744-8484. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or irb@okstate.edu

If you choose to participate: Your audio recording indicates your willingness to participate in this research study.

APPENDIX B

INFORMED CONSENT DOCUMENT

By participating in the interview, the subject gives their full consent to the study allowing the data to be reproduced. The subject agrees that he/she has read and fully understands the consent form and agrees to the study freely and voluntarily. The subjects are given a copy of the informed consent document.

Project Title:

> *The Green Restaurant in Practice: Employee Attitude and Behavior towards Environmental Sustainability*

Investigators:

> *Michelle Alcorn, Bachelors of Science in Hotel & Restaurant Administration-Primary Investigator responsible for informed consent, participation requests, interviews, data collection, data analysis, and research procedures.*

Purpose:

> *The study involves research and the data collected from the participation of the employees will be presented in a Master's thesis and research journals.*
> *The study aims to explore the reaction of restaurant employees towards environmental sustainability initiatives.*
> *The research questions asked include: 1) How does the restaurant industry's sustainability initiative impact the attitude of restaurant employees; and 2) How does the restaurant industry's sustainability initiative impact the behavior of restaurant employees?*
> *The employees' participation is requested to further research focusing on restaurant employee research and further the understanding of the employees' attitudes and behaviors towards environmental sustainability.*
> *The type of information sought includes: demographics such as age, gender, race, job position, and time spent working in the restaurant industry; information pertaining to the employees' understanding of the need for environmental sustainability, the current options for environmental sustainability, and the environmental sustainability initiatives of the restaurant; information pertaining to the employees' attitudes towards the environment, environmental sustainability, and the restaurant's environmental sustainability initiatives; and information pertaining to the employees' behaviors in the restaurant while practicing environmentalism.*

Procedures:

The participants will be asked to participate in an audio taped semi-structured interview lasting approximately 10-20 min. The topic areas of the semi-structured interview include: demographics, understanding of environmentalism, attitudes toward environmental sustainability, and behaviors in environmental sustainability. The subjects will be asked to elaborate on the topics to the best of their ability and give honest accounts for the topics. The audio tapes will be transcribed by a private company into an mp3 file. The mp3 files will then be uploaded to a flash drive owned by the primary investigator.

Risks of Participation:

There are no known risks associated with this project which are greater than those ordinarily encountered in daily life.

Benefits:

There are no expected benefits for the subjects of the study.

Confidentiality:

The interviews will be audio recorded and transcribed by a private company onto mp3 files then uploaded onto a flash drive. The data will be stored on a flash drive owned by the primary investigator with only the approved triangle of investigators allowed access to the data. The approved investigators include: the primary investigator, the faculty advisor, and an expert faculty member in sustainability. The data will be kept for 1 1/2 years. The data will be reported through a Master's Thesis and a research paper. The subjects will not provide their name in the interview nor will their name be recorded with the data collected from the interview.

The records of this study will be kept private. Any written results will discuss group findings and will not include information that will identify you (or your child, if applicable). Research records will be stored securely and only researchers and individuals responsible for research oversight will have access to the records. It is possible that the consent process and data collection will be observed by research oversight staff responsible for safeguarding the rights and wellbeing of people who participate in research.

Compensation:

There will be no compensation for the subjects participating in the study.

Contacts:

Primary Investigator: Michelle Alcorn 580-603-3985 or michelle.alcorn@yahoo.com
Advisor: Dr. Catherine Curtis 405-744-8484 or catherine.curtis@okstate.edu
IRB: If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or irb@okstate.edu.

Participant rights:

Participation is completely voluntary and the subjects can discontinue the research activity at any time without reprisal or penalty. No risks are associated with withdrawal. The subject's participation may be terminated by the researcher if the researcher feels the subject is falsifying information obtained during the interview.

APPENDIX C

SEMI-STRUCTURED INTERVIEW QUESTIONS

The interview is semi-structured allowing for variance in the depth and understanding of the interview responses. The interview followed a general script to ensure the data collection was consistent among all participants. The following questions were the guidelines for the interview.

1 What are some of the waste management practices conducted in this restaurant? Tell me about what you think is most effective. How do you feel about these practices? Tell me about how you personally contribute to these practices?
2 What are some of the conservation practices conducted in this restaurant? Tell me about what you think is most effective. How do you feel about these practices? Tell me about how you personally contribute to these practices?

Now, I have just a few questions concerning you:

Do you identify yourself as male or female?

What is your age range 18-21, 22-25, 26-30, 31-35, 36-40, 41-45, 46-50, 51 or above?

What is your formal job position at this restaurant?

How long have you worked at this restaurant?

How long have you worked in the restaurant industry?

VITA

Michelle Ranae Alcorn

Candidate for the Degree of

Master of Science

Thesis: THE GREEN RESTAURANT IN PRACTICE: EMPLOYEE ATTITUDE AND
BEHAVIOR TOWARDS ENVIRONMENTAL SUSTAINABILITY

Major Field: Hotel & Restaurant Administration

Biographical:

Education:

Completed the requirements for the Master of Science in Hotel & Restaurant
Administration at Oklahoma State University, Stillwater, Oklahoma in May,
2014.

Completed the requirements for the Bachelor of Science in Hotel & Restaurant
Administration at Oklahoma State University, Stillwater, Oklahoma in 2009.

Experience:

Graduate Teaching Assistant for Quantity Food Production Lab 2012 – 2014.

Professional Memberships:

Oklahoma State University Student Restaurant Association- Graduate Advisor