



# INTERNATIONAL RESEARCH JOURNAL OF SCIENTIFIC STUDIES

ISSN: 3048-8451 (Online)



MAY 2026  
VOLUME 3, ISSUE 1

Published by Scienca Publishers

 <https://www.irjss.com>

 [irjss.editor@gmail.com](mailto:irjss.editor@gmail.com)



## EDITORIAL

DR. SACHIN S. WAZALWAR   

### The \$500 Billion Pivot: Re-evaluating India's Trade Deficit Under the Shadow of 'America First'



Recent visit of Marco Rubio, US Secretary of States, successfully inked a deal of 500 billion dollars of goods to be sold to India in the next five years. This will help the US to ease trade tension and to reduce a long pending trade deficit of the US with India. If the deal is exactly what Mr. Rubio told the Indian press then, I must say it

was well on the track of Mr. Trump's 'America First' mission. What is there for India?

India trades with 190 plus countries. Out of these, India is having a surplus trade with around 151 countries. But, still the trade deficit of India is increasing year on year. India's merchandise trade deficit for the last full fiscal year (FY26, April 2025–March 2026) stood at \$333.19 billion. This was a widening from the \$283.50 billion deficit recorded in the previous year (FY25), driven by imports totalling \$774.98 billion against exports of \$441.78 billion.

India has a significant trade with only six countries i.e. US, Russia, UAE, China, Saudi Arabia and Switzerland. Out of these six countries, India was having surplus trade with the US only. India has a trade deficit with the rest of the five countries. The figures of real concern are for China. With the recent agreement, India will no longer be holding the status of surplus trader with the US.

India's trade surplus with the US increased from \$20 billion in 2015 to a record high of \$58.2 billion in 2025. As per Mr. Rubio, India will purchase goods worth \$500 billion from the US in the next five years. Averaging it to \$100 billion per year should turn the table around. India is projected to run a deficit of around \$70 billion with the US with this deal. (Average trade surplus for the last decade with the US was \$29.85 billion).

Trade deficit of India with China is increasing year on year. These figures were well in control from 2015-16 to 2020-21 but accelerated significantly in the last five years.

In all forms of trades, India largely relies on the service sector to meet up the gap from merchandise deficit. But with China, India has a very limited share of service-related trade. The figures are in the few hundred million only. This is nowhere close to meeting the trade deficit.

In fiscal year 2024-25, export to China was in the tune of \$14 billion and import was around \$113.5 billion. The trade deficit was 8 to 9-fold.

Having reduced trade surplus with the US and increasing trade deficit with China may have an overall negative impact on the already trade deficit Indian economy. In such a scenario, there does not seem to be any sign of strengthening the Indian rupee.

India is having a trade deficit with Russia which is increasing year on year over a decade. It increased from \$2billion in 2014 to \$59 billion in 2024-25.

With the UAE, the trade deficit of \$4.5 went up to \$26 billion in the last ten years. With Saudi Arabia we had a constant deficit of trade for the last ten years. From Switzerland, India imports gold worth \$20 billion annually. Export to Switzerland is barely \$1.5 to \$2 billion.

India is dependent on Russia, UAE and Saudi Arabia for crude oil. Russia also supplies high energy coal, fertilizers and air defence systems along with defence equipment components.

Crude oil and the derived products like gasoline, diesel and lubricants are essential commodities in a modern lifestyle. The other byproducts of crude oil have a deep indirect impact on the daily business of a modern economy. All the plastic and polymer products are derivatives of this crude oil only. Therefore, the trade with Russia, UAE and Saudi Arabia is something that cannot be curtailed at a go.

Gold is not an essential commodity but gold also has a tag of non-depreciating precious metal. This attracts Indians to gold. Most of the Indian households treat gold as a safe investment to hedge in difficult times. Collective intelligence is a rare attribute in human beings. Even if we dream of the best possible scenario, if 1.40

billion people follow the appeal of not buying gold for the next one year, India is likely to reduce the deficit by \$10 billion only. The higher middle class, the rich, the richest and the super richest of the country are very less likely to follow the constraints in the national interest.

At the end, what will be the total contribution to compensate for the deficit? Only 3% of the present deficit? It will further drop to 2.5% considering the recent trade deal with the US!

India doesn't buy crude oil from China. Neither do we buy gold from China. Despite not having any trade of inevitable commodities, the trade deficit of India with China tops the list.

For the last few fiscal years, the trade deficit of India with China is even larger than the trade deficit with Russia, UAE and Saudi together. India's trade deficit with China is roughly one third of the total trade deficit.

With the new trade deal with the US, India's trade deficit is likely to reach \$400 billion per year. In such a scenario, India's component of deficit with China will be reduced in percentage but a 17.5% component of deficit will be burdened by the US.

What China sells to India? Electronics and Electrical components, plastic materials including household articles and toys. China supplies the overwhelming majority (often over 75%) of India's needs for items like solar cells, lithium-ion batteries, laptop components, and pharmaceutical active ingredients. India primarily exports raw materials to China (like iron ore, naphtha, and castor oil), which generate far less revenue compared to the complex manufactured goods India imports.

The only sector where India outperforms is the pharmaceutical sector and there too, we have a trade deficit with China. India has a massive surplus trade in the pharmaceutical domain driven by its status as the world's largest provider of generic medicines by volume. This industry records over \$30 billion in annual exports, reaching 191 countries, with about half of these exports directed to highly regulated markets like the US and Europe. India imports some APIs from China.

In FY 2024-25, the foreign institutional investors withdrew \$1326.75 from the Indian stock market. Same trend continued for five months of the current financial year. Is it out of the declining trust of FIIs in Indian manufacturing capacities?

Manufacturing capacity alone will not compensate for the deficit. India requires manufacturing innovative products to attract one of the largest young populations of the world residing right there in our own country. India opened doors for global trades around three decades ago. When we allow the world to step into our market, where do we stand in terms of quality to compete with global brands and attract our own people to a desi product?

In such a scenario, what an individual Indian should avoid in his daily lifestyle, so that the nation would reduce its trade deficit? Natural resources cannot be reproduced elsewhere. They are a geographical gift to a nation. Trade deficit of India hints at poor contribution from the academic institutions, especially of higher education and research institutes. Low national productivity and lack of focused research led to this situation. Our research problems are neither driven by the current problems of our society nor with the future utility of the society. We do not have a single indigenous software or electronics product which can trigger the temptation of users!

With increasing demand for solar power and EVs, the import of lithium-ion batteries and other related components is likely to deepen the existing trade deficit with China. How can we control the falling value of the Indian rupee against the dollar?



## Stakeholder Perspective on Sustainability Practices of Star Class Hotels in Dambulla, Sri Lanka

Wikumsara, P.M.T.D <sup>1</sup>  , Thennakoon T.M.C.S <sup>2</sup>

<sup>1</sup> Department of Tourism Management, Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, Belihuloya, Sri Lanka

<sup>2</sup> Department of Tourism & Hospitality Management, Faculty of Management Studies, Rajarata University of Sri Lanka, Mihinthale, Sri Lanka

 Corresponding author email: [thilkidilushani@gmail.com](mailto:thilkidilushani@gmail.com)

Cite this article: Wikumsara, P., & Thennakoon, T. Stakeholder Perspective on Sustainability Practices of Star Class Hotels in Dambulla, Sri Lanka. International Research Journal of Scientific Studies, 3(1), 1–47. <https://doi.org/10.64383/irjss.202604032>

**Abstract:** This research aims to explore sustainability practices within star-class hotels in Dambulla, Sri Lanka, from a stakeholder perspective. Specifically, it seeks to identify the key environmental, social, and economic sustainability practices currently adopted by these hotels, and to identify the specific sustainability practices to be improved as expected by stakeholders. The research has employed the qualitative approach and the data were gathered through semi-structured interviews with purposively selected stakeholders, including hotel managers, employees, local community members, and hotel guests. And the collected data were analysed through content analysis. The findings indicate that several sustainability practices are currently implemented; however, notable gaps exist between these practices and stakeholder expectations. Key areas requiring improvement as expected by stakeholders in waste management, water conservation, community engagement, and preservation of local culture, while opportunities exist for more solar energy adoption, reduce plastic waste, and support and improve for local businesses. This research provides practical insights for improving sustainability practices in Dambulla area's upscale hospitality sector and adds to existing literature by presenting a stakeholder-oriented evaluation of hotel sustainability practices.

**Keywords:** Sustainability practices, Star Class Hotels, Sri Lanka, Stakeholder expectations, Stakeholder perspective.



## 1. Introduction

### 1.1 Background

In recent years, 'Sustainability' is a growing concern in the world which consists of meeting the needs of the present without compromising the needs of the future while ensuring a balance between social well-being, environmental preservation, and economic growth [39]. As one of the world's largest and most dynamic industries, the hotel industry plays an important role in economic development, job creation, and cultural exchange. However, the expansion of the industry has been accompanied by significant challenges, including environmental degradation, social disruptions, and economic imbalances. As awareness of sustainable development continues to increase, many hotels have begun adopting sustainability practices [34].

When it comes to hotel sustainability practices, these practices span three main dimensions including environmental, social and economic sustainability practices. Hotels have adopted Environmental practices to minimize impact on the environment and to develop sustainability. These practices may include such as conserving biodiversity, promoting local and organic produce, community

engagement programs, and providing environmental education for both staff and guests [40]. In hospitality industry, social sustainability practices include such as fair labour practices, promoting employee welfare, preserving the culture, engaging with local community and ensuring that guests receive safe, and culturally respectful experiences [23]. Economic sustainability practices include purchasing goods and services directly from regional suppliers, and providing goods and services to tourists, hiring regional residents and promoting stable employment [33].

In the dynamic world of the hotel industry, sustainability plays a vital role in ensuring the overall quality of life of its stakeholders. Stakeholders may include hotel owners, managers, guests, local communities, employees, and suppliers. Each stakeholder plays a unique role and has specific expectations. These expectations can influence hotel's decisions.

According to Stakeholder Theory, organizations should consider the expectations of groups that influence or are influenced by hotel operation. Therefore, managers, employees, guests, and local communities were selected as the main stakeholders in this research because they directly

influence, experience, and are affected by hotel sustainability practices. Managers are responsible for implementing sustainability policies, employees contribute to operational sustainability activities, guests influence demand for sustainable services, and local communities experience the social, cultural, and environmental impacts of hotel operations.

Dambulla is a place and it has remarkable cultural, historical, and natural significance. As tourism continues to grow in Dambulla, it plays a vital role in the local economy. However, this growth also brings some challenges, including increased pressure on precious natural resources, cultural preservation, and the well-being of local communities.

Although many hotels have adopted sustainability practices through policies and official reports, evaluating sustainability only through hotel policies may not provide a complete understanding of the actual implementation and effectiveness of such practices. A stakeholder perspective is very important because it helps to identify whether sustainability practices genuinely meet stakeholder

expectations and experiences within the real operational context of hotels.

Various studies have examined about sustainable practices in the hotel industry worldwide such as Bader's research on sustainable hotel practices and nationality [3], Cavagnaro and Gehrels' work on implementing sustainability in the hospitality industry [7]. These are just a few examples of the extensive research contributing to the advancement of sustainable practices worldwide. Considerable research has been done in Sri Lanka to investigate sustainable practices in the hotel industry. However, limited research has specifically explored sustainability practices of star class hotels in Dambulla from a stakeholder perspective. Therefore, using stakeholder theory, this study aims to identify sustainability practices adopted by star class hotels in Dambulla and evaluate the extent to which these practices align with stakeholder expectations and experiences.

## 1.2 Research Problem

In today's highly competitive world, sustainability has become a major concern. As mentioned above, there has been a lot of research about hotel sustainable practices in the world and Sri Lanka. These studies show the

growing recognition of sustainability as an important feature in different sectors, including the hospitality industry.

Understanding the specific context of Dambulla is crucial to appreciating the variation of sustainability practices in star-class hotels operating within this unique environment. When concern about Dambulla, it is a popular tourist destination

Currently, this area is a busy tourist destination and the tourist influx is spread evenly [1]. However, this influx of tourists also brings challenges related to resource consumption, waste generation, and environmental degradation. According to the findings, 75% of locals thought that tourism development enhanced Dambulla City's physical appearance. However, 73% felt that tourism did not contribute to the conservation of natural assets and additionally, around 50% believed that tourism had caused damage to the natural environment [8]. According to this study, there is a huge risk and a strong need to protect of this area.

In this context, there has been a lack of focus on how this area should be preserved, what kind of sustainable practices are implemented by hotels,

and the perspectives of hotel stakeholders regarding these practices.

When considering hotel stakeholders, they know a lot about these practices because stakeholders are the people who are aware of these practices and are directly affected by them.

There have been no studies on how the stakeholders' perspective on hotel sustainability practices and there is a research gap about this. So, this study will look at how the hotel's sustainable practices are implemented and how far the hotel goes to execute them, based on how stakeholders feel.

As a results, there is a significant gap in the current understanding of sustainability practices within the hotel industry especially when considering stakeholders. The lack of a comprehensive investigation into how hotels address sustainability from the perspective of their stakeholders raises a critical research question: **What are the sustainability practices adopted by hotels, and how do these align with the expectations and concerns of their diverse stakeholders?**

Identifying this gap is important for not only advancing scholarly knowledge but also providing practical insights that can inform the development and implementation of more effective and

inclusive sustainability strategies within the hospitality sector.

### 1.3 Research Questions

#### 1.3.1 Primary Question

How do stakeholders perceive sustainability practices in star-class hotels in Dambulla, Sri Lanka?

#### 1.3.2 Secondary Questions

- I. What are the key environmental, social, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels?
- II. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?

### 1.4 Research objectives

#### 1.4.1 Primary Objective

To identify stakeholders, perceive sustainability practices in star-class hotels in Dambulla, Sri Lanka

#### 1.4.2 Secondary Objectives

- I. To identify the key environmental, social, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.
- II. To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

### 1.5 Significance of the Research

This research explores stakeholder perspectives on sustainability practices adopted by star-class hotels in Dambulla, and emphasizes their significance for tourism development. It highlights the importance of sustainability in preserving Dambulla's cultural heritage while supporting the well-being of locals. Also, it provides insights into tourism practices that promote economic growth while reducing environmental and social impacts. By identifying how hotels implement sustainability practices, it encourages responsible resource use and conservation of environment. This research provides guidance for hoteliers, policymakers, and local stakeholders to strengthen sustainable tourism development and attract environmentally conscious tourists, while also providing a foundation for future research in sustainable hospitality.

## 2.0 Literature review

### 2.1 Sustainability

Sustainability can assist a wide range of sectors, including hospitality, in minimizing environmental damages, which includes not only minimizing energy, water, and waste production but also focusing on social and economic responsibility [14].

In general, sustainability includes the aspects of economic, social, and environmental sustainability, though these aspects have been handled separately to serve various purposes. Social sustainability refers to recognizing the needs of populations and social progress, economic sustainability refers to steady job levels and economic growth, and environmental sustainability refers to the wise use of natural resources and effective environmental preservation [27].

As the costs for energy, water, and other resources continue to grow, hotels are becoming more and more concerned about acting in an affordable, environmentally friendly, and socially responsible manner [7].

However, existing literature indicates that sustainability is not interpreted uniformly among stakeholder groups. Managers prioritize operational efficiency and cost reduction, guests emphasize visible environmental practices and service quality, while local communities focus on environmental protection and socio-cultural preservation. Employees contribute through operational implementation and behavioural engagement. These differences demonstrate that

sustainability is a negotiated, stakeholder-dependent concept rather than a standardized operational model [41].

## 2.2 Environmentally Sustainable Practices

The definition of Environmentally Sustainable Practices in the hotel industry varies and is related to various approaches. Green practices were defined by [28] as "a value-added business strategy that benefits a hospitality operation that engages in environmental protection initiatives.

The three primary categories of environmentally friendly practices are energy management activities, waste management, and water conservation and also green practices are carried out in each area of service operation [42].

Energy conservation is one of the most important primary categories of environmentally friendly practices [43]. It includes energy efficiency through renewable energy (solar, wind), energy-efficient appliances, digital thermostats, Energy Star products, motion sensors, reflective windows, LED lighting, and maximizing natural daylight use rather than artificial lighting [5].

Water conservation is another aspect and it includes Installing water-efficient devices and appliances, implementing

towel/bed linen reuse programs, fixing leaks in toilets and baths on a regularly, watering grass and plants early in the morning and late at night to limit evaporation, recycling grey water for grass irrigation, and monitoring water consumption are all water conservation measures adopted by the hotel sector [19].

Third category is waste management. It includes separating hotel wastes by using clearly labelled containers and bins for collecting recyclables, purchasing products containing recycled content, collecting organic kitchen wastes separately for soil composting, purchasing food items and cleaning chemicals in bulk, adopting a donation program (donating food leftovers and linens to charity), and grinding the waste [19], [31]. According to [2], the 5Rs (Refuse, Reduce, Reuse, Recycle, and Restore) are the foundation of an eco-friendly integrated approach to managing hotel garbage.

Beyond these operational classifications, environmental sustainability in hospitality should be understood through a thematic synthesis lens, where implementation is shaped by conflicting stakeholder expectations identified in previous global studies. While hotel management

primarily prioritizes cost reduction and operational efficiency when adopting environmental technologies, guests often evaluate sustainability through visible green practices without necessarily accepting higher service costs. In contrast, local communities tend to emphasize long-term environmental protection and reduced ecological disruption, whereas employees are primarily concerned with workload implications and operational feasibility. These differing expectations often create tensions between cost, service quality, and environmental responsibility, influencing the extent to which environmental practices are implemented in hotels [41]

### 2.3 Socio Cultural Sustainable Practices

Socio-cultural sustainability in hospitality is widely recognized as a multidimensional construct involving community engagement, cultural heritage preservation, and ethical tourism development, extending beyond internal hotel operations [33]. However, recent empirical studies show that its implementation is shaped by competing stakeholder expectations, leading to inconsistent interpretations of what “sustainable hospitality” actually means in practice.

For instance, [33] emphasize that sustainability in hotels integrates environmental, economic, and social dimensions, but note that social outcomes are often treated as secondary to operational performance goals. In contrast, stakeholder-focused research by [41] demonstrates that employees and guests interpret sustainability differently even within the same hotel context, where guests prioritize visible practices (e.g., recycling, eco-labels), while employees emphasize operational and service-based sustainability mechanisms such as resource efficiency and internal systems.

This creates a clear theoretical contradiction between perception-based sustainability and operational sustainability. While guests associate socio-cultural sustainability with outward cultural visibility and service experience, employees focus on internal feasibility and workflow integration. Similarly, [44] argues that CSR initiatives in hospitality are often constrained by financial and operational pressures, meaning management tends to prioritize cost efficiency over deeper community-based engagement. This directly contrasts with community expectations, which emphasize equitable benefit-sharing,

cultural preservation, and long-term local empowerment.

A further contradiction is evident when comparing stakeholder perceptions across studies: [41] find that both customers and staff show environmental awareness but differ significantly in priority ranking of sustainability attributes, whereas [33] suggest that sustainability practices are more strongly linked to organizational performance outcomes than to stakeholder alignment. This indicates a gap between performance-driven sustainability models and stakeholder-driven sustainability expectations.

Therefore, socio-cultural sustainability in hospitality is not a unified practice but a contested space of negotiation among stakeholders, where: hotels prioritize brand value and operational efficiency, employees prioritize feasibility and service delivery, guests prioritize visible authenticity and experience, communities prioritize cultural protection and equitable benefit distribution

#### **2.4 Economical Sustainable Practices**

Economic sustainability is a component of corporate sustainability. When consider economic sustainability practices, these are a group of actions that assist the long-term economic

development of the area (e.g., determining the hotel's economic contribution to the growth of the destination; employing locals; paying staff above the industry standard; etc.) [33].

According to [45], economic sustainability for hotels refers to continuing to operate profitably while ensuring that both present and future visitors and other stakeholders can take advantage of the hospitality services and tourism experiences [45].

An increase in economic activity has drawn attention to the economic aspect of sustainability. Since the consumption of goods and services has increased societal happiness, well-being, and social welfare for a higher quality of life, this dimension has received the greatest attention. The basic corporate goal of maximizing profits for owners and shareholders has been achieved as a result of investing money in infrastructure, manufacturing, plant, and machinery [27].

## **2.5 Stakeholder Theory for Sustainability**

The stakeholder theory studies the relationship between a company and its stakeholders [17]. This stakeholder theory is a key approach, if not the

most frequently used approach in sustainability management research to better understand business environmental and social, as well as economic behaviour [46]. And it is a theory of organizational management and business ethics that addresses morals and values in organizational management in order to preserve societal norms and standards by introducing ethical considerations based on stakeholder obligations and interests [17].

Stakeholder theory has been used by various authors to conceptualize sustainability. Simply put, stakeholder theory is based on the belief that companies should be sensitive to the interests of a broader range of stakeholders, including suppliers, customers, and society at large, and that by doing so, they will be more successful in the long run [47]. Stakeholder concepts are highly relevant and useful to thinking about sustainability [48].

## **2.6 Hospitality Stakeholders**

The operations of modern firms and enterprises have a greater impact on their stakeholders than ever before. As a result, many scholars are studying the relationship between organizations and its impacts on stakeholders [49]. Stakeholders are groups or individuals

who have a material impact on or are impacted by a company's actions [17]. Companies strategically consider the interests and requirements of individuals and groups who may be affected by or have an impact on their actions. Internal and external stakeholders have been identified as stakeholders or as primary and secondary stakeholders [11]. Along with governmental and educational institutions, visitors, suppliers, local industry bodies, professional associations, the community at large, special interest groups, analysts, and the media are likely to be regarded as external stakeholders. Internal stakeholders in global chains include employees, stakeholders, and other corporate participants [50].

### **2.7 Specific Sustainability Practices**

Many hotels to increasingly implement environmentally friendly practices that are more such as Utilization of Solar Panels, installing energy-efficient appliances and implementing renewable energy, the use of plastic should be completely avoided. The utilization of information and communication technologies stands as a practice capable of significantly mitigating energy demands. By implementing these technologies, a substantial reduction in energy consumption

becomes achievable, reflecting a proactive approach to resource conservation and sustainability [1].

## **3.0 Research Methodology**

### **3.1 Research Philosophy**

The main focus of this research is to identify stakeholder perspective on sustainability practices of star class hotels in Dambulla, Sri Lanka. To achieve the research objectives, this research developed based on Interpretivism philosophy.

### **3.2 Research Approach**

This research study used qualitative research method to identify the stakeholder perspective on sustainability practices of star class hotels in Dambulla, Sri Lanka. This study is based on inductive approach.

### **3.3 Methodological Approach**

To identify stakeholder's perspective of sustainable practices, this research requested wide-ranging information and experiences from stakeholders in the hotel sector. Furthermore, anyhow the difficulty of quantifying, it is necessary to obtain well defined responses from stakeholders. As a result, qualitative research was the most appropriate strategy for this study.

### **3.4 Population**

The population of this study consist of a diverse group of stakeholders

associated with the star-class hotels in Dambulla. This included hotel managers, employees, guests, and the local community members who interact with or are affected by these hotels.

### 3.5 Sample

In qualitative research, the sample size cannot always be determined precisely before data collection because participant selection continues until data saturation is achieved. Therefore, this study employed purposive sampling to obtain rich and relevant information from key stakeholders. A total of nine (9) participants were interviewed, representing different stakeholder perspectives, experiences, and factors related to the study context.

The sample size was considered sufficient because data saturation was achieved after the ninth interview. Data saturation occurs when no new themes, ideas, or insights emerge from additional interviews. During the later stages of data collection, participants provided repetitive responses and similar viewpoints regarding stakeholder experiences and sustainable practices, indicating that further interviews were unlikely to generate substantially new information. Therefore, the nine interviews provided adequate depth and comprehensive understanding necessary for the study.

### 3.6 Sampling Technique

For this study, the participants have selected using purposive sampling. The purposive sampling method involved purposefully selecting stakeholders directly engaged with sustainability within these hotels, such as managers, employees, local community, and guests.

### 3.7 Data Collection

The data collection method chosen for this qualitative research involved conducting interviews with stakeholders. For this study, the researcher used semi - structured interviews and telephone calls.

### 3.8 Data Analysis Technique

Content analysis used to analyse data to achieve the objectives of this study.

### 3.9 Reliability and Validity

To ensure the trustworthiness and credibility of the findings, several strategies were applied throughout the research process. Member checking was conducted by clarifying participants' responses during the interviews to ensure accurate interpretation of their views. In addition, peer debriefing was carried out through discussions with academic supervisors to minimize researcher bias and improve analytical accuracy. Furthermore, an audit trail was maintained by keeping records of interview transcripts, coding

procedures, and data analysis decisions to enhance the dependability and transparency of the study.

#### 4.0 Data Analysis & Discussion

##### 4.1 Sample and data collection

A qualitative approach is used in this study by the researcher. Thus, the data was collected via the interviews from the respondents. The research population of this study is stakeholders of hotels in Dambulla and the sample included stakeholder’s hotel managers,

employees, guests, and the local community members. The data was collected from them using face-to-face interviews and telephone interviews. 09 interviews were conducted to collect data from the respondents and those interviews were recorded. The data was analysed by using the contend analysis.

##### 4.2 Demographic Information Profile of the respondents

Table 1: Socio Demographic Profile of the Respondents

	Age	Gender	Education	Stakeholder category
RS 01	45	Male	Graduated	Manager
RS 02	42	Male	Graduated	Manager
RS 03	48	Male	A/L qualified	Manager
RS 04	50	Female	A/L qualified	Employee
RS 05	32	Male	A/L qualified	Employee
RS 06	38	Male	Graduated	Guest
RS 07	32	Female	A/L qualified	Guest
RS 08	53	Female	A/L qualified	Local Community
RS 09	42	Female	A/L qualified	Local Community

Source: data collected by researcher, 2024

##### 4.2 Coding Summary

The coding is the process of labelling and organizing qualitative data to identify different themes and the relationship between them. When coding respondent’s feedback, labels were assigned to words or phrases that present important themes in each response. The audio recorded interview

material was manually transcribed by the researcher. First, audio recordings were transcribed, then the transcription was coded, the coded data was then categorized, and key words were then chosen based on the transcription. According to the researcher’s data collection, a detailed analysis was not

necessary; instead, a content analysis method is utilized to analysis the data.

Table 2 Coding Summary

Focused code	Open codes
Environmental Sustainability Practices	Waste management Energy Conservation Water conservation
Socio-Cultural Sustainability Practices	Community Engagement Employee Welfare Cultural Preservation
Economic Sustainability Practices	Local Economic contribution Cost Reduction
Environmental Practices Enhancement	Specific Green initiatives
Socio-cultural Practices Enhancement	Community Engagement Enhancements
Economic Practices Enhancement	Support for Local Businesses

Source: Collected by the researcher, 2024

## 5.0 Analysis and Discussion

### 5.1 Sustainability Practices

#### 5.1.1 Environmental Sustainability Practices

##### 5.1.1 a) Waste Management

Waste management is the systematic handling of garbage and discarded materials. It involves collecting, sorting, recycling, and disposing of waste to minimize environmental impact and promote sustainability. According to [19] The hotel sector is a big contributor to greenhouse gas emissions because it generates a large amount of wet waste (e.g., garden waste, food waste, and cooking oil waste) and dry waste (e.g., cardboard, plastics, cans/metal, linen, paper, and other junk) that is disposed of in landfills. As a result, hotel operators began implementing the following practices to reduce hotel waste: separating hotel wastes by using

clearly labelled containers and coloured bins for collecting recyclables, purchasing products containing recycled content, collecting organic kitchen wastes separately for soil composting, purchasing food items and cleaning chemicals in bulk, adopting a donation program (donating food leftovers and linens to charity), and grinding the waste.

*“The hotel implements a garbage separation system, actively sorting dry waste for sale of recyclables, while directing wet waste to feed pigs, ensuring an effective and sustainable waste management process. Compost systems are in place, allowing the hotel to produce compost from organic waste” (RS 01)*

*“Hotels have implemented a comprehensive waste management*

*system that includes proper garbage disposal, reuse and recycling programs for paper, plastic, glass, and other recyclable materials.” (RS 02)*

*“One environmental sustainability practices are garbage separation and all the staff members being educated on proper waste disposal methods. The hotels engage in composting by collecting leaves and other organic materials, which are then utilized in the hotel's gardens” (RS 03)*

*“The adoption of garbage separation systems furthers their waste reduction efforts, promoting recycling and responsible disposal practices. And also hotels have implemented composting initiatives, effectively managing organic waste to reduce their ecological footprint” (RS 04)*

*“The hotels have invested in energy-efficient appliances and lighting throughout the premises to minimize electricity consumption, large glasses, implementation of solar.*

When consider about waste management, most of respondents have stated that currently they are doing garbage separation, composting as waste management. An important characteristic is the emphasis on garbage separation, which

demonstrates a methodical approach to dealing with various sorts of waste.

Furthermore, as previously said, the entire waste management system goes beyond garbage separation to include proper disposal, reuse, and recycling programs for a variety of materials such as paper, plastic, and glass. This multimodal strategy demonstrates the hotels' commitment to reducing their environmental effect and encouraging proper waste management practices.

The adoption of composting practices is another positive aspect, showcasing a commitment to managing organic waste effectively. Compost production, the hotels not only minimize their ecological footprint but also create a valuable resource for enhancing their on-site gardens.

#### 5.1.1 b) Energy conservation

Energy conservation is purposeful reduction in energy use, optimizing efficiency to minimize consumption and environmental impact, fostering sustainable practices for the future. According to [25] these measures include implementing renewable energy programs such as solar, installing energy-efficient appliances and equipment, controlling guestroom energy consumption, installing reflective glass or triple-glazed windows,

using energy-efficient light bulbs (LED), and relying on daylight rather than artificial lighting.

*“Incorporating solar panels to collect renewable energy, lowering reliance on traditional power sources, and reducing hotel operations’ ecological imprint. Implementing a switch-off policy to ensure staff members are well-educated” (RS 01)*

*“Panels, and have standard "switch off" policy for lights and electronics when rooms are unoccupied” (RS 02)*

*“Most of the hotels have embraced sustainable energy solutions, including large glass windows, solar panels, and Availability of electric buggy carts for transportation to effectively minimizing electricity consumption” (RS 03)*

*“The incorporation of integrated solar panels allows hotels to harness renewable energy sources, promoting sustainability” (RS 08)*

Hotels promote sustainability by adapting solar panels, energy-efficient equipment, switch-off policies, natural lighting, and electric buggy transport, reducing electricity consumption and promoting renewable energy use in hotel operations.

### 5.1.1 c) Water conservation

Water conservation refers to the careful and responsible management of water resources to ensure their sustainable use and preservation. When consider about previous studies, have mentioned some water conservation practices. Installing water-efficient devices and appliances (e.g., using low-flow toilets and showerheads and installing infrared-activated faucets), implementing towel/bed linen reuse programs, fixing leaks in toilets and baths on a regularly, recycling grey water (water from washing vegetables and fruits), and monitoring water consumption are all water conservation measures adopted by the hotel sector [19], [36]. The following are some of the respondents’ statements.

*“Implementing a wastewater and sewage recycling system to repurpose water for the hotel's garden and vehicle washing, contributing to water conservation efforts. Other thing is introducing "tent cards" in hotel rooms to inform guests about the environmental impact of daily linen changes, Hotels have used wood-fired boilers instead of diesel, reducing reliance on traditional fuels and providing hot water sustainably and actively participating in cleaning programs and plantation initiatives near reservoirs” (RS 01)*

*“Hotels are recycling their water Collaborative cleaning programs are organized and Information boards have been strategically placed to raise awareness” (RS 03)*

*“To ensure water conservation, hotels have installed water purification systems. Regular cleaning programs are organized to maintain cleanliness” (RS 05)*

*“Water conservation is a priority for many hotels, implementing practices like low-flow fixtures and water purification system. Concurrently, actively promoting reuse of linen and towels” (RS 06)*

Most of the respondents have emphasized a strong commitment towards sustainable water conservation. Most of the hotels have taken significant steps to repurpose water through the implementation of wastewater and sewage recycling systems, directing treated water to the hotel's garden and for vehicle washing. This approach not only contributes to water conservation but also demonstrates a commitment to utilizing resources efficiently. Moreover, the introduction of "tent cards" in hotel rooms serves as an effective means to communicate the environmental impact of daily linen changes to guests. The cards encourage guests to actively

participate in water conservation by opting for linen reuse. Concurrently, the adoption of wood-fired boilers, as opposed to diesel, showcases a proactive approach to reducing reliance on traditional fuels, aligning with sustainability goals. In addition, Hotels adopt comprehensive water conservation through recycling, purification, cleaning programs, reservoir plantations, awareness initiatives, and operational measures promoting sustainable water management.

## **5.2 Socio-Cultural Sustainability Practices**

### **5.2.1 Community Engagement**

Community engagement is a collaborative process in which individuals or organizations interact with members of a community in order to create relationships, address concerns, and collaborate for mutual benefit and shared goals. These practices include, among other things, working with the community, respect for culture and preservation of heritage, choosing socially responsible suppliers, and encouraging customer involvement in charitable causes [33].

The following are some of the respondents' statements.

*“Hotels are engaged in CSR projects, demonstrating a commitment to giving*

back to the local community and supporting initiatives that address societal needs, Hotels have done women empowerment. And also have obtained wood, other essential items such as rice, coconuts, banana leaves, lotus leaves, fruits, vegetables, and meat locally from locals” (RS 01)

“Hotels often collaborate with local communities to understand their needs and concerns and do CSR projects, depending on the goods, have selected suppliers from the region and if the locals organize any event in the region, hotels sponsor for that” (RS 02)

“Hotels collaborate with local communities on projects that contribute to their well-being. This can include sponsoring local events, support schools, and participating in community development programs” (RS 09)

Based on the respondents' statements, hotels actively engage in community development through CSR initiatives, including women empowerment, local sourcing of goods, event sponsorship, and supporting schools, demonstrating social responsibility, promoting gender inclusivity, and contributing to the region's economic, social, and educational well-being.

### 5.3 Employee Welfare

Employee welfare encompasses benefits, services, and working conditions provided by employers to enhance the well-being and satisfaction of their workforce, promoting a positive work environment. The following are some of the respondents' statements.

“If considering staff welfare, hotels think about it more. They are investing in employee training and development programs, providing accommodation, meals, and uniforms, creating a positive working environment, and grievances handling” (RS 02)

“Provide staff welfare including staff uniform, accommodation, meals, and check staff health. Furthermore, training programs are organized to enhance the skills and knowledge of the staff, contributing to their professional growth and job satisfaction” (RS 03)

“One of another social sustainable practices are providing welfare facilities” (RS 04)

The comments emphasize, hotels give prioritize for employee well-being through providing training and development, and providing accommodation, meals, and uniforms, fostering skills, satisfaction, and a supportive work environment. Emphasizing grievance handling and

health checks highlights commitment to employee welfare, dedication to staff well-being and supporting broader social sustainability goals.

#### 5.4 Cultural Preservation

Cultural preservation involves purposeful actions to safeguard and maintain a community's heritage. According to López-Gamero et al., (2023), one of socio-cultural sustainability practices is respect for culture and preservation of heritage.

*“Cultural heritage is a major priority, with hotels actively promoting and preserving the rich cultural heritage of the region. Guests are educated on the necessity of preserving cultural assets for future generations, encouraging a sense of responsibility and awareness” (RS 03)*

*“Hotels have engaged with cleaning programs near to the cultural sites and also organizing cultural events, workshops, and performances that highlight local traditions, arts, and crafts, giving visitors an immersive experience” (RS 06)*

*“Recognizing the cultural significance of the area, particularly with its historical sites such as Kaludiya Pokuna, the hotels organize cleaning programs to maintain the cleanliness and integrity of these cultural sites” (RS 08)*

Based on the responses, hotels' defined commitment to cultural preservation practices in the region demonstrates a careful approach to protecting and promoting cultural heritage. Hotels contribute to cultural sustainability by encouraging heritage awareness, organizing cultural events, and supporting regional artists. Educational initiatives and programs for site-cleaning, protect historical places while improving visitor experiences. These practices strengthen community participation, preserve traditions, and encourage responsible tourism, highlighting the role of hotels in sustaining the cultural identity of the destination.

#### 5.5 Economic Sustainability Practices

##### 5.5.1 Local Economic contribution

When considering local economic contribution, it means the direct and indirect effects of economic activities within a specific geographic area or community. Hotels contribute by generating income through tourism, providing employment opportunities, and supporting local businesses, thus playing an important role in the economic and sustainability of the community.

Some of the respondents mentioned how hotel contribute to local economic.

The following are some of the respondents' statements about that.

*“Hotels contribute to the local economy by providing job opportunities to 55% of their workforce locally, establishing partnerships with local suppliers” (RS 01)*

*“Getting goods and services from local suppliers, and providing employment opportunities for local residents is economic practices in hotels” (RS 04)*

*“Over 50% of job opportunities are provided to locals, promoting employment and economic growth within the community. They actively source goods from local suppliers, supporting and promoting the economic activities of nearby businesses” (RS 05)*

The Respondents highlight; the hotel play an important role in supporting local economy by job opportunities for locals and partnerships with local suppliers. By offering significant job opportunities to local residents and supporting nearby businesses, hotels encourage community engagement and economic resilience. These sustainable practices highlight social responsibility while promoting inclusive growth, sustainable development, and overall prosperity within the local community.

## 5.6 Cost Reduction

Cost reduction is a strategic measures and practices implemented to minimize expenses while maintaining or improving the quality of services, ultimately enhancing operational efficiency and profitability. Hotels achieve cost reduction by prioritizing energy efficiency, waste management, water conservation, local sourcing, bulk purchasing, labour optimization, and technology adoption. These strategic practices not only enhance operational efficiency but also effectively control expenses, contributing to overall financial sustainability and improved profitability.

*“Economic sustainability practices are implementing energy-efficient technologies and practices, such as LED lighting, sourcing products and services locally, implementing water-saving measures, adopting water reuse and recycling systems, implementing waste reduction and recycling programs” (RS 04)*

*“Hotels adopt eco-friendly measures such as the reuse of unused guests' amenities, linen, and the implementation of an electronic key card system. Additionally, the use of reusable amenity bottles further emphasizes their commitment to economic sustainability practices” (RS 05)*

*“Implementing eco-friendly practices like repurposing unused guest amenities and linens and prioritizing local sourcing some of economic sustainable practices in hotels” (RS 06)*

When considering respondents' statements, stated hotels' commitment to economic sustainability through various environmentally responsible practices. Such as adoption of energy-efficient technologies, water conservation systems, and waste reduction programs minimizes environmental impact while improving operational efficiency. Supporting local suppliers further strengthens regional businesses and reduces transportation effects. These practices highlight how hotels balance environmental responsibility with economic sustainability and long-term operational resilience.

## **6.0 Specific Sustainability Improvements**

### **6.1 Environmental Practices Enhancement**

#### **6.1.1 Specific green initiatives**

Most respondents emphasized the importance of expanding environmentally sustainable practices in hotels within the Dambulla region. Respondents particularly highlighted the use of solar energy, smart technologies, eco-friendly alternatives to

plastic, and recycling initiatives as key environmental enhancement strategies. For instance, RS 02 explained that due to Dambulla's predominantly dry climate, hotels can maximize the use of solar energy for most months of the year. Similarly, RS 03 suggested expanding solar panel systems and implementing smart key-card technologies to reduce unnecessary electricity consumption. RS 04 and RS 06 further emphasized the importance of eliminating single-use plastics and adopting environmentally friendly alternatives.

These findings strongly align with previous literature on sustainable hospitality practices. Studies such as [25] identified renewable energy usage and waste reduction as essential environmental sustainability strategies within the hotel industry. The current findings suggest that hotels in Dambulla are increasingly recognizing the importance of renewable energy adoption, particularly solar energy, due to the region's favourable climatic conditions. Compared with international sustainable hospitality trends discussed by [25], Dambulla hotels appear to be progressing toward environmentally responsible operations, although the implementation level still varies among establishments.

Furthermore, the emphasis on eliminating single-use plastics and promoting recycling practices supports findings from more recent sustainability studies, which argue that environmentally conscious tourists increasingly expect hotels to adopt visible eco-friendly practices. The implementation of smart technologies, such as automated lighting systems, also reflects global trends in energy-efficient hotel management.

However, a divergence can also be observed between sustainability intentions and actual implementation. While hotel representatives emphasized their commitment to environmental sustainability, some respondents indirectly suggested that certain practices are still at a developmental stage rather than being fully operational across all hotels. This indicates that although awareness regarding environmental sustainability is increasing, practical and financial limitations may hinder full-scale implementation. Therefore, the findings demonstrate that Dambulla hotels are moving toward international sustainability standards but still require stronger institutional commitment and consistent operational execution.

## **7.0 Socio cultural Practices Enhancement**

### **7.1 Community Engagement Enhancements**

Community engagement enhancement initiatives focus on strengthening relationships, collaboration, and active participation between hotels and the local community. Many respondents highlighted the importance of increasing local involvement, preserving cultural heritage, and creating employment opportunities as part of socio-cultural sustainability practices. For example, RS 03 explained that hotels can reduce labour migration by providing skill development programs and employment opportunities for local residents. Similarly, RS 05 emphasized that hotels can preserve Dambulla's cultural identity by organizing cultural events, exhibitions, and workshops while collaborating with local artists and artisans. RS 06 further highlighted the importance of increasing community participation in decision-making processes related to sustainability initiatives.

Most respondents viewed hotels not only as accommodation providers but also as organizations capable of contributing to the social and cultural development of the local community. Training programs and employment

opportunities were identified as ways to strengthen the local economy and reduce overseas migration. In addition, cultural events and collaborations with local artists were considered effective methods for preserving and promoting the unique cultural heritage of Dambulla.

These findings are consistent with previous literature on socio-cultural sustainability in hospitality. [33] explain that socio-cultural sustainability extends beyond environmental management and includes community engagement, cultural preservation, and ethical tourism development. The findings of this study similarly demonstrate the importance of integrating local communities into hotel sustainability practices through employment generation, cultural promotion, and participatory decision-making.

The findings also reflect stakeholder differences discussed in earlier studies. [41] state that hotels often focus on operational performance and business sustainability, whereas local communities prioritize cultural preservation and equitable benefit-sharing. This difference is evident in the present study, as respondents emphasized the need for stronger

community participation, suggesting that current involvement may still be limited. Therefore, although hotels in Dambulla show growing awareness of socio-cultural sustainability, the implementation of these practices remains at a developing stage and requires stronger collaboration with local communities to achieve long-term sustainability goals.

## **8.0 Economic Practices Enhancement**

### **8.1 Support for Local Businesses**

Support for local businesses involves intentionally choosing and promoting goods or services from nearby establishments to enhance the local economy and community well-being. The following are some of the respondents' statements about that.

*“Many individuals in the villages are skilled in crafting handmade products but have difficulty selling them. An improvement could involve creating platforms within the hotels where these people can showcase and sell their handicrafts. Furthermore, offering training programs aimed at improving their craft skills and business will enable these artists to promote their products more effectively” (RS 08)*

*“Hotels should increase their support for local businesses” (RS 09)*

The responses highlight a promising economic enhancement strategy in hotel region, addressing challenges faced by skilled artisans in marketing handmade products. Proposing platforms within hotels for showcasing and selling local handicrafts establishes a mutually beneficial relationship between the hospitality industry and local entrepreneurship. This aligns with the trend of sustainable tourism, offering exposure to artisans and enhancing authentic travel experiences. Incorporating training programs tackles both craft skills and business acumen, providing a research opportunity to assess the impact on local livelihoods, economic resilience, and community socio-cultural dynamics. Exploring scalability offers insights into replicable models for sustainable economic development through hotel-local business partnerships.

## 9.0 Conclusion

In conclusion, the research on stakeholder perspectives regarding sustainability practices of star-class hotels in Dambulla demonstrates that hotels are increasingly committed to environmental, social, and economic sustainability practices. Sustainable initiatives such as waste management, energy conservation, water

conservation, cultural preservation, and support for local suppliers and employment opportunities are actively implemented within the selected hotels. These practices contribute positively to environmental protection, community development, and the long-term sustainability of tourism in the region. However, stakeholders also emphasized several areas requiring further improvement, including the increased use of solar energy, adoption of smart technologies, improvement of environmentally friendly waste management systems, and stronger support for regional entrepreneurship.

From a theoretical perspective, this study contributes to Stakeholder Theory by highlighting that stakeholder expectations toward sustainability are diverse and influenced by the heritage tourism context of Dambulla. Managers, employees, local communities, and suppliers demonstrated different sustainability priorities and expectations. The findings particularly emphasize the importance of cultural preservation and local economic participation as significant stakeholder concerns within a heritage destination. Therefore, the study extends Stakeholder Theory by showing the importance of destination-specific

stakeholder engagement in sustainable hospitality management.

In terms of practical and policy implications, the findings suggest that hotels should move beyond general sustainability activities and adopt more collaborative frameworks. For example, hotels can establish “Hotel–Community Artisan Cooperatives” to support local craftsmen, cultural performers, and small-scale entrepreneurs while promoting authentic tourism experiences. Furthermore, hotel management and policymakers should encourage renewable energy investments, introduce smart resource management technologies, and strengthen environmentally responsible waste management practices through public–private partnerships and training programs.

Despite its contributions, the study has limitations due to its small qualitative sample size and focus on selected star-class hotels in Dambulla, limiting wider generalization. Future studies should therefore conduct quantitative or mixed-method research with larger samples across multiple destinations and apply longitudinal approaches to examine changes in stakeholder perspectives and sustainability practices over time.

## References:

- [1] Abdou, A. H., Hassan, T. H., & Dief, M. M. El. (2020). A description of green hotel practices and their role in achieving sustainable development. *Sustainability (Switzerland)*, 12 (22), 1–21.  
<https://doi.org/10.3390/su1222962>
- [2] Aggarwal, P., & Verma, A. (2022). Waste Management as an Eco-Friendly Practice in Indian Hotel Industry Waste Management as An Eco-Friendly Practice in October.
- [3] Bader, E. E. (2005). Sustainable hotel business practices. *Journal of Retail & Leisure Property*, 5(1), 70–77.  
<https://doi.org/10.1057/palgrave.rlp.5090008>
- [4] Berezan, O., Raab, C., Yoo, M., & Love, C. (2013). Sustainable hotel practices and nationality: The impact on guest satisfaction and guest intention to return. *International Journal of Hospitality Management*, 34(1), 227–233.  
<https://doi.org/10.1016/j.ijhm.2013.03.010>
- [5] Bohdanowicz, P. (2005). European hoteliers’ environmental attitudes: Greening the business. *Cornell Hotel and Restaurant Administration Quarterly*, 46(2), 188–204.  
<https://doi.org/10.1177/0010880404273891>
- [6] Brown, B. J., Hanson, M. E., Liverman, D. M., & Merideth, R. W. (1987). Global sustainability: Toward definition. *Environmental Management*,

- 11(6), 713–719.  
<https://doi.org/10.1007/BF01867238>
- [7] Cavagnaro, E., & Gehrels, S. A. (2009). Sweet and sour grapes: Implementing sustainability in the hospitality industry-A case study. *Journal of Culinary Science and Technology*, 7(2-3), 181–195.  
<https://doi.org/10.1080/15428050903324504>
- [8] Chandralal, P. K. L. (2010). Impacts of Tourism and Community Attitude towards. *South Asian Journal of Tourism and Heritage*, 3(2), 41–47.  
<http://www.sajth.com/old/vol3/05Kotuwegoda.pdf>
- [9] Chen, C. T., Cheng, C. C., & Hsu, F. S. (2015). GRSERV scale: an effective tool for measuring consumer perceptions of service quality in green restaurants.
- [10] *Quality Management and Business Excellence*, 26(3-4), 355–367.  
<https://doi.org/10.1080/14783363.2013.832478>
- [11] Clarkson, M. E. (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *Academy of Management Review*, 20(1), 92–117.  
<https://doi.org/10.5465/amr.1995.9503271994>
- [12] Collingridge, D. S., & Gantt, E. E. (2019). The Quality of Qualitative Research \*. 23(5), 389–395.  
<https://doi.org/10.1177/1062860619873187>
- [13] Dickerson, C. E., & Ji, S. (2021). Structured Methods. *Essential Architecture and Principles of Systems Engineering*, 39–60.  
<https://doi.org/10.1201/9781003213635-4>
- [14] Dyllick, T., & Hockerts, K. (2002). 5. Beyond the business case for corporate sustainability-Dyllick-2002-Business Strategy and the Environment-Wiley Online Library. *Business Strategy and the Environment*, 11(2), 130–141.
- [15] Eizenberg, E., & Jabareen, Y. (2017). Social sustainability: A new conceptual framework. *Sustainability (Switzerland)*, 9(1).  
<https://doi.org/10.3390/su9010068>
- [16] Erdogan, N., & Baris, E. (2007). Environmental protection programs and conservation practices of hotels in Ankara, Turkey. *Tourism Management*, 28(2), 604–614.  
<https://doi.org/10.1016/j.tourman.2006.07.003>
- [17] Freeman, R. E. (2001). Darden Graduate School of Business Administration A Stakeholder Approach to Strategic Management. Working Paper, 01.
- [18] Fukey, L. N., & Issac, S. S. (2014). Connect among Green, Sustainability and Hotel Industry: A Prospective Simulation Study. 8(1), 296–312.
- [19] Han, H., Lee, J. S., Trang, H. L. T., & Kim, W. (2018). Water conservation and waste reduction management for increasing guest loyalty and green hotel practices. *International Journal of Hospitality Management*, 75(June 2017), 58–66.

<https://doi.org/10.1016/j.ijhm.2018.03.012>

[20] Han, X., & Chan, K. (2013). Perception of Green Hotels Among Tourists in Hong Kong: An Exploratory Study. *Services Marketing Quarterly*, 34(4), 339-352. <https://doi.org/10.1080/15332969.2013.827069>

[21] Hsiao, T. Y., Chuang, C. M., Kuo, N. W., & Yu, S. M. F. (2014). Establishing attributes of an environmental management system for green hotel evaluation. *International Journal of Hospitality Management*, 36, 197-208. <https://doi.org/10.1016/j.ijhm.2013.09.005>

[22] Hung, T., & Jan, F. (2019). Can community-based tourism contribute to sustainable development? Evidence from residents' perceptions of the sustainability. *Tourism Management*, 70(September 2018), 368-380. <https://doi.org/10.1016/j.tourman.2018.09.003>

[23] Indah, N., Dewi, K., Agung, I. G., Mataram, B., & Siwantara, I. W. (2017). Validating a framework of the integration of Corporate Social Responsibility and Culture: The Case of Hotel Industry. *International Journal of Business and Economic Affairs*, 2(1), 31-44. <https://doi.org/10.24088/ijbea-2017-21005>

[24] Ishtiaq, M. (2019). Book Review Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage. English

Language Teaching, 12(5), 40. <https://doi.org/10.5539/elt.v12n5p40>

[25] Kasim, A. (2007). International Journal of Hospitality & Tourism Administration Towards a Wider Adoption of Environmental Responsibility in the Hotel Sector. *International Journal of Hospitality and Tourism Administration*, 8(April 2007), 25-49. <https://doi.org/10.1300/J149v08n02>

[26] Kasim, A. (2009). Managerial attitudes towards environmental management among small and medium hotels in Kuala Lumpur. *Journal of Sustainable Tourism*, 17(6), 709-725. <https://doi.org/10.1080/09669580902928468>

[27] Khatter, A., White, L., Pyke, J., & McGrath, M. (2021). Stakeholders' influence on environmental sustainability in the Australian hotel industry. *Sustainability (Switzerland)*, 13(3), 1-17. <https://doi.org/10.3390/su13031351>

[28] Kim, S. H., Lee, K., & Fairhurst, A. (2017). The review of "green" research in hospitality, 2000-2014: Current trends and future research directions.

[29] *International Journal of Contemporary Hospitality Management*, 29(1), 226-247. <https://doi.org/10.1108/IJCHM-11-2014-0562>

[30] Kirk, D. (1995). Environmental management in hotels. *International Journal of Contemporary Hospitality Management*, 7(6), 3-8.

<https://doi.org/10.1108/09596119510095325>

[31] Kirk, D. (1998). Attitudes to environmental management held by a group of hotel managers in Edinburgh. *International Journal of Hospitality Management*, 17(1), 33–47. [https://doi.org/10.1016/S0278-4319\(98\)00005-X](https://doi.org/10.1016/S0278-4319(98)00005-X)

[32] Kularatne, T., Wilson, C., Månsson, J., Hoang, V., & Lee, B. (2019). Do environmentally sustainable practices make hotels more efficient? A study of major hotels in Sri Lanka. *Tourism Management*, 71(February 2017), 213–225. <https://doi.org/10.1016/j.tourman.2018.09.009>

[33] López-Gamero, M. D., Molina-Azorín, J. F., Tari, J. J., & Pertusa-Ortega, E. M. (2023). Interaction between sustainability practices and the mediating role of hotel performance. *Journal of Sustainable Tourism*, 0(0), 1–26. <https://doi.org/10.1080/09669582.2023.2198165>

[34] Mak, A. H. N., & Chang, R. C. Y. (2019). The driving and restraining forces for environmental strategy adoption in the hotel Industry: A force field analysis approach. *Tourism Management*, 73(1), 48–60. <https://doi.org/10.1016/j.tourman.2019.01.012>

[35] Mbasera, M., Plessis, E. du, Saayman, M., & Kruger, M. (2018). Determining the Impact of Green Management Policies on Hotel Performance: A Manager's Perspective.

*African Journal of Hospitality, Tourism and Leisure*, 7(3), 1–13. <http://www.ajhtl.com><http://www.ajhtl.com>

[36] Mensah, I. (2006). Environmental management practices among hotels in the greater Accra region. *International Journal of Hospitality Management*, 25(3), 414–431. <https://doi.org/10.1016/j.ijhm.2005.02.003>

[37] Merli, R., Preziosi, M., Acampora, A., & Ali, F. (2019). Why should hotels go green? Insights from guests experience in green hotels. *International Journal of Hospitality Management*, (November 2018), 169–179. <https://doi.org/10.1016/j.ijhm.2019.04.022>

[38] Moon, K., Blackman, D. A., Adams, V. M., Colvin, R. M., Sherren, K., Davila, F., Evans, M. C., Januchowski-hartley, S. R., Bennett, N. J., St, F. A. V, Lorrae, J., Carina, V. K., & Moon, K. (2019). Expanding the role of social science in conservation through an engagement with philosophy, methodology, and methods. 2019(May 2018), 294–302. <https://doi.org/10.1111/2041-210X.13126>

[39] Rasouli, A. H., & Kumarasuriyar, D. A. (2016). The Social Dimension of Sustainability: Towards Some Definitions and Analysis. *Journal of Social Science for Policy Implications*, 4(2), 23–34. <https://doi.org/10.15640/jsspi.v4n2a3>

[40] Namkung, Y., & Jang, S. C. S. (2013). Effects of restaurant green practices on brand equity formation: Do

green practices really matter? *International Journal of Hospitality Management*, 33(1), 85–95.

<https://doi.org/10.1016/j.ijhm.2012.06.006>

[41] Julião, J., Monteiro, I., Gaspar, M., & Trindade, M. A. (2025). Stakeholder Differences in Valued Hotel Green Practices. *Sustainability*, 17(13), 5895. <https://doi.org/10.3390/su17135895>

[42] Singh, J. S., Kumar, A., Rai, A. N., & Singh, D. P. (2016). Cyanobacteria: a precious bio-resource in agriculture, ecosystem, and environmental sustainability. *Frontiers in microbiology*, 7, 529.

[43] Omer, A. M. (2017). Sustainable development and environmentally friendly energy systems. *International journal of physical sciences and engineering*, 1(1), 1-39.

[44] Khatter, A. (2025). Challenges and solutions for corporate social responsibility in the hospitality industry. *Challenges*, 16(1), 9.

[45] Pasape, L., Anderson, W., & Lindi, G. (2015). Assessment of indicators of sustainable ecotourism in Tanzania. *Anatolia*, 26(1), 73-84.

[46] Hörisch, J., Freeman, R. E., & Schaltegger, S. (2014). Applying stakeholder theory in sustainability management: Links, similarities, dissimilarities, and a conceptual framework. *Organization & environment*, 27(4), 328-346.

[47] Jones, S. M., Bailey, R., & Jacob, R. (2014). Social-emotional learning is

essential to classroom management. *Phi Delta Kappan*, 96(2), 19-24.

[48] Wheeler, D., Colbert, B., & Freeman, R. E. (2003). Focusing on value: Reconciling corporate social responsibility, sustainability and a stakeholder approach in a network world. *Journal of general management*, 28(3), 1-28.

[49] Samarathunga, W. H. M. S. (2019). *Research on the intangible ethnic tourism development after a civil war, based on stakeholder perspective: the case of Jaffna, Sri Lanka*. 7, 218–240. <https://doi.org/10.1504/IJTA.2019.107317>

[50] Raub, S. P., & Martin-Rios, C. (2019). “Think sustainable, act local”—a stakeholder-filter-model for translating SDGs into sustainability initiatives with local impact. *International Journal of Contemporary Hospitality Management*, 31(6), 2428-2447.

### **Article History:**

Submitted: 2026-04-22

Reviewed: 2026-05-14

Accepted: 2026-05-22

### **Author Profile:**

P.M.T.D. Wikumsara is a Lecturer at Sabaragamuwa University of Sri Lanka. Her academic and research interests are focused on Tourism and Hospitality Management, with particular emphasis on sustainable tourism and sustainability practices within the hospitality industry. Her research primarily explores environmental, socio-cultural, and economic sustainability in Sri Lanka's hospitality sector. She is dedicated to advancing academic research and contributing to the sustainable development of the tourism and hotel industry through evidence-based and stakeholder-oriented studies.

## Appendix:

### RS 01

**Stakeholder category: Hotel Manager**

**Age: 45**

**Male/Female: Male**

**Educational Level: Graduated**

### Section 1

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

### Section 2

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

1. *What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels have an eco-park and an environmental management system, providing guests and other visitors with the opportunity to witness and participate in various eco-friendly practices. And also, the hotel implements a garbage separation system, actively sorting dry waste for sale of recyclables, while directing wet waste to feed pigs, ensuring an effective and sustainable waste management process. Hotels have established paper recycling and production units on-site, contributing to the reduction of paper waste and promoting the use of recycled materials. Embracing the "Seven R concept," these hotels view all waste as valuable resources, emphasizing the importance of responsible waste management and resource utilization. Compost systems are in place, allowing the hotel to produce compost from organic waste, which is then sold, contributing to both waste reduction and additional revenue streams. The hotel actively engages in planting initiatives, cultivating plants in its garden and distributing them to schools and other community entities. This not only enhances the hotel's green surroundings but also contributes positively to the local environment. Food waste is used to generate bio-gases, which are then efficiently used in hotel operations, contributing to a more sustainable and environmentally friendly energy source. And also incorporating solar panels to collect renewable energy, lowering reliance on traditional power sources, and reducing hotel operations' ecological imprint. Implementing a switch-off policy to ensure staff members are well-educated on environmental conservation techniques. This policy encourages employees to use energy responsibly, which contributes to the hotel's overall energy saving initiatives. Implementing a wastewater and sewage recycling system to repurpose water for the hotel's garden and vehicle washing, contributing to water conservation efforts. Other thing is introducing "tent cards" in hotel rooms to inform guests about the environmental impact of daily linen changes. The cards

highlight the associated costs and encourage guests to participate in water conservation by reusing linens. Hotels have used wood-fired boilers instead of diesel, reducing reliance on traditional fuels and providing hot water sustainably. For that hotels use watawara and cinnamon woods. Actively participating in cleaning programs and plantation initiatives near reservoirs, focusing on the cultivation of plants like Kubuk. These efforts contribute to environmental conservation in the surrounding areas. Another practice is extending cleaning programs to locations near cultural sites, such as Kaludiya Pokuna, emphasizing the importance of maintaining cleanliness and preserving of these significant landmarks.

*2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Hotels are engaged in CSR projects, demonstrating a commitment to giving back to the local community and supporting initiatives that address societal needs. Hotels have obtained wood from local sources; hotels contribute to the local economy. Hotels prioritize sourcing essential items such as rice, coconuts, banana leaves, lotus leaves, fruits, vegetables, and meat locally. This not only supports local farmers and businesses but also reduces the carbon footprint associated with transportation. One of another practices is implementation of staff welfare programs. These programs reflect the hotels' dedication to ensuring the well-being of their employees. Hotels have done Women Empowerment.

*3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels contribute to the local economy by providing job opportunities to 55% of their workforce locally. This not only supports the livelihoods of community members but also fosters a sense of economic inclusivity. Other thing is establishing partnerships with local suppliers; hotels contribute to the economic development of the region. Not only that, hotels engage in waste separation practices, allowing them to efficiently manage and recycle waste. This not only reduces environmental impact but also creates economic value by selling recyclable materials, contributing to a more circular and sustainable economy.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

*1. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

One of expectations is increased Utilization of Solar Panels. And other thing is establishing hotel schools relevant to the hotels. This involves offering free education and recruiting students from the local region. By investing in education, hotels can contribute to the development of skilled local talent, fostering both social and economic sustainability in the community.

**RS 02**

**Stakeholder category: Hotel Manager**

**Age: 42**

**Male/Female: Male**

**Educational Level: Graduated**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Today sustainability has become one of the major concerns in hotels. When considering Dambulla, many hotels are following sustainable practices in their hotels. Hotels have implemented a comprehensive waste management system that includes proper garbage disposal, reuse and recycling programs for paper, plastic, glass, and other recyclable materials. In addition to waste management, some hotels have implemented water recycling systems. This involves treating and reusing wastewater, reducing the demand for local water sources, and contributing to overall water conservation efforts. Near to hotels, there are various reservoirs, especially the Kandalama Reservoir. Hotels have arranged a cleaning program once a month and educated guests and locals. For energy conservation, the hotels have invested in energy-efficient appliances and lighting throughout the premises to minimize electricity consumption, large glasses, implementation of solar panels, and have standard "switch off" policy for lights and electronics when rooms are unoccupied.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Hotels often collaborate with local communities to understand their needs and concerns and do CSR projects, providing employment opportunities for locals, and women empowerment, depending on the goods, have selected suppliers from the region and if the locals organize any event in the region, hotels sponsor for that. If considering staff welfare, hotels think about it more. They are investing in employee training and development programs, providing accommodation, meals, and uniforms, creating a positive working environment, and grievances handling.

3. *What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels play a major role in job creation, providing employment opportunities for the local community, selecting suppliers from the region and ensuring fair, and competitive wages for employees, including benefits and opportunities for career advancement.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

1. *What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Every person should have an education about the "sustainability concept". When the Dambulla region is taken, out of the twelve months in the year, except for three or four months, the other months have a dry climate. So hotels can completely use solar in these months. Environmentally friendly things should be used. This means that when serving food in the hotel, plates can be made from natural leaves. For example, can use things like lotus leaves, and kolapatha. The use of plastic should be completely avoided. Sharing the Sustainable Practices implemented by other hotels in the Dambulla region with every other hotel.

**RS 03**

**Stakeholder category: Hotel Manager**

**Age: 48**

**Male/Female: Male**

**Educational Level: A/L qualified**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? - Yes*

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Most of the star class hotels are actively implementing a range of environmental sustainability practices. One environmental sustainability practices are garbage separation and all the staff members being educated on proper waste disposal methods. Additionally, the hotels engage in composting by collecting leaves and other organic materials, which are then utilized in the hotel's gardens. To prevent environmental pollution, hotels strictly prohibit the disposal of any waste in reservoirs or surrounding areas. Collaborative cleaning programs are organized with both hotel staff and local community members to ensure the cleanliness of reservoirs and the overall environment. Information boards have been strategically placed to raise awareness among locals on how to protect the environment. And also, hotels are recycling their water and use for hotel's garden.

Most of the hotels have embraced sustainable energy solutions, including large glass windows, solar panels, and Availability of electric buggy carts for transportation to effectively minimizing electricity consumption. Furthermore, when constructing hotel buildings, a conscious effort is made to ensure that the process does not harm the environment or endanger local wildlife.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

One of the socio-cultural sustainability practices is getting vegetables and fruits from local suppliers and supporting local businesses.

Cultural heritage is a major priority, with hotels actively promoting and preserving the rich cultural heritage of the region. Guests are educated on the necessity of preserving cultural assets for future generations, encouraging a sense of responsibility and awareness.

In a commitment to education and community development, hotels contribute to local schools by donating books and meals to dhahampasal students. This not

only supports educational initiatives but also enhances the overall well-being of the village community.

Provide staff welfare including staff uniform, accommodation, meals, and check staff health. Furthermore, training programs are organized to enhance the skills and knowledge of the staff, contributing to their professional growth and job satisfaction.

*3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Star-class hotels in Dambulla, are actively engaged in economic sustainability practices that extend support to individuals with Ordinary Level or Advanced Level qualifications. These hotels organize training programs to impart job-specific knowledge, thereby facilitating the entry of qualified individuals into the workforce. By providing employment opportunities within the hotel industry, these establishments contribute significantly to job creation for the local community.

One of the most important practices of their economic sustainability activities is getting goods and services from local suppliers. This purposeful choice not only promotes the local economy, but also fosters a mutually beneficial relationship between the hotels and the community.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

*1. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Expand the hotel's commitment to sustainable energy by installing an expanded solar panel system to further reduce reliance on non-renewable sources. And also use smart technology implementation such as implement key card systems that automatically control lighting when guests are not in their rooms.

In the context of social sustainability, a considerable number of Sri Lankan individuals currently seek employment opportunities overseas. To address this trend, hotels can play a pivotal role by implementing comprehensive training programs that emphasize skill development. Subsequently, offering job placements within the hotel not only helps in retaining local talent but also serves as a means to discourage migration for employment. This approach contributes significantly to the economic development of our country.

**RS 04**

**Stakeholder category: Hotel Staff Members**

**Age: 50**

**Male/Female: Female**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

1. *What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels have integrated solar panels into their infrastructure, harnessing renewable energy to reduce reliance on conventional power sources. And also, have incorporated large glass installations strategically, not only enhancing natural lighting within the premises but also minimizing the dependence on artificial lighting, thus contributing to energy conservation.

Committed to waste management, these hotels have implemented composting initiatives, effectively managing organic waste to reduce their ecological footprint. Additionally, the adoption of garbage separation systems furthers their waste reduction efforts, promoting recycling and responsible disposal practices. Star-class hotels have invested in water purification systems, not only ensuring efficient water usage but also actively working towards minimizing their overall environmental impact. Another practice is organized cleaning programs to ensure responsible waste management. Furthermore, the hotels' attention to maintaining the surrounding ecosystem and wildlife habitats is reflected in their commitment to designing buildings with minimal environmental impact.

2. *In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Star-class hotels in Dambulla are actively engaging in socio-cultural sustainability practices that contribute positively to the local community. These hotels contribute to the development of local infrastructure, supporting the overall growth and prosperity of the region. These hotels also play a role in the development of local infrastructure, contributing to the overall growth and prosperity of the region. Moreover, they play a pivotal role in promoting diversity by creating employment opportunities and empowering women within the community. Additionally, the hotels arrange cleaning programs near cultural sites, showcasing their dedication to maintaining the cultural integrity and cleanliness of the surroundings.

One of another social sustainable practices is providing welfare facilities. Not only that, hotels provide comprehensive training for staff to enhance their technical knowledge as well as to improve their skills, staff days, arrange sports activities that means Annual Inter-department Sports Festival, celebrate national and religious events like Independence Day of Sri Lanka, Vesak Day, Christmas, Sinhala & Tamil New Year, among others. Another practice is organizing medical camp for staff. To ensure a healthy, strong, and productive workforce, the hotels conduct an annual Medical Camp for employees and their immediate family members. This is done in collaboration with Dambulla Hospital and all the employees are benefited with a free medical check-up.

*3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Economic sustainability practices are implementing energy-efficient technologies and practices, such as LED lighting, energy-efficient appliances, and smart heating, ventilation, and air conditioning (HVAC) systems, implementing water-saving measures, such as low-flow faucets and showers, and adopting water reuse and recycling systems, implementing waste reduction and recycling programs to minimize the amount of waste sent to landfills. Some hotels also compost organic waste, supporting local communities by sourcing products and services locally, including food, furniture, and amenities. Getting goods and services from local suppliers, and providing employment opportunities for local residents is economic practices in hotels.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

*1. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Transition from plastic plates, polyline plates to eco-friendly alternatives like leaves, pan watti, and other environmentally friendly materials, not only for sustainability but also for generating employment opportunities within the local community. And also expand and enhance paper recycling systems to minimize waste and promote a more comprehensive approach to environmental sustainability.

**RS 05**

**Stakeholder category: Staff**

**Age: 32**

**Male/Female: Male**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels are actively implementing various environmental sustainability practices. These include effective waste management through the separation of garbage into wet and dry components. Additionally, hotels maintain their own gardens, producing compost from organic waste for use in the hotel garden and cultivating vegetables and fruits on-site. To ensure water conservation, hotels have installed water purification systems. Regular cleaning programs are organized to maintain cleanliness, and integrated solar panels contribute to the use of renewable energy. The incorporation of large glass installations is another measure taken, and special attention is given to ensuring that hotel construction does not harm the environment, with a commitment to conserving the natural habitats surrounding the hotel.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Hotels engage in socio-cultural sustainability practices that positively impact the local community. These initiatives include the monthly provision of meals and books to the village temple and Sunday school children, demonstrating a commitment to supporting education and communal well-being. Hotels contribute to local infrastructure development projects, fostering positive socio-cultural development in the area. Additionally, they prioritize purchasing organic products from the surrounding community, promoting sustainable and locally sourced goods. Employee welfare is a key focus, with hotels implementing comprehensive training and development programs to enhance the skills and well-being of their staff members. One of another social sustainable practices is culinary experiences with local cuisine. Hotels often incorporate local culinary experiences into their offerings, showcasing traditional dishes and ingredients sourced from local markets. This not only supports local farmers and food producers but also allows

guests to immerse themselves in the unique flavors and culinary traditions of Dambulla.

*3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Over 50% of job opportunities are provided to locals, promoting employment and economic growth within the community. The hotels focus on women empowerment initiatives, fostering inclusivity and participation of women in the local workforce. They actively source goods from local suppliers, supporting and promoting the economic activities of nearby businesses. To minimize waste and resource consumption, hotels adopt eco-friendly measures such as the reuse of unused guests' amenities, linen, and the implementation of an electronic key card system. Additionally, the use of reusable amenity bottles further emphasizes their commitment to economic sustainability practices.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

*1. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

One thing is biodiversity conservation initiatives. It means encouraging star-class hotels to actively participate in local biodiversity conservation projects could be a unique and impactful approach. This might involve creating and maintaining green spaces within hotel premises with native plants, supporting local wildlife preservation efforts, and even collaborating with conservation organizations to implement specific programs Cultural Heritage Preservation Programs is one of other practices to be improved. Given the rich cultural heritage of Dambulla, hotels could take a more active role in preserving and promoting local traditions. This could involve hosting cultural events, art exhibitions, or workshops that showcase and celebrate the unique heritage of the area. By actively engaging with local artists and artisans, hotels can contribute to the cultural sustainability of Dambulla.

**RS 06**

**Stakeholder category: Hotel Guest**

**Age: 35**

**Male/Female: Male**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Several star-class hotels in Dambulla are actively engaged in waste reduction efforts. They encourage guests to separate and recycle waste, and some have even eliminated single-use plastics in their operations. Energy conservation practices are evident, with hotels using energy-efficient lighting and appliances. Some establishments also incorporate renewable energy sources to minimize their environmental impact. Water conservation is a priority for many hotels, implementing practices like low-flow fixtures and water purification system. Concurrently, actively promoting reuse of linen and towels add another level to their commitment to sustainable water management. These comprehensive indicators demonstrate the hotels' commitment to solving environmental issues through various and significant sustainability strategies.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Community engagement is one of socio-cultural practices, with some hotels supporting local businesses and involving the community in their activities. This creates a positive impact by fostering a sense of community and preserving local traditions. Employee well-being is addressed in certain hotels through fair wages, training programs, and creating a positive work environment for staff. Hotels have engaged with cleaning programs near to the cultural sites and also organizing cultural events, workshops, and performances that highlight local traditions, arts, and crafts, giving visitors an immersive experience.

- 3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Implementing eco-friendly practices like repurposing unused guest amenities and linens and prioritizing local sourcing some of economic sustainable practices in hotels. Hotels boost local economy through common practice of prioritizing local

sourcing and many hotels prioritize purchasing goods and services from local suppliers. This contributes to the economic development of the region by supporting local businesses. Job creation is another one of practices, as hotels provide employment opportunities for local residents. This not only benefits the individuals but also contributes to the overall economic growth of Dambulla area. Tourism promotion is actively pursued by some hotels, participating in initiatives that showcase the unique attractions of Dambulla and attract more visitors to the area.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

1. *What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Increasing community participation and input from local residents into decision-making processes can further enhance sustainability efforts. Hotels may guarantee that their sustainability programs are more closely aligned with the needs and tastes of the local community by establishing a more collaborative approach. Hotels should have committed to eliminating single-use plastics, replacing them with sustainable alternatives or encouraging guests to use refillable options. Organize cultural events and offering guests a chance to experience and participate in the community's cultural richness. Hotels should have expanded their efforts to support local artisans, creating opportunities for guests to engage with traditional art and crafts on a more personal level.

**RS 07**

**Stakeholder category: Hotel Guest**

**Age: 32**

**Male/Female: Female**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels have used various environmental sustainability practices. Many hotels have adopted waste reduction and recycling programs to minimize their environmental footprint. When consider about Energy Conservation, Hotels are investing in energy- efficient technologies and practices to reduce energy consumption.

Practices such as water-saving measures and efficient water management systems are Water Conservation. Some hotels may incorporate eco-friendly architecture and materials in their construction.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Hotels contribute to socio-cultural sustainability through their support for local communities. This includes the promotion of local artisans and products in their establishments, collaboration with nearby cultural attractions, and the incorporation of traditional elements in their services.

- 3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

They frequently source goods and services from nearby businesses, supporting the growth of local enterprises. This commitment to the local economy extends to providing employment opportunities for the community, fostering economic stability and growth in Dambulla. They take steps to reduce energy usage, waste, and optimize resource use. These policies not only help the hotel's financial sustainability, but they also show a dedication to responsible business practices that balance economic success with environmental and social responsibility.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

1. *What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Hotels can improve their sustainability efforts by incorporating eco-friendly measures for on-site events and conventions. This could include providing sustainable catering options, reducing the use of single-use event items, and ensuring effective trash management before, during, and after events.

**RS 08**

**Stakeholder category: Local Community**

**Age: 53**

**Male/Female: Female**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels are actively implementing various environmental sustainability practices. In terms of waste management, hotels collect leaves without resorting to burning, producing compost from organic waste for their on-site garden, where they cultivate vegetables and fruits. The garbage separation process involves categorizing waste into wet, dry, and coconut shells. Wet waste is purchased by a piggery owner as pig food, dry waste is sold for recycling/reuse, and coconut shells are converted to carbon by the purchaser. Water conservation measures include the installation of water purification systems, and hotels ensure that no garbage or solid waste is disposed of in nearby reservoirs. Cleaning programs, involving both staff and locals, contribute to maintaining the cleanliness of the surroundings. The incorporation of integrated solar panels allows hotels to harness renewable energy sources, promoting sustainability. Additionally, the utilization of large glass installations is another environmentally conscious feature adopted by these hotels.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Hotels play a significant role in addressing the employment challenge by offering job opportunities. The hotels implement training programs specifically designed for the youth in the local villages, enabling them to join the hospitality industry. This approach not only provides employment but also contributes to skill development, addressing the issue of youth unemployment. These hotels promote woman empowerment by creating avenues for women to engage in various roles within the hospitality sector. By encouraging the participation of women in the workforce, the hotels contribute to fostering gender equality and empowerment. Recognizing the cultural significance of the area, particularly with its historical sites such as Kaludiya Pokuna, the hotels organize cleaning programs to maintain

the cleanliness and integrity of these cultural sites. This dedication to cultural preservation ensures that the community and visitors can enjoy these sites for future years. Furthermore, star-class hotels participate in the development of local infrastructure, contributing to the overall growth of the region. This includes initiatives to enhance roads, utilities, and other essential amenities, which not only benefit the hotels but also improve the quality of life for the surrounding community. Through numerous social activities, these hotels help the less fortunate in the village as well as school students.

*3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

The hotels emphasize the importance of helping local communities by sourcing fresh fruits and vegetables from local suppliers in Dambulla, so contributing to the agricultural region's economic development.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

*1. What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

Many individuals in the villages are skilled in crafting handmade products but have difficulty selling them. An improvement could involve creating platforms within the hotels where these people can showcase and sell their handicrafts. Furthermore, offering training programs aimed at improving their craft skills and business will enable these artists to promote their products more effectively. These practices align with the interests of tourists who often appreciate and seek unique, locally crafted items. By incorporating local handicrafts into the hotel's offerings, there is an opportunity to attract environmentally conscious tourists while simultaneously supporting the livelihoods of local artisans. This approach not only contributes to the economic well-being of the community but also aligns with the growing global trend of promoting sustainable and locally sourced products in the hospitality industry.

**RS 09**

**Stakeholder Category: Local Community**

**Age: 42**

**Male/Female: Female**

**Educational Level: Advanced Level**

**Section 1**

*Are you familiar with the sustainability practices adopted by star-class hotels in Dambulla? Yes*

**Section 2**

**Objective 1:** To identify the key environmental, socio cultural, and economic sustainability practices currently adopted by star-class hotels in Dambulla, Sri Lanka, as perceived by the stakeholders of the hotels.

- 1. What are the environmental sustainability practices currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels have used various environmental sustainability practices. Many hotels have adopted waste reduction and recycling programs to minimize their environmental footprint. When consider about Energy Conservation, Hotels are investing in energy- efficient technologies and practices to reduce energy consumption. Practices such as water-saving measures and efficient water management systems are Water Conservation. Some hotels may incorporate eco-friendly architecture and materials in their construction.

- 2. In your perspective, what socio cultural sustainability practices carried out by star-class hotels in Dambulla?*

Many hotels collaborate with local communities on projects that contribute to their well-being. This can include sponsoring local events, support schools, and participating in community development programs. By involving the community in these activities, hotels foster positive relationships and contribute to the overall social fabric of the region. Not only that, Hotels have prioritized employee well-being as an important part of socio-cultural sustainability. They frequently offer training and skill development programs in order to empower the local workforce. Furthermore, fair employment practices, such as competitive salaries and benefits, foster a healthy work atmosphere. Some hotels go above and beyond by providing health and wellness programs to ensure their employees' physical and mental well-being. Socio cultural sustainability practices involve showcasing and promoting local traditions, art, and crafts within the hotel premises. Hotels often collaborate with local artisans and cultural experts to incorporate authentic elements into their design, décor, and culinary offerings. By celebrating and preserving the local culture, these hotels not only enhance the guest experience but also contribute to the sustainability of cultural heritage in the area.

- 3. What economic sustainability practices are currently being practiced by star-class hotels in Dambulla, Sri Lanka?*

Hotels have engaged in partnerships with local businesses, source products and services from nearby suppliers, and promote the region's unique offerings. By doing so, these hotels contribute to the economic growth of the local community, creating job opportunities and supporting the development of local enterprises. This approach helps build a mutually beneficial relationship between the hotels and the surrounding businesses. By implementing energy-saving technologies, waste reduction initiatives, and resource-efficient practices, hotels can reduce overall operational costs. This not only improves the hotel's financial performance but also aligns with sustainable business practices, showcasing a commitment to economic responsibility while ensuring long-term viability.

**Objective 2:** To identify the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka.

1. *What are the specific sustainability practices to be improved as expected by stakeholders from star-class hotels in Dambulla, Sri Lanka?*

As a local community member, expects hotels to invest in and prioritize the integration of sustainable energy solutions such as solar. Hotels collaborating more closely with local residents in community development projects, cultural events, and educational initiatives. Enhanced communication and participation can strengthen the bond between hotels and the community, fostering a sense of shared responsibility for sustainability and mutual well-being. Hotels should increase their support for local businesses. This includes sourcing more goods and services locally, showcasing and promoting local products within the hotel