

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Chau Alvin Yau Kong	Student ID number:	1812892
Programme:	Doctor of Business Administration		
Module:	Visions for the Future: Theoretical Perspectives on Management		
Module code:	SBPD7004	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr. Eddie Yu	Internal Verifier:	
Assignment Title:	An Evaluation on Environmental Sustainability of Skyline Tower with 3-H Approach	Word count (or equivalent):	Research Paper: 7,500
Submission deadline:	29 July 2019	Return date of provisional marks & written feedback:	
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Table of Contents

	Abstract.....	1
1	Introduction.....	2-3
2	Background.....	3-4
3	Literature Review.....	4-9
3.1	Heart-related Literature – Motivation	
3.2	Heart-related Literature – Communication	
3.3	Heart-related Literature – Corporate Social Responsibility	
3.4	Head-related Literature – Resourced-based View	
3.5	Hand-related Literature – Training and Coaching	
4	Methodology.....	9-10
5	Findings and Discussion.....	10-13
6	Recommendations.....	13-20
6.1	Heart-related Management – Leadership	
6.2	Heart-related Management – Communication	
6.3	Heart-related Management – Corporate Social Responsibility	
6.4	Head-related Management – Strategic Management	
6.5	Head-related Management – Resourced-based View	
6.6	Hand-related Management – Operations	
6.7	Hand-related Management – Functional Strategy and Practice	
6.8	Hand-related Management – Training and Coaching	
7	Conclusion.....	20-22
	References.....	23-26

An Evaluation on Environmental Sustainability of Skyline Tower with 3-H Approach

Abstract

Property management industry has started the journey striving to promote environmental protection and sustainable development for long. Some office buildings have already taken initiatives to act green, from placing recycle bins in the common areas to installation of solar panel to power building. Office buildings contribute to environmental sustainability through different green measures implementation in their management and operation.

The researcher uses 3-H approach (i.e. Heart, Head and Hand) to reflect on the process and outcomes that all stakeholders experienced or observed in an office building namely Skyline Tower in its going green process, and to provide key lessons to be drawn from the reflection after interviewed six stakeholders. The paper also explores possibility of office buildings on environmental sustainability towards better social responsibility and green management in future.

Key Words: 3-H approach, environmental sustainability, green measures, motivation, communication, corporate social responsibility, resourced-based view, training and coaching

1. Introduction

This is a generation of green evolution. In the past, it is always the responsibility of local government and environmental groups to show environmental concerns, with only a few private companies and organisations took initiatives to tackle the global problem.

With spreading of worldwide knowledge on the immediacy of the environmental crisis, the global awareness of environmental protection has been increasing that environment protection is everyone's business. To cope with company social responsibility and customers' demand, private sectors already started to input environmental elements to their business models.

Office building, a major component of Hong Kong's commercial environment, has been criticized for increasing the environmental burden by its long operation of air-conditioning, as well as unnecessary paper waste on resources. The involvement of office buildings after shopping malls on environmental sustainability has been chased from the society as well as the Government.

Sino Group, one of the sizeable regional real estate developers and a blue-chip company in Hong Kong. Its business also extends to countries of Singapore, China and Australia with leasing and management portfolio of shopping arcades, industrial buildings, office buildings and residential buildings includes clubhouse and hotel management. Sino Group upholds high standards of sustainability. They share their stakeholders' aspirations for creating a better future for their staff, tenants, residents and customers they care and serve by making sustainability and integral part of the daily operations and management. Over the years, the company's green efforts focus on three main areas: eco-friendly architectural design, green property management, as well as green education and activities.

Since there is no study using 3-H approach (a methodology for managing organizational issues) on

green office building management previously, this research in the form of case study of one of Sino Group managed office buildings - Skyline Tower and literature review on the fundamental concepts of 3-H approach are conducted. Qualitative data was collected accordingly, through interviews with six stakeholders to examine the development footprint on green office building management in Skyline Tower. Through data analysis and discussions, to suggest ways and give insights on achieving better green management as well as better synergy on improving environmental sustainability. The researcher believes this research can help in identifying the green projects implemented by the team of Skyline Tower and the rationale behind, so as to provide a direction for Skyline Tower to chase green together with its stakeholders and to achieve better environmental sustainability in property management field.

2. Background

Skyline Tower, under management of Sino Group, is a Grade A 39-storey office tower with a gross floor area of 910,000 s.f., located at Kowloon Bay, has already taken initiatives to act green for long. Meanwhile, the building is actively participating in Government's green campaigns and non-profit organization's activity. Skyline Tower has participated and got recognition in numerous green awards and competitions, such as Hong Kong Awards for Environmental Excellence (Property Management), Low-carbon Office Operations Program Labelling Award by World Wide Fund for Nature, Program on Source Separation of Commercial & Industrial Waste by Environmental Protection Department, HSBC Living Business Award (Green Achievement) by HSBC and GREEN PLUS Award by CLP Power Hong Kong Limited.

Furthermore, Skyline Tower has collaborated with Hong Chi Association, a local Non-Government Organization in 2008 to launch a mega project of 'Mission Green Top', aiming to promote social inclusion via supporting the less privileged. The project has created profound benefits under the

concerted efforts of all participants. Members of Hong Chi Association tend to the rooftop garden, growing vegetables and potted plants in the garden, and sell the produce to the tenants of the building. The sales revenue is credited to Hong Chi Association to support their operations.

The organic farm has been designed and cared for by Hong Chi Association members in collaboration with Skyline Tower Green team. They take care of the full farming cycle, from preparing the field, planting seeds and tending the crops to harvesting. The trainees visit the garden once a week to irrigate plants, remove weeds and apply organic fertilizers. A great variety of plants are harvested, includes seasonal plants such as Romaine lettuce, basil, beetroot, tomato, sweet potato and radish; herbs include lavender and rosemary.

In addition to learning horticulture, Hong Chi Association members acquire etiquette and social skills under the tutelage of the instructors. Twelve trainees have been hires for the program since launch, and half of them have found jobs in the open market.

This multifaceted project was one of the pioneer gardens on an office building rooftop in Hong Kong. Over the past ten years, 12 trainees and over 3,500 tenants have participated in this meaningful deed, more than 1,000 kg of vegetables have been harvested from the 1,000-square-foot garden, generating over HK\$2 million of sales proceeds for the Association.

3. Literature Review

3-H framework is “using metaphoric expressions of Heart, Head and Hand to represent the vital dimensions of people, organisation and competence respectively. A holistic solution to an organisational issue means all H dimensions have to be effectively and efficiently managed.” (Visions for the Future: Theoretical Perspectives on Management Course Materials, 2019)

3.1 Heart-related Literature - Motivation

Mullins (1993) considered motivation is the driving force within individuals by which they attempt to achieve some goals to satisfy some needs or expectation. Supervisors must recognize individual differences of subordinates and to make use of different approaches to motivate subordinates. Some rewards can simultaneously satisfy an individual for more than one need in the Maslow's hierarchy. It is difficult to judge which need(s) motivates the individual to work. In reality, an individual may be motivated by the expectation of satisfying more than one need. For example, promotion to a senior post can be considered as social needs and esteem needs at the same time.

Motivation is characterized by volition and willingness. Intrinsic motivation is about interest, pleasure or personal enjoyment, whereas reinforcement contingencies govern extrinsic motivation. Depending on what type of rewards and the context giving by the company, it may either diminish or encourage motivation. Management should try to give staff more control or autonomy over their own learning, to allow them making choices and use cooperative or collaborative learning approaches.

Herzberg's Motivation-Hygiene theory (Herzberg et al., 1959) categorizes two different sets of factors of hygiene factors and motivators which affect work motivation. To ensure effective management, administrators are suggested to give attention to both factors of hygiene and motivating, and to improve in hygiene factors for instance the relationship with co-workers and supervisor, physical work environment, job security and compensation, they would give working team a more highly motivated.

Herzberg's theory was criticized by Mullins (1993) that people with monotonic work or unskilled jobs often produce great work motivational problems. Most of manual workers are more concerned with pay and security. Work is only considered for earning money for their lives.

Salancik and Pfeffer (1978) suggested that expectancy theory was based on the logic: “People will do what they can do when they want to”. Vroom’s model assumes that the calculation of motivational force is based on the individual’s perception of the situation. Since different people have different perception of work situations, both positive and negative perception in relation to the same work situation are possible for different people. As a result, different degrees of motivational force will be generated for different people.

Based on the Vroom’s model, Porter & Lawler (1968) refined the expectancy theory of work motivation. Porter and Lawler’s model considers motivation, satisfaction and performance as separate variables. Performance levels depend not only on effort but also in skill and intelligence of the individual and the person’s role perceptions. Both intrinsic and extrinsic rewards play an important role in expectancy motivation.

Locke (1968) proposed the goal theory of work motivation. A goal is defined as what an individual consciously and intentionally is trying to do. Goal directs performance and work behaviour which leads to certain consequences or feedback. Goal guides actions and responses of people. People try to achieve goals for their desires to be satisfied.

3.2 Heart-related Literature - Communication

Chua (1992) argued that a good communication being an important tool for management can contribute to organizational effectiveness. A staff’s organizational life will be affected by organizational commitment and job satisfaction, of which giving influence on organizational performance and one's productivity directly.

Meyer & Allen (1997) found communication with superiors and senior management can generate

support and commitment. Employees with effective and sincere communication skills can integrate the organisation through internal organisation's rules and objectives. Thus, a strong commitment of the person who works under this type of atmosphere increases job satisfaction and in return, increase of success of the organization.

Robbins (1997) defined that communication channels can be parted into informal and formal. The informal channels can be social or personal in the organizations. On the other hand, organization establishes formal channels and convey messages relating to organisational activities of members. The members follow the directives within the organisation traditionally.

Neves & Eisenberger (2012) stated that sharing of information openly and encouraging frequent two-way communication between managers and organizations tend to have a higher level of employee job satisfaction. Most employees thus have a stronger sense of well-being, job satisfaction and happiness.

Rapert et. al. (1996) found that organizational communication plays a crucial role in knowledge dissemination, training and learning. In an organization, employees who have the greater and easier channels reaching top management through supportive and open communication environments tend to perform better than those with communication environments restrictedly.

Rapert et al. (2002) stated that shared understandings and communication are crucial factors in the implementation process. With frequent vertical communication, mutual understanding will be enhanced as well as the performance of an organization improved. Parker et al. (1997) further argued that employee participation has close relation with higher job satisfaction. Happiness of individuals tend to deliver higher job satisfaction when they have an opportunity to participate in decision making. Moreover, those intelligent employers will work proactively to improve employee job satisfaction through promoting positive attitudes and happiness in individual conversations and two-way group.

3.3 Heart-related Literature - Corporate Social Responsibility

Khoury et al. (1999) stated that corporate social responsibility incorporates relationship between an organisation and its all stakeholders including employees, investors, suppliers, competitors, customers, communities and government. The main social responsibilities of an organisation are containing environmental protection, community service, financial returns, the relationship with employees and job creation. Hopkins (2003) also pointed out that corporate social responsibility is a form treating an organisation's stakeholders in a responsible and moral way in order to achieve the goals of adding value and maintaining profit for stakeholders internally and externally of the organisation.

Basu & Palazzo (2003) argued that corporate social responsibility is an organisation's feedback to the concerns in terms of social affairs and business operation of stakeholders. Matten & Moon (2008) added that in order to reflect an organisation's responsibilities to advance its social interests, the organisation should adopt corporate social responsibility as actions and policies. Murray & Vogel (1997) demonstrated that customers are more willing to consume services or products from a firm if the firm business involves in social activities.

3.4 Head-related Literature - Resourced-based View

(Barney 1991) stated that the resources including human, financial, commercial, physical, technological and organizational assets used by organisations are the basic unit of analysis for Resourced-based View to manufacture, develop and deliver services and products to their consumers. Resources can be classified as tangible such as physical or financial, and intangible such as organizational procedures, organisation's reputation, brand name, employee's knowledge, experiences and skills.

Maijor & Witteloostuijn (1996) suggested that a firm should act promptly and better than its competitors on innovation, be able to adapt to learn and exploit new knowledge and industry conditions changing in view of market demand.

3.5 Hand-related Literature - Training and Coaching

Hackman and Wageman (2005) defined that to interact with a team intending to assist members in the use of their resources in accomplishing the works of a team as team coaching. Clutterbuck (2009) added that to assist the team improving work processes and performance through dialogue and reflection as team coaching, which could make things happen differently. Individual and team coaching are accompanied with culture change, its depth and pace of the change will be increased rapidly by supporters coming with new attitudes and behaviours.

Edmondson (1999) asserted that to coach team leader will increase team psychological safety and learning behaviours as well as improve knowledge and skills of the members.

Nowadays, people are demanding different types of development and training, when training is related to their responsibilities and job, they tend to be more motivated. Training improves job performance when focusing on particular works. Trainees receive attention, assistance and advice directly from the trainers with their continuing support for personal development.

4. Methodology

Through the detailed literature review, the theorizing about the managerial experiences and knowledge with 3-H approach for the sustainability development has been investigated.

In this study, qualitative data collection method by purposive sampling, a kind of non-probability sampling is adopted, six participants – Executive Director of Sino Group, District Councillor of Kowloon Bay, Social Enterprise Officer of Hong Chi Association, office tenant, property manager and frontline staff of Skyline Tower are chosen, who are the major stakeholders of the building.

For data collection, a semi-structured face-to-face interview was carried out, of each lasted about one hour. The interview helped to obtain the qualitative data concerning the perspectives of sustainability development at Skyline Tower and to reflect on the process and outcomes of the green project that making Skyline Tower a green building of which the stakeholders had experienced or observed. The required sample size to conduct interviews for this study has been complied with, according to Johnson & Christensen (2008) that at least six participants shall be formed as the minimum sample size for interview data collection procedure.

The interview was mainly of an open-ended nature, and there are four sections for the questionnaire: (1) People's recognition and awareness on building's green measures, (2) People's recognition on building's green positioning, (3) People's knowledge on the concept of green building, and (4) People's motivation on implementing green measures of the building. In which the researcher asked the respondents' opinions and events of the 3-H factors which influence to the green project.

To increase internal reliability of the data collection, the data was collected through the field-note taking on the important issues while conducting the interview. The interview was recorded with respondents' permission. The respondents were assured of privacy.

5. Findings and Discussion

The reflection on the process and outcomes of Skyline Tower environmental sustainability that the

stakeholders had experienced and observed are extracted according to the interviews with six participants. The result provides information on what key lessons the researcher can draw from the reflection.

“This year, our Group celebrated the 10th anniversary of ‘Mission Green Top’, our laudable initiative, which epitomizes the Group’s corporate social responsibility efforts – working with customers, partners and tenants to create a better community. The project has become a catalyst for other similar environmental projects. The pots represent the great work done by Hong Chi Association over the past ten years, the heart of the tenants and the collective contribution from the Group. The recycle and donation campaigns cooperate with non-profit organizations always gain greater response than those we organized alone.

Our Group will continue to find new ways to run its business in the manner of environmentally responsible and to work with our stakeholders to show our care to the environment through organizing environmental exhibitions, programs and activities for the general public and our staff.” (Interview with Executive Director of Sino Group, July 16, 2019).

“I did not know anything on building’s green effort, especially on energy saving, water saving, indoor air quality and the project of ‘Mission Green Top’. I thought that the building consumes huge electricity for air-conditioning and lighting, and thus is not environmental-friendly. The building’s compulsory source separation procedure brings burden on our operation due to insufficient manpower and I would prefer to discard all waste without any sorting. However, I agree that green building can bring tangible achievements on Hong Kong’s environmental sustainability development”. (Interview with an office tenant, July 16, 2019). Will the tenants consider the office building’s green measures as a factor on their preference in choosing an office unit? The survey result proves that even people do want office buildings to be green for the expected positive outcomes, yet their preference are not

altered by buildings' green measures.

“Skyline Tower management believes that everybody should take part in environmental protection and that is the solution to Hong Kong's long-term improvement on environmental sustainability. We formulated our ‘Green Office Management Guidelines’ to provide principles and handful tips for workplace eco-friendly practices in energy, water and office material consumption. Departmental Green Officers were appointed to promote green behaviours and initiatives amongst colleagues, and we carry out Green Office Audit twice a year to assess the compliance with the ‘Green Office Management Guidelines’. Nevertheless, people may not relate environmental sustainability to an office building, they rarely knew the effort behind done by the building and only focused on what they saw or noticed in the building. So more public promotion and educational activities are required to get credits.” (Interview with Property Manager of Skyline Tower, July 16, 2019).

“Green office building can help in educating the general public and raise their awareness on environmental issue, and to cope with Government's green policy implementation. But there is little partner synergy achieved by the building management and other stakeholders as there is not much space of collaboration between the parties.

For the public, office building is only a venue for office tenants that they do not pay attention to the green measures and even image of the building. Also, they do not consider green measures as a factor when they choose to rent an office unit. In such connection, it seems building manager does not have strong motivation to go green in terms of satisfying customers' need.” (Interview with District Councillor, July 17, 2019).

“The green measures implementing by a building definitely bring positive impact on offices' development and operation, for example, it saves the office's human resources on handling

recyclables and also copes with own headquarters' instruction on company social responsibility, a win-win situation for both parties.” (Interview with Social Enterprise Officer of Hong Chi Association, July 17, 2019).

“While only officer grade or above staff is involved in the green committee, those guarding, cleaning and concierge staff do not familiar with the detail of green measures implemented since we don't treat acting green as a traditional property management duty.” (Interview with frontline staff, July 17, 2019).

6. Recommendations

6.1 Heart-related Management – Leadership

It is suggested that top management's commitment to green development is essential to promote green measures within office buildings. With forceful commitment from the senior levels, staff would be aware of their green duties and get used to a greener working habit and working culture. Company and the management's commitment in the pursuit of environmental sustainability as well as the communication between all levels of staff, scholars have also proved that commitment from top management would bring positive impact on corporate green development (Tung et al. 2014).

6.2 Heart-related Management – Communication

The most important and efficient way to motivate the building staff is to have better understand on their needs in both individual and team levels. It requires an open-minded communication among the building staff as well as the employers. Learning more about staff and how they work in organization. Speaking with staff about their careers to know if they are matched with their job responsibilities

properly. It gives positive repercussions for both the employer and employee. The approach gives the employee an impression that their employer is interested in their employee's career development and will seek opportunity to allocate them with a suitable area and to reward when available. This can bring to higher productivity, greater effort and higher morale.

Moreover, caring and concern for employees is a pivotal variable of the affective or emotional basis of trust which is a valuable asset for creating employees' commitment to improved performance, for example, focusing on how trainees from Hong Chi Association are learning instead of on how they perform, and treating their mistakes and errors as a natural part of learning.

Communication can be greatly facilitated by internal platforms such as regular meetings, green notice board, internal publications and green mobile communication group. Green-related leisure activities can be also organized in the company to promote environmental protection as well as work-life balance, including hiking, horticultural workshop, green lunch and eco-tour. Staff shall be actively and passively educated in the green working environment by the company.

Communications help to keep people feeling included in and connected to the organization. Many companies have used newsletters as a way of maintaining contact with and showing concern for the stakeholders. On the other hand, communication towards external stakeholders can be carried out via different channels such as annual green report, notices to tenants as well as display inside office (for examples, TV and poster).

To harness the insights of the staff and improve the operations and business, it is suggested to launch the Staff Suggestion Award Scheme whereby staff are encouraged to put forward their innovative and constructive suggestions on green measures for implementation. In addition to rewarding staff with prizes, the selected ideas should be implemented and published in newsletters.

Staff is encouraged to act green and think green in their work and even personal lives. An internal ranking competition is suggested to organize to encourage staff to reduce their carbon footprint. Also, staff is encouraged to have innovative ideas on green contribution. For example, to provide funding to staff for green inventions such as solar-light standee. If everyone takes the initiative to action, the result achieved can be significant.

6.3 Heart-related Management – Corporate Social Responsibility

There is increasing demand on companies' corporate social responsibility achievement in the globe. In order to fulfil the ever-changing market demand, Hudgins (2008) pinpointed that the large developers can do more on environmental sustainability development to fit stakeholders' needs.

To get better leverage effect on green measures and at the same time to improve the corporate social responsibility of the building, Skyline Tower as well as the mother company are suggested to coordinate with more non-profit organizations in green achievement by joining their green campaigns and donation activities such as Friends of Earth, World Vision Hong Kong, St. James' Settlement and Hong Kong Environmental Protection Association. Furthermore, to participate more green events such as the Earth Hour by World Wildlife Fund, World Environment Day by Environmental Campaign Committee and Caring Company Certification (Caring the Environment) by Hong Kong Council of Social Service, etc.

It is always a win-win practice to cooperate with non-profit organizations. Non-profit organizations would benefit by enjoying huge customer group. On corporate side, cooperation with non-profit organization can make the green measures to be more authentic, as well as to improve building's image as a caring company to the society.

6.4 Head-related Management – Strategic Management

Skyline Tower management team has the responsibility to share the green message with all stakeholders. They should put large effort on communicating and educating different stakeholders including internal staff, visitors, tenants, suppliers and contractors, social organizations, the Government and the general public. These can be done through notice, regular meeting with tenants, displays inside building, one-to-one communication, industry conference and public sharing. They can also invite nearby schools to have green tour to the building, aiming to raise awareness of the youth generation on environmental conservation by on-site demonstration of green facilities and measures of the building. In influencing suppliers and contractors, the management should follow green procurement procedure and set additional requirement in tender process in order to make sure that the stakeholders follow the company's green direction.

Tenant is office building's major client and element. According to Robinson (2007), tenants' cooperation with building's environmental sustainability operation is essential to the building's green development. But from the research, it is found that currently there is little collaboration between tenants and Skyline Tower. People do appreciate building's green measures as a value-added point to Hong Kong's green development

Yet, in the era of promoting green in different commercial sectors, green measures implemented by office building is definitely a competitive advantage which can help the building to stand out from their competitors as early as in the beginning leasing stage. Tenants, who value green development, may find the building has the same company goals with them and can bring benefits to the company.

It is noticed that some tenants in Skyline Tower do identify some positive benefits from the building's green programs to their own companies' operations. This proves that although tenants may not value

building's green measures in their leasing and planning stage, those measures are still beneficial to the tenant in long-term operation and development.

In such connection, it is suggested building management to consider green measures as one of their selling and bargaining point when they carry out lease negotiation with tenants, since there is increasing number of international customers who care for environmental sustainability (Hudgins, 2008). Meanwhile, in order to maximize the synergy effect, Skyline Tower should collaborate with tenants in the early planning stage to make future operation smoother. For example, the building and the tenants can agree certain back of house area as a collection mid-point for recyclables. Having such integration will smoothen coming green measures and operation of both parties, and that is the key to achieve better sustainability (Hudgins, 2008).

6.5 Head-related Management – Resource-based View

Due to company's investment and resources constraint and decisions, most of green activities were only carried out in the Group's flagship shopping malls, as malls have a much larger customer groups than office buildings. Meanwhile, as shopping area of estate, mall mainly caters the estate residents, that is the reason the Group focuses on satisfying residents' need rather than invest on green measures in office buildings while there is limited budget. However, small-scaled office buildings still can adopt generic green measures in energy saving including replacement of low-efficiency lightings to LED and T5 fluorescent tubes, installation of motion sensors at staircases, using of LED exit signs and regular review of facilities operating hours, etc.

On the other hand, job satisfaction is defined as “a global feeling about the job or a related constellation of attitudes about various aspects or facets of the job” (Spector, 1997). To maintenance the job attractiveness, the employer is suggested to identify the needs of staff to re-allocate the

resources for them, so that the staff can be more willing to perform their duty.

Previous studies (Mullins, 1993) concluded that there is a significantly negative association between the working environment and staff turnover. An investment in facilities or amenities for staff rest place such as water dispenser, radio, food steamer, microwave, refrigerator, toaster, iron and iron board etc, could meet staff members' needs with a relaxing environment during their breaks, which could also enhance staff morale and thus reduce turnovers.

6.6 Hand-related Management – Operations

Most building managers understand the benefits of promoting green in office building. Yet, many may not have the experience in implementing green measures. Looking at the industry in Hong Kong, there is few guideline and resources for building manager to follow, except the “Hong Kong Green Office Guide” published by Hong Kong Green Building Council.

It is suggested the industry, especially industry council and organization, to provide practical guideline to support building managers to walk smoother and quicker in their journey of green achievement. Such guideline can also help in encouraging more building managers to start their green journey by promoting the advantages of adopting green measures in office buildings.

6.7 Hand-related Management – Functional Strategy and Practice

Reviewing the green measures and activities which interviewees participated or were aware with, only educational promotion campaigns or basic recycling activities were marked. On the other hand, the public is not aware with office building's effort and achievement behind the scene since such information is not opened to them, such as energy saving figures and waste handling procedures.

Such practice is not encouraged since it does not help in maximizing the influence of sustainability development. Without disclosing the green works to the public, the public can merely know how the building performs in green development, but hardly to consider the building as a green one. Also, such practice cannot help in raising the public's green awareness. It is recommended office buildings, especially those already putting large effort on green measures, to publish their green achievements and efforts to maximize the impact of the green measures they implemented.

6.8 Hand-related Management – Training and Coaching

In large-scaled management company, there are always some pioneers who already make their move in green development. Company is recommended to establish a coaching scheme to facilitate green development in the organization, to provide seminars and workshops for different staff including guards, cleaners and concierge staff to enable them to excel in their duties, especially in those office buildings with smaller scale and lesser resources. Coaching is one of the important keys for transforming into a highly productive organization as continuous learning and development is vital to sustainable growth.

With keen development of new technology and improvement of industry's general practices, the building management must keep on bettering their performance standard, to reach the fast-moving development of the industry by participating in public sharing sessions, industry seminars and expositions. Throughout these schemes, valuable experience and latest technology development on green can be learnt.

Davis & Luthans (1979) indicated that to help employees developing their career effective, well designed training programs are important. Employers are hence suggested to provide more trainings to the staff, trainees of Hong Chi Association and office tenants whom can learn the necessary skills

as leisure activities in promoting their green awareness through interesting training methods to improve their skill and performance.

Environmental protection should be every staff's business and thus educating all levels of staff should be an important task to create a green working culture. Instead of direct training and instruction, it is a good way to educate staff in an indirect way. To organize internal activities such as horticultural workshop, green lunch, eco-tour and green Christmas party to staff as leisure activities. Such practice not only helps in promoting staff's green awareness, but also increases employees' loyalty to the company.

A comprehensive training program of buddy system for people development can be combined with appraisals to help those less experienced buddies to learn promptly to understand organisation culture and operating procedures. The employee envisions the new skills leading to greater job opportunities within the organization and ties this fact to improved capability.

7. Conclusion

Levine et al. (2007) pointed out that buildings play an inevitable role on increasing the environment's burden from construction to operation that they contribute for nearly 25% of the world's carbon dioxide emission and are the larger contributor to climate change. With worldwide scholars all put an eye on the huge environmental impacts of buildings, calls for green building has risen since the 1980s (Yu et al., 2012) for promoting a greener and sustainable way of building development.

It cannot be denied that office buildings consume large amount of resources and at the same time generate wastes due to their commercial operation model and building structure. Nevertheless, some property managers in the industry have already taken part in the green evolution by developing

comprehensive environmental management system and adoption of various green measures including energy saving, source separation procedures and green promotions. The reasons behind the act include cost saving (Hudgins, 2008), fulfilling corporate social responsibility requirement (Hudgins, 2008), improving building marketing branding (Hudgins, 2008), differentiating from internal competitors and company's investment allocation strategy.

Office buildings engaging into green achievement definitely contribute in Hong Kong development on environmental sustainability in terms of both direct and indirect means. Direct impacts of office buildings' green measures include environmental protection actions such as resources saving, waste reduction and environment improvement, while indirect impacts include green promotion and encouragement to stakeholders (the general public, tenants, green organizations, the Government and the property management industry) to achieve mutual synergy in environmental sustainability development.

The research finds although green projects and measures have been implemented in Skyline Tower, the management is not fully credited by stakeholders, especially the tenants, for the green effort the property management team paid. It is because lack of promotions and information publication to stakeholders. It is suggested Skyline Tower to get top management's commitment to involve more in sustainability development to foster a green corporate culture and ensure that it permeates across all operating steams.

Moreover, to disclose more information on green effort and achievement to the public, and to get tenants to involve in green measures in the early stage of tenancy for a better integration of green measures of the two parties (Hudgins, 2008). Meanwhile, the property management industry should provide practical guide to assist building managers in starting their green work, and to set up a coaching scheme within company in order to guide the late comers. Finally, the Government should

consider having more collaboration and discussion with the industry in future green policy implementation so as to achieve mutual benefits and smoother implementation of green policies.

It is surely that office building's green measures will bring direct and tangible contribution to the environment in different aspects, such as resources saving, waste reduction and better indoor air quality. With the industry's vigorous competition, property management is keen on implementing new green measures and finding new ways to achieve better environment. The environment can be benefited with such continuous improvements.

In recent years, there are more commercial companies including both office buildings and tenants, engage to the green evolution, it is believed that this will eventually foster an atmosphere of chasing green in the business model of different commercial tenants in the coming future.

The green battle is a war of attrition that only long-term engagement and effort can bring to final success. Property managers should always be open-minded and stay eager to step forward towards better environmental sustainability; and at the same time overcome the obstacles on the road of chasing green together with all stakeholders; continue to dedicate all efforts in promoting environmental sustainability for a greener future.

References

- Barney, J. (1991) '*Firm resources and sustained competitive advantage*', Journal of Management, 17, pp. 99-120.
- Basu, K. and Palazzo, G. (2008) '*Corporate social responsibility: a process model of sense making*', Academy of Management Review, 33(1), pp.122-136.
- Brennan, J. (1974) *The conscious communicator: making communication work in the workplace*. Reading, MA: Addison-Wesley Publishing Co.
- California's Department of Resources Recycling and Recovery (2019), '*Green building basics*', 8th May. Available at: <http://www.calrecycle.ca.gov/GreenBuilding/Basics.htm> (Accessed: 20th July 2019).
- Chen, Y. (2007) '*Relationships among service orientation, job satisfaction, and organizational commitment in the international tourist hotel industry*', Journal of American Academy of Business, Cambridge, 11(2), pp. 71-82.
- Chua, B. (1992) *The communication process, organizational behaviour: Southeast Asian perspectives*. Hong Kong: Longman.
- Clutterbuck, D. (2009) *Coaching the team at work*. London: Nicholas Brealey International
- Davis, T. and Luthans, F. (1979) '*Organizational exit – understanding and managing perspective*', Academy of Management Review, Vol. 4, pp. 253-273.
- Edmondson, A. (1999) '*Psychological safety and learning behaviour in work teams*', Administrative Science Quarterly, 44, pp. 350-383.

- Freeman, R. (1984) *Strategic management: a stakeholder approach*. Boston: Pitman
- Hackman, J. and Wageman, R. (2005) 'A theory of team coaching', *Academy of Management Review*, 30, pp. 269-287.
- Herzberg, F. Mausner, B. and Synderman, B. (1959) *The motivation wot work*. New York: John Wiley.
- Hong Kong Green Building Council (2019), '*Hong Kong Green Office Guide*'. Available at: <https://www.hkgbc.org.hk/eng/engagement/guidebooks/green-office-guide/index.jsp> (Accessed: 27th July 2019).
- Hopkins, M. (2003) *The planetary bargain: corporate social responsibility*. Matters: Earthscan
- Hudgins, M. (2008) '*Retail landlords get their green act together*', *National Real Estate Investor*, Vol. 50(5), pp. 45-48.
- Jin, L. (2006) '*An empirical study on corporate social responsibility evaluating scale system - consumers' viewpoint*', *China Industrial Economics*, (6), pp. 114-120.
- John, R. and Christensen, L. (2008) *Educational research: quantitative, qualitative, and mixed approaches (3rd. ed.)*. Thousand Oaks, CA: Sage.
- Khoury, G. Rostami, J. and Turnbull, J. (1999) *Corporate social responsibility: turning words into action*. Ottawa: Conference Board of Canada.
- Levine, M. Ürge-Vorsatz, D. Blok, K. and Geng, L. (2007) *Residential and commercial buildings: climate change*. Cambridge: Cambridge University Press.
- Locke, E. (1968) '*Towards a theory of task motivation and incentives*', *Organizational Behaviour and Human Performance*, vol.3, p. 157-189.

- Maijor, S. and Van Witteloostuijn, A. (1996) '*An empirical test of the resource-based theory: strategic regulation in the Dutch audit industry*', Strategic Management Journal, 17, pp. 549-569.
- Matten, D. and Moon, J. (2008) '*A conceptual framework for a comparative understanding of corporate social responsibility*', Academy of Management Review. 33(2), pp. 404-424.
- Marriott, J. (1964) '*The Marriott management philosophy: a living tradition of values and beliefs*' Available at: http://www.marriott.com/Multimedia/PDF/Marriott_Management_Philosophy.pdf (Accessed: 16th July 2019).
- Meyer, J. and Allen, N. (1997) *Commitment in the workplace: theory, research and application*. California: Sage.
- Mullin, L. (1993) *Management and organisational behaviour*. London: Pitman.
- Murray, K. and Vogel, C. (1997) '*Using a hierarchy-of-effects approach to gauge the effectiveness of corporate social responsibility to generate goodwill toward the firm: financial versus nonfinancial impacts*', Journal of Business Research. 38(2), pp. 141-159.
- Neves, P. and Eisenberger, R. (2012) '*Management communication and employee performance: the contribution of perceived organizational support*', Human Performance, 25:5, pp. 452-464.
- Parker, S. Chmiel, N. and Wall, T. (1997) '*Work characteristics and employee well-being within a context of strategic downsizing*', Journal of Occupational Health Psychology, 4, pp. 289-303.
- Porter, L. and Lawler, E. (1968) *Managerial attitudes and performances*. Homewood: Dorsey.
- Rapert, M. Lynch, D. and Suter, T. (1996) '*Enhancing functional and organizational performance via strategic consensus and commitment*', Journal of Strategic Marketing, 4, pp. 193-205.

Rapert, M. Velliquette, A. and Garretson, J. (2002) '*The strategic implementation process evoking strategic consensus through communication*', Journal of Business Research, 55, pp. 301-310.

Robbins, S. (1997) *Essentials of organizational behaviour*. New Jersey: Prentice-Hall International, Inc.

Salancik, G. and Pfeffer, J. (1978) '*A social information processing approach to job attitudes and task design*', Administrative Science Quarterly, vol.23, pp. 224-253.

Sardinha, I. Reijnders, L. and Antunes, P. (2011) '*Using corporate social responsibility benchmarking framework to identify and assess corporate social responsibility trends of real estate companies owning and developing shopping centres*', Journal of Cleaner Production, Vol. 19, pp. 1486-1493.

Tung, A. Baird, K. and Schoch, H. (2014) '*The relationship between organizational factors and the effectiveness of environmental management*', Journal of Environmental Management, Vol. 144, pp. 186-196.

Turner, J. (1995) '*The influence of classroom contexts on young children's motivation for literacy*', Reading Research Quarterly, 30(3), pp. 410-441.

Yu, M. Chu, J. and Yang, J. (2012) '*Green building and real estate industry sustainable development*', Management & Engineering, Vol. 9, pp. 107-109.