



**CORPORATE SOCIAL RESPONSIBILITY (CSR)
IMPLEMENTATION IN THE KWAZULU-NATAL HOTELS –
BARRIERS AND DRIVERS.**

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specialising in Hospitality and Tourism in the Faculty of Management Sciences at the
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LUNGILE ROSEMARY MAQALIKA

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SUPERVISOR

Dr. Reshma Sucheran
PhD: Geography and Environmental Sciences

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ABSTRACT

Hotels in the KwaZulu-Natal province in South Africa face vast barriers and drivers for Corporate Social Responsibility implementation. The study investigated the nature and extent of Corporate Social Responsibility implementation in the KwaZulu-Natal hotel sector. Challenges and benefits associated with Corporate Social Responsibility implementation in the sector were identified as well as how hotels report the Corporate Social Responsibility practices. The quantitative approach was adopted using self-administered questionnaires to collect primary data via electronic mail. The population comprised of 114 star graded hotels in KwaZulu-Natal, a total of 74 (65%) responses were obtained. The key findings in the study indicated that the hotel's Corporate Social Responsibility practices focused on social, environmental, and economic pillars with specific activities related to each pillar. The major barriers to Corporate Social Responsibility implementation cost, knowledge and expertise, lack of training and opportunities, time, and the complexity of Corporate Social Responsibility, were identified as well as the drivers; profitability, positive business reputation, costs saving, improved branding, and improved public image. Hotels used websites, annual reports, and word of mouth to report their Corporate Social Responsibility practices.

DECLARATION

I, the undersigned, hereby declare that this submission is as a result of my own work and have not been submitted in any other university. All sources used have been duly acknowledged and referenced.

15/03/2021

Lungile Rosemary Maqalika

date

DEDICATION

To my family, my husband Chabedi, my daughter Snovuyo, and my son Chabisi, I am all I am for you. You inspire me to keep trying no matter how many times I fall; I will get up and try again for you.

To the rest of the family, every milestone reflects our family values and that education is key.

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LIST OF ABBREVIATIONS

CSR:	Corporate Social Responsibility
UNWTO:	United Nations World Tourism Organisation
GDP:	Gross Domestic Product
TSASA:	Tourism Satellite Account for South Africa
PwC:	PricewaterhouseCoopers
GHI:	Global Hospitality Insights
UAE:	United Arab Emirates
EUI:	Energy Use Intensity
UNGI:	United Nations Global Impact
ITP:	International Tourism Partnership
HWMI:	Hotel Water Measurement Initiative
WWF:	World Wildlife Fund
SABC:	South African Building Council
FTTC:	Fair Trade Tourism Certification
UN:	United Nations
UNEP:	United Nations Environment Programme
SAT:	South African Tourism
WEF:	World Economic Forum
BEE:	Black Economic Empowerment
TGCSA:	Tourism Grading Council of South Africa

CHAPTER 1: INTRODUCTION

1.1 Preamble

Turker (2015: 438) states that substantial growth of awareness of socio- economic and environmental concerns have been predominant amongst the public, government, stakeholders and customers). As a result of these global concerns and trends, Corporate Social Responsibility (CSR) has gained prominence within the tourism industry (Grosbois 2012: 896). The King Code of Governance for South Africa of 2009, King III report is an effort by South African organisations intended to positively influence stakeholder responsibility. This has led to the enhancement of the reliability of CSR practices through encouragement of organisations to actively embrace four underpinning values of good governance. These includes responsibility, accountability, fairness and transparency (McCarthy, Oliver and Song 2017: 285).

The rapidly changing business environments contribute to proactive engagement in sustainability practices by hotels to remain competitive (Pereira and Patel 2014: 105). According to Shen, Govindan and Shankar (2015: 3494) due to globalisation and industrialisation tourism businesses are more likely to pursue sustainability strategies such as CSR. Garay and Font (2012: 329) state that main reasons for hotels acting responsibly is philanthropic, however, general attractiveness of the benefits of CSR practices is equally important. Kucukusta (2013: 25), states that the relationship between hotels and indulgence consumption is perceived to be positive. Caruana et al. (2014: 117) states that responsible tourism relies on the societal, cultural and natural environments it operates in, therefore relationships with these environments make good business sense.

Over time CSR has been widely associated with socio-political and environmental practices amongst stakeholders in the hotel sector (Dam and Scholtens 2015: 103), consequently, the stakeholder concept fits in faultlessly as a driver for responsible hotels (Mitchell et al. 2012: 115). Therefore, this chapter will state the necessity of studying Corporate Social Responsibility (CSR) and its implementation in the KwaZulu-Natal hotels. It will also state in detail, the problem statement, the aim and objectives of the study, the conceptual framework, the scope and limitations, as well as the structure of the dissertation.

1.2 Significance of the study

Corporate Social Responsibility in South Africa is guided by the concept of “Batho Pele”, which translates into putting people first - all shall get their share equally (Ndiweni and Sibanda 2020: 370). According to Horn et al. (2018: 4) In the past ten years, CSR has received considerable attention in South Africa, moreover, consumers have exhibited profound fondness towards hotels that embrace CSR. In South Africa, a socially responsible hotel is one with comprehensive policies and practices in place for CSR implementation throughout the hotel (Fig 2010: 600). As stated in the Tourism White Paper (1996), South Africans have not been implicitly exposed into the tourism industry, therefore broadening the knowledge base and filling the gap within the sector is imperative for growth and guidelines contributing to the effectiveness within the industry.

In the light of the above, this study attempts to assess the barriers and drivers of CSR implementation within the star graded hotels in KwaZulu-Natal. The manifest challenge of CSR implementation amongst these hotels renders the study significant for in-depth understanding of the barriers to successful implementation processes and the drivers of smooth operation of the CSR. Based on the aforementioned, this study is essential for provision of knowledge and it could also serve as directional basis for stakeholders within the hotel sector in KwaZulu-Natal, students, government officials and other interested researchers. The economic, social, and environmental challenges continue to rise in local communities (Martínez-Ferrero 2021: 679). CSR in the hotel sector seek to mitigate these challenges. Therefore, this study will examine the role of CSR in the hotel sector in KwaZulu-Natal.

1.3 Problem statement

Anser et al. (2020: 2580) states that only a few organisations report their CSR initiatives and performance, while more companies explicitly state their commitment in the tourism industry. The voluntary nature of CSR initiatives results in the inconsistent application of CSR implementation (Saveanu et al. 2014: 826) and the guiding principles for social responsibility in South Africa, thus weakening the capability of stakeholders to understand the nature of CSR activities (Ackers and Eccles 2015: 517). The authors further argue that this deficit may be overcome through a compulsory CSR declaration administration (Ackers and Eccles 2015: 517). According to Abaeian et al. (2019: 5) based on the taxonomy of CSR scopes, hotels largely avoid anything that does not

benefit them immediately. Research shows that immediate benefits are often realised in addressing environmental issues (Malik 2015: 422) such as water and waste management initiatives where substantial costs are minimized (Joseph et al. 2016: 2899). In addition, the focus of CSR initiatives amongst hotels is largely inward, with no regard for the destinations and communities at large (Martinez et al. 2014: 267).

1.4 Aim and objectives of the study

The study aims to investigate Corporate Social Responsibility (CSR) implementation dimensions in KwaZulu-Natal hotels. The objectives of the study are:

To examine the nature and extent of CSR practices in hotels in KwaZulu-Natal;

- To ascertain the challenges to CSR implementation practices in hotels;
- To identify the implementation benefits of CSR for hotels;
- To determine how hotels in KwaZulu-Natal report their CSR practices; and
- To make suggestions and recommendations for increasing CSR implementation practices in hotels.

1.5 Conceptual framework

CSR has been associated with many terminologies such as corporate social performance, corporate sustainability and corporate social and environmental responsibility (Fatma et al. 2016: 39). According to Kulkarni and Rao (2014: 249) on the grounds of sustainable development organisations should also take into consideration their impacts on the society and environment instead of focusing exclusively on their economic and business outcomes. Evidently, the idea has been insistently criticised for being defective and insufficient (Mihalic 2016: 468). The researcher further claims that the “intellectually appealing” concept of sustainable tourism has minimal practical claim because it has been twisted into a marketing tool (Mihalic 2016: 469). CSR can contribute substantially towards sustainability. According to Abaeian et al. (2014: 430) sustainability of hotels indicates the significance of CSR implementation.

Carroll's 1979 and 1991 four-dimensional CSR model, known as the pyramid of corporate social responsibility, identifies four tasks; philanthropic, legal, ethical and economic responsibilities (Carroll and Shabana 2010: 90). Carroll then introduced the concept of CSR explicitly when he resisted that the economic and legal responsibilities are essential, the ethical responsibilities are anticipated, and the unrestricted

responsibilities are desired (Carroll and Shabana 2010: 90). CSR stakeholder perspectives must then focus on the pyramid as a whole, and how the hotel as a business might engage in activities that are directly in line and will simultaneously fulfil the four dimensions of the pyramid (Kim et al. 2017: 75).

The CSR conceptual framework for implementation barriers and drivers depicted in Figure 1.1, embodies the four dimensions of CSR activities, beginning with the conception that economic performance is the most essential, therefore being profitable is a necessity; every organisation is expected to observe the regulations, as it is the humanity's way of distinguishing the right from wrong (Kim et al. 2017: 77). The next level speaks of being ethical which refers to the obligation of doing what is right, just and fair while avoiding all harm to stakeholders; this is most crucial of all levels (Arnold and Valentin 2013: 1910). Lastly, every business is likely to be a great corporate citizen. This is portrayed through the business's humanitarian commitments such as contributing funds to the community and ultimately improving the worth of life through social, environmental and economic transformation (Sarkar and Searcy 2016: 1426). These responsibilities directly impact on the anticipated benefits when a hotel engages in CSR. However, challenges intervene in this process and affects the outcomes intended for CSR implementation (Graafland and Zhang 2014: 41).

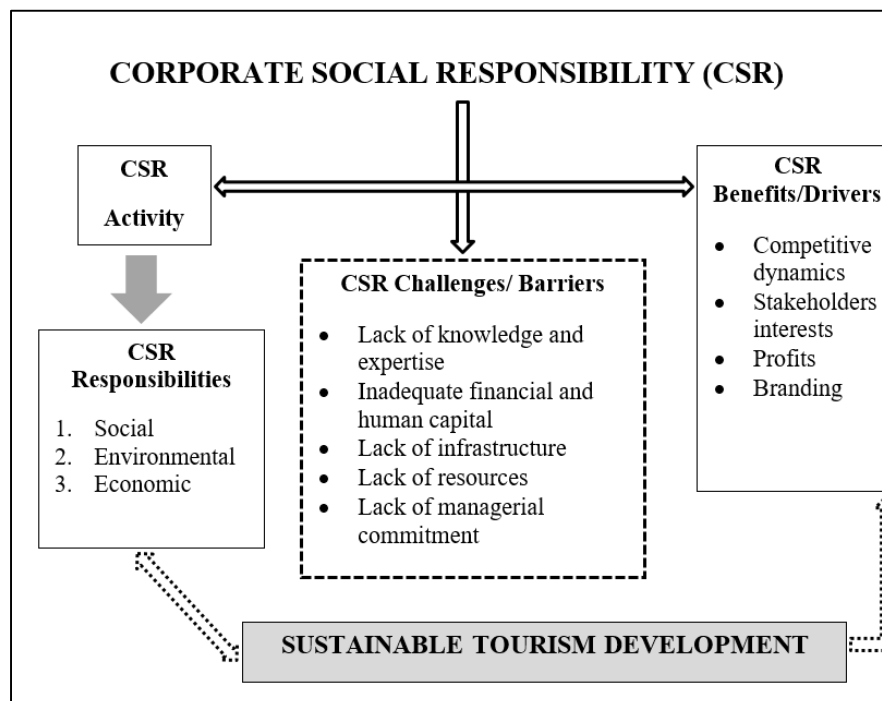


Figure 1.1: CSR theoretical framework for implementation barriers and drivers (Sharma and Kiran 2013: 2)

1.6 Scope and limitations

The study is limited to KwaZulu-Natal hotels which are star graded by the Tourism Grading Council of South Africa (TGCSA). Due to time constraints, the study was conducted in KwaZulu-Natal, focusing on hotels within this region, therefore the results cannot be generalized to the whole of South Africa or other developing countries. For the purpose of this study, only graded hotels were sampled and the dissemination of electronic surveys and regulation over the questionnaires by the researcher was restricted.

1.7 Structure of the dissertation

This dissertation has five chapters and the contents of the chapters are discussed briefly, below.

Chapter 1: Introduction

The introductory chapter focuses on the major themes that will be addressed in the study. It also provides background information on CSR in South Africa, in the KwaZulu-Natal Province with attention to the hotel sector. Moreover, it highlights the research problem, significance of the study and the aims and objectives.

Chapter 2: Literature Review

This comprises of a discussion and exploration of CSR concepts and its evolution over the years with reference to the literature. It will attempt to further expand on the concepts of CSR implementation and its relationship to sustainable tourism development. The chapter will also focus on the existing CSR implementation barriers and drivers within the hotel industry.

Chapter 3: Research methods

The chapter presents the research design and a description of the choice of research methodology style used in the study. Moreover, the quantitative approach and the motivation behind the selected data collection techniques as well as the limitations and delimitations of the study are examined. The chapter also highlights research validity, reliability and ethical considerations.

Chapter 4: Presentation and discussion of results

The chapter includes the presentation, analysis and discussion of the empirical research

results in relation to the objectives of the study. The data is illustrated in tables and figures to illuminate an understanding of the primary data.

Chapter 5: Conclusions and recommendations

This chapter deliberates and emphasises the main findings of the study highlighting synergies with the research objectives and the literature. Additionally, directions for future research will be explored as well as limitations encountered in the study, discussed. The chapter hereby ends with a summary of the main findings and recommendations made for future research.

1.8 Conclusion

The chapter introduced the proposed research context and the significance of the study of CSR implementation barriers and drivers in the province of KwaZulu-Natal. The research problem, significance, aim and objectives were also presented. This chapter also touched on the theoretical framework for barriers and drivers of Corporate Social Responsibility. It concludes with the scope and limitations of the study and the structure of the dissertation. The following chapter will discuss the literature on CSR implementation within the sector.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The study aims to explore the nature and extent of CSR practices within the hotel sector in KwaZulu-Natal, and to identify its barriers and drivers. This chapter explicates the various views and findings of researchers who have conducted empirical research on CSR in the hotel sector. It begins by exploring the growth of the tourism industry as well as the hotel sector. Thereafter, the negative environmental, social and economic impacts of the hotel sector are examined. The growth of sustainable tourism and its relationship to CSR within the hotel sector are then highlighted. Moreover, the literature on the benefits of CSR, barriers to CSR implementation, CSR reporting in the hotel sector and the current situation of CSR in South Africa are also examined.

2.2 Growth in tourism

Globally, tourism is now recognized as one of the largest industries in the world, as its growth equals, and even surpasses, that of automobiles, oil exports and food production (Bunakov et. al. 2015: 78). The tourism industry is counted among the largest industries world-wide, with a total economic contribution of over 7.6 trillion US Dollars in 2016 (Statista 2018: 1). The number of international tourist arrivals increased from 528 million in 2005 to 1.19 billion in 2015, and the numbers are projected to exceed 1,8 billion in 2030 (UNWTO 2017: 1). Figure 2.1 shows the continued growth of

international tourists' arrivals globally from 1996 to 2016. From 2010, the tourism industry has experienced steady growth (UNWTO 2017: 1).

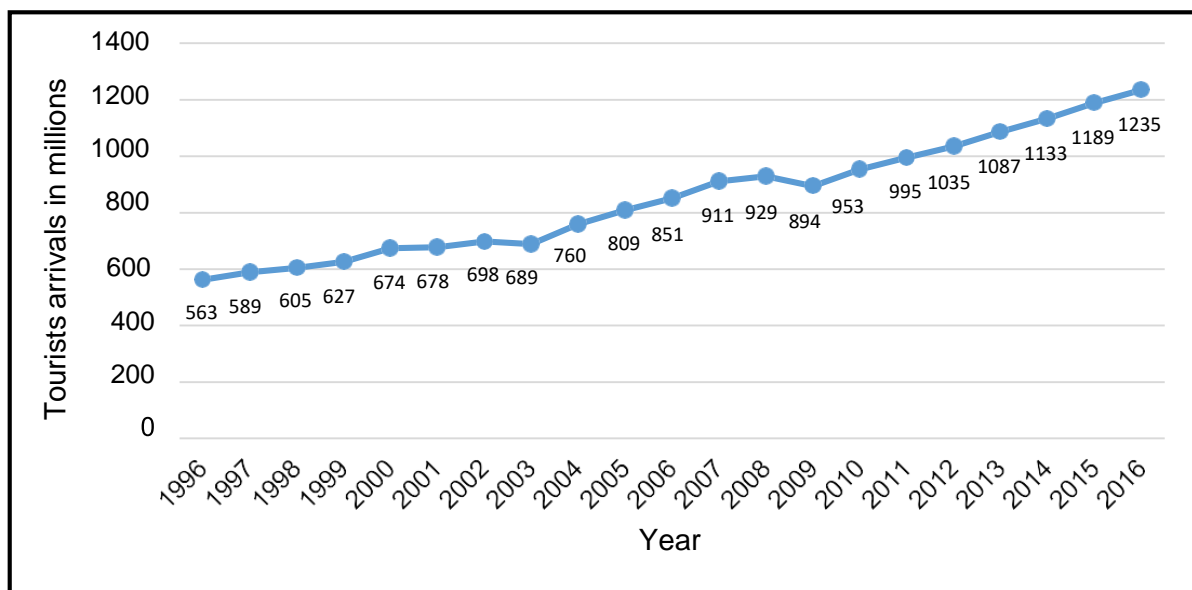


Figure 2.1: Number of international tourist arrivals worldwide from 1996 to 2016 in millions (Statista 2018: 1)

The United Nations World Tourism Organization (UNWTO) (2017: 1), state that the global spread of the tourism industry contributes directly to new economic and employment benefits. Tourist destinations internationally saw more 369 million tourists within the first quarter of the year 2017, which is 21 million (6%) more than the previous year of 2016. The UNWTO (2017) estimates that the number of international tourists' arrivals is expected to reach 1.8 billion by the year 2030. However, the number of international tourists' arrivals in the recent years (2020/2021) has plummeted due to the global pandemic, COVID19. According to Statistics South Africa (2021), the total number of international tourists' arrival up to June 2021 was 926.262, with a 61.9% decrease since the pandemic started.

Tourism is an essential source of revenue generation for destinations and local communities (Dogra and Sirakaya-Turk 2017:211). Lemma (2014:14) investigated tourism economic impacts in South Africa and the results show that on average tourism contribute 9.5% to the Gross Domestic Product (GDP) of South Africa. According to StatsSA (2018: 1), the Tourism Satellite Account for South Africa indicates that tourism has an imperative role in economic growth and employment generation "In 2005, 475 664 individuals were directly employed in the tourism sector, rising by 205 153 to 680 817 individuals in 2014. In 2014, tourism contributed 3,0% to the South African

economy, higher than agriculture (2,5%)". According to PricewaterhouseCoopers (PwC) (2018:2) tourism remains an important part of the economy in Africa, therefore the African hotel sector has potential for further growth over the next five years. According to Luke (2020: 3), in 2020 a large number of hotels in South Africa and globally had to close due to hard lockdown aimed at minimizing the impacts of the novel corona virus in the country. With the closure of hotels and attraction facilities throughout the country, the tourism industry suffered a great decline in tourism revenues (Luke 2020: 3).

2.3 Growth in the hotel sector

The hotel sector continues to grow at a significant rate, becoming more competitive as international hotel groups make their way into a growing number of destinations (Lappalainen 2018: 2). According to Kamble and Bouchon (2016: 15), the hotel sector is the major sector driving the overall growth of the hospitality industry. The booming tourism industry contributes positively to the increased demand of hotels. Cumulative disposable revenue and demand for comfortable lifestyles is also enhancing the hotel sector (Garcia-Martinez et al. 2015: 127). According to Global Hospitality Insights (2018: 1) three-star hotels hold the major market share in the hotel sector internationally and are expected to continue leading over the coming years. Budget hotels are gaining popularity in developed countries of North America and Europe. North America held the major market share in the hotels market worldwide. The United States has one of the biggest market shares of hotels in North America (Global Hospitality Insights 2018: 1).

Statista (2018: 1) states that increasing spending on travel and tourism is one of the main factors enhancing the development of the hotel sector globally. Nonetheless, the Asia-Pacific region is also one of the main markets for hotels globally. Singapore has the fastest rising market in the Asia-Pacific region. A slow growth is anticipated for Europe. The U.K., Germany, France and Italy are some of the foremost countries improving the hotel market in Europe (Statista 2018: 2). United Arab Emirates (UAE) also has major markets for hotels. The 4 -star category held the biggest market share in the UAE hotel market. Brazil and Saudi Arabia are some of the other countries enhancing the hotel markets in the world (Statista 2018: 2).

According to Statista (2020: 1), the market size of the global hotel industry is increasing

at a steady pace over the last few years (2010 - 2019). Figure 2.2 presents the global hotel industry market share in billion US Dollars. From 2014, the market size was a total of 466.57 billion US Dollars. There was a significant increase in 2015 of 60.49 billion US Dollars. From 2015 to 2017 the market size increased slightly (2015 – 527.06, 2016 – 562.99, and 2017 – 570.18 billion US Dollars). In 2018, the total international hotel industry market value was 600.49 billion US Dollars. According to the IBIS World (2020: 1), hotel industry outlook report, the industry revenue is expected to increase by 0.8% annually, reaching 1.1 trillion US Dollars within the next five years.

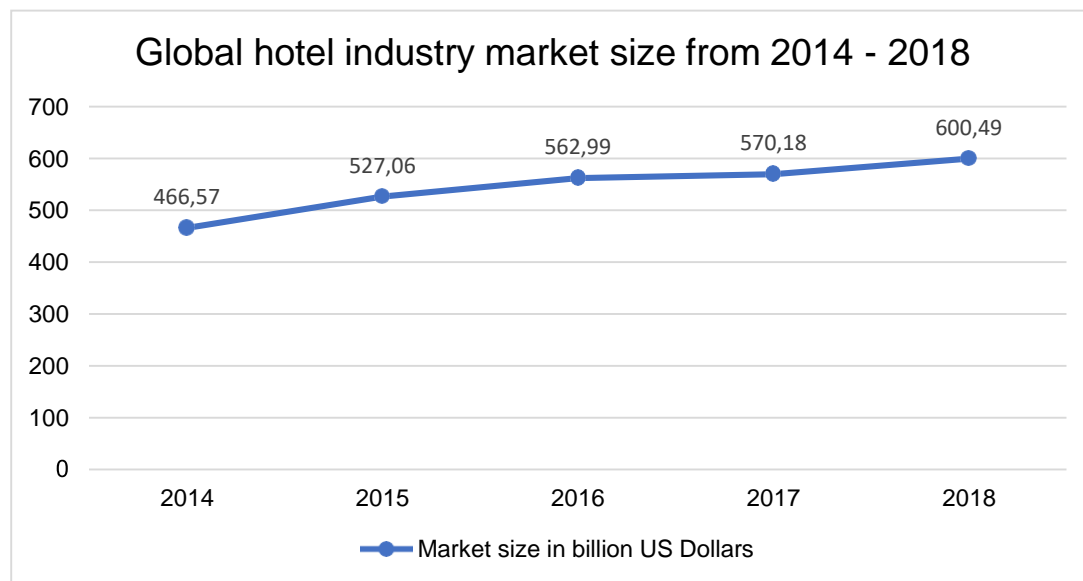


Figure 2.2: Global hotel industry market size from 2014 – 2018 (Statista2020: 1).

According to Mohd et al. (2017: 393), the increasing trend of tourist arrivals from Islamic countries has led to the significant growth of Islamic hotels in Malaysia; tourism providers have introduced the concept of Islamic hotels to cater to the religious needs of Muslim tourists. Ren et al. (2016: 18) states that the improvement of low-cost hotels in China has grown from only 23 budget hotels in the year 2000 to over 12 000 budget hotels in the year 2014. According to the official websites of the major low-cost hotel chains in China, Home Inns had more than 3 000 hotels in over 330 cities across the country by the end of 2014 (Home Inns Official Website 2015). The Huazhu Hotel Group boasts more than 2 000 hotels in 280 cities in China (Huazhu Official Website, 2015). Falk and Hagsten (2015: 62) state that the growth of hotels depends on the initial size, age and location characteristics for Swedish hotels and the growth is significantly higher for smaller hotels. Hotels located in urban areas exhibit substantial

growth rates in comparison to other hotels located outside urban areas in Sweden (Falk and Hagsten 2015: 62).

Figure 2.3 shows the major hotel chains since June 2017 by the number of assets each chain owns worldwide. The Wyndham Hotel Group is the major hotel company with 8 140 hotels internationally, followed by Choice Hotels International and Marriot International. According to Forbes (2018: 1.), the acquisition of Starwood by Marriot International ensured that the hotel company leads with more than 1 million rooms, over 30 brands in 122countries, making it the company with the biggest hotels in 2017. The reportedgrowth in the hotel sector is attributed to the ever-increasing needs of tourists.Unfortunately, this has led to numerous impacts on the environment economy, and society where the hotels are located and operate (Forbes 2018: 1). Someof the major hotel chains involved in the hotel markets are Hilton Worldwide Holdings, Marriott International, InterContinental Hotels Group, Starwood Hotels and Resorts Worldwide, Accor Hotels, Indian Hotels Company, ITC, Jumeirah Group, Atlantis The Palm Limited, Four Seasons Holdings, and others not listed. (Statista 2018: 1).

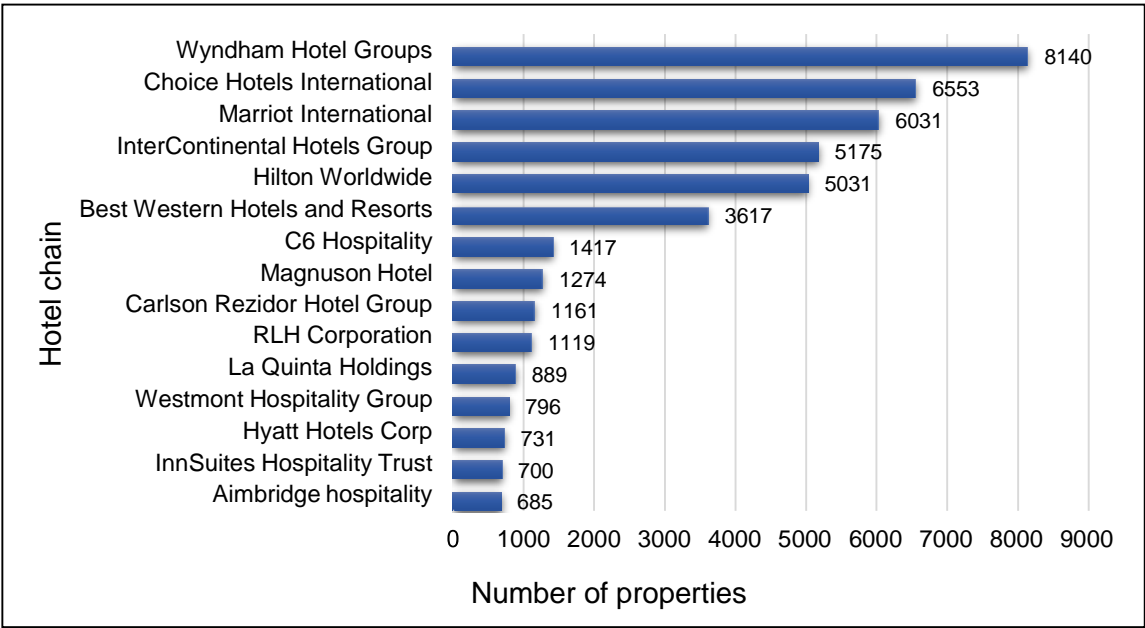


Figure 2.3: Leading hotel companies by the number of propertiesglobally as of June 2017 (Statista 2018: 1)

2.4 The negative impacts of hotels

Tourists visiting hotels consume considerable amounts of resources daily such as energy and water (Gutierrez 2016: 73) and generate a great deal of solid waste

(Michalidou et al. 2015: 113). Hoteliers globally have come to the realization of the pressure exerted on water and energy and the amount of waste generated by hotel guests (Kuuder et al. 2013: 6). Despite the apparent positive impacts of hotels on destinations, they also exert pressure on the environment and occasionally, with appalling consequences (Sheresheva 2012: 5). According to Kima and Kim (2015: 141) hotels impact the economy negatively in terms of revenue leakages, seasonal employment and economic inequalities. Socio-cultural impacts of hotels include crime and loss of cultural identity (Boley and Ayscue 2016: 94). These impacts pose a threat of unavoidable damage to the hotels position if not managed with mitigation strategies to minimize these impacts (Mousavi 2017: 104).

2.4.1 Environmental impacts of hotels

According to Kasim et al. (2014: 1101), hotels consume considerable volumes of water and energy and have high levels of waste generation. Hotels also generate substantial amounts of noise and air contamination attributed to air conditioning systems. Fernandez-Alles and Cuadrado-Marques (2012: 339) state that due to the incurred cost of waste disposal by the hotels they tend to dispose waste in the nearby pickup point, which results in excessive waste production. According to Abhishek and Sumedha (2014: 8) hotels and other forms of lodging establishments contribute 2% of the 5% global CO₂ emissions by the tourism sector and they are the most energy intensive sector. The study highlighted air, noise and water contamination, dilapidation and exhaustion of natural resources and biodiversity damage as major environmental impacts by the hotels. Impacts such as environmental pollution, amplified the costs of garbage and sewage removal, superficial consumption, increasing energy consumption and damage of biodiversity and has led to major concerns for sustainability (Jucan and Baier 2012: 707). Han and Jin Yoon (2015: 30) state that the hotel sector globally is starting to embrace change, which is strongly led by consumer demand for sustainable practices. Oreja-Rodriguez and Armas-Cruz (2012: 68) evaluated the conservation performance in the hotel division of the Western Canary Islands, and found that greatest achievements of the environmental performance construct were made up of the following aspects: saving natural resources and preserving their quality; reduction of waste and dangerous substance pollution; adequate management of waste; reduction of visual impact and noise; and environmental education and training within the hotels. Mensah (2014: 455) explored

environmental management practices in hotels in Accra which are aimed at minimizing the impacts hotels pose to the society and the environment.

2.4.1.1 Water consumption in hotels

Environmental costs of water resource consumption have been rapidly increasing in the hotel division (Chan et al. 2016: 350). Han and Hyun (2018:90) state that high water consumption is due to guests' behavioral tendencies such as taking longer relaxing baths daily. Charara et al. (2011: 236) analysed the water use efficacy in the hotel sector of Barbados. The results of the study demonstrated a high level of consumption as hotel guests often use more water during their hotel visit. Water consumption levels were found to be on average 756 litres per guest per night in the Barbados hotels, whereas the general population used on average 240 litres of water per day. Barberan et al. (2013: 189) evaluated water saving measures in Spanish hotels; the results of the study show that on average water consumption equals 655.1 litres per 6.3 guests per night.

According to Styles et al. (2015: 191) as cited in Rajini and Samarakoon 2017: 320) a European traveller consumes about 300 litres per day when equated with a European resident's consumption of 100 – 200 litres per day, with an average of about 150 litres. The composition on average of water consumption in a hotel in Germany shows that guest rooms consume 34%, kitchens- 22%, bathrooms -20%, laundry- 17%, heating, ventilation and air conditioning -1%, steam generation 4% and swimming pool 2% (Rajini and Samarakoon 2017:320).

Kasim et al. (2014: 1010) highlighted the global spectacle of the water predicament in hotels, with a notable case of a large hotel water management initiative by the Frangipani Langkawi Hotel Resort and Spa in Malaysia. Here, black and grey water is transferred from the facility into the wetland, which is a ground-breaking wetland water reprocessing and cleansing system. Mauritius has revised its carrying capacity strategies to be more sustainable (Prayag et al. 2010: 702). These authors state that the hotel sector in the country faces impacts such as loss and contamination of coastal waters, increased demand for building sites, faulty air-conditioning units and water treatment plants.

2.4.1.2 Energy consumption in hotels

Oluseyi et al. (2016: 112) evaluated energy use measure in the Nigerian hotel sector. The results show that variables such as the floor area, occupancy rate and number of guest rooms contribute to the amount of energy consumed in the hotels. According to Bianco (2017: 334) the Italian hotel sector faces issues such as excessive energy consumption which is attributed to winter heating, summer air conditioning, and sanitary water production. Hotel buildings consume excessive energy. For example, the average consumption indicators for hotel buildings worldwide are as follows; Singapore 426.96 kW h/m²/year, Greece 134.6796 kW h/m²/year, Turkey 425.36 kW h/m²/year, Italy 364.4 kW h/m²/year, Portugal 296.4 kW h/m²/year, Cyprus 24.2 kWh per guest per night, Zanzibar 71.1 kWh per guest per night, Vietnam 141 kW h/m²/year, Spain 218 kW h/m²/year, Europe (Hilton) 364.3 kW h/m²/year (Scandic) 285 kWh/year (Lu et al. 2013: 575) A study on energy performance of hotel structures in Taiwan revealed that the energy use intensity (EUI) for 45 Taiwanese international hotels was 280.1 kW h/m²/year, 19 standard hotels was 237.7 kW h/m²/year, and 116 hotel enterprises was 186.3 kW h/m²/year (Wang 2012: 270).

Idahosa et al. (2017: 211) evaluated energy consumption sources using a novel panel dataset which represents daily consumption across 22 South African hotels, where hotel rooms range from 15 to 641 which indicate that these hotels vary greatly in size. The results suggest that the number of rooms in a hotel; the service and facilities offered; and climate conditions are the major drivers for energy consumption. This was followed by the electricity billing costs and characteristics and then by weather conditions.

2.4.1.3 Solid waste generation in hotels

The growth of the hotel industry has led to negative environmental impacts arising from the omission of sustainable action by the responsible parties. According to Mihalic (2016: 468) hotels generate substantial waste due to the associated costs of waste disposal mechanisms. Therefore, concerns over health and safety for those in contact with both biodegradable and non-biodegradable waste are prevalent in the hotel sector. Hoang et al. (2017: 124) compared the solid waste generation rate between all types of hotels in Hoi An Ancient City in Vietnam; the results indicate that the average solid waste generation rate per guest per day in the wet season is 2.28 kg for the overall hotel sector in the city. Arzarmi et al. (2017: 545) applied an artificial neuronal network to forecast waste produced by 22 hotels in North Cyprus; the results of the study indicate that in

the low season waste generated amounted to 2010.5 kg per day and increased by 49.6% (3007.71 kg per day) in peak season. Son et al. (2018: 762) observed solid waste generation in Hue City, Vietnam; the results of the study indicate that the waste generation rates were: 203.3 kg per day for 4 star- hotels, 114.3 kg per day for 3 -star hotels and 89 kg per day for 2- star hotels.

2.4.1.4 Pollution

Physical impacts (trampling, biodiversity loss, construction activities, and alteration of ecosystems)

Allan et al. (2015: 839) evaluated the environmental impacts of hotels and highlighted that in the initial stage of hotel development, factors such as choice of construction resources, sources of the resources and physical footprint of the hotel impacts at the operational stage of the hotel. Further, the amount of building waste that is thrown out causes irreversible damage such as soil erosion, disturbance of natural water flows and drainage forms. Ramanathan (2012: 54) state that most hotel activities occur in fragile ecosystems; anchoring, scuba diving and yachting cause direct degradation of marine ecosystems such as coral reefs. Trampling of the environment occurs due to the excessive occupancy by hotel patrons; these disturbances often come from the cumulative impacts of several hotels on coastal ecosystems and habitats (Quetier et al. 2014: 125).

Gutierrez (2016: 73) evaluated the environmental impacts of beach hotels from the Canton La Libertad in Ecuador. The findings show that hotel buildings are a major source of contamination to human health and ecosystems as a result of construction materials. Construction materials require a lot of energy to operate, therefore, resulting in large carbon dioxide emissions (Petkar:2014:6). Zolfani et al. (2018: 360) investigated construction projects of hotels in Tehran in Iran; the results of the study indicate that ecosystem integrity, carrying capacity, and biodiversity are compromised by construction projects

Deforestation is attributed to the continuous growth, as forests are cleared for hotel buildings and hotel amenities to entice tourists (Moorhouse et al. 2015: 138). According to Zhao et al. (2013: 937) the development of hotel resorts led to bigger disintegration of forest landscapes on the Changbou Mountain in Northeast China, as landscape dilapidation on the mountain looms forest sustainability and biodiversity in the entire region. Habibullah et al. (2016: 168) examined the implications of biodiversity loss in the

hotel sector and revealed that the sector impacts biodiversity negatively. The main negative impacts included destruction and fragmentation of coastal vegetation and habitat, damage to nearshore marine habitats and siltation and disturbance to the beach ecosystem.

2.4.2 Economic impacts of hotels

According to Alonso-Almeida et al. (2017: 1421) hotels are relatively important for the economy and some cities or municipalities offer incentives to encourage the development of hotels in a destination. These incentives may be in the form of tax breaks, favourable land leases, or assisting with financing of the hotel development. Davidson and Sahli (2015: 177) state that the apparent economic impacts in the Gambian hotel sector include: revenue leakage from the community, labour issues, economic inequalities, and exclusion of local businesses. The least established countries have the utmost urgency for revenue and employment, but they are unable to realize these due to revenue leakage, seasonal employment, increase in prices and enclave tourism from hotels (Kim and Kim 2015: 136).

2.4.2.1 Revenue leakage

The direct revenue for a community is the quantity of tourists' spending that remains after profits, taxes and wages, and the subtracted amount is referred to as leakages (Garrigos-Simon et al. 2015: 728). There are two ways that leakages occur, importation leakage and exportation leakage. Importation leakages occur when hotel visitors demand standards of apparatus, food and other goods that local communities cannot supply, while export leakage arises when international investors who finance the hotels take their profits back to their country of origin (Rylance and Spence 2017: 300). When the local economic linkages are weak, the revenue from tourism receipts in the local economic area leaks out (Kim and Kim 2015: 138). Leakages associated with the hotel sector are mainly supplier leakage and customer leakage (Shkurkin et al. 2016: 102).

Suryawardani et al. (2016: 9379) used social accounting matrix to calculate the amount of leakage from hotels in Bali; the results of the study show that 4 and 5-star hotels were leading in terms of leakages with 55.31%, followed by 1, 2 and 3-star hotels at 15.66%, while 4 and 5-star non-chain hotels were at 7.14%. The lowest leakages were from the non-star rated hotels at 2.0%. These leakages were attributed to expenses for capital ownerships and expense for labour which were transferred abroad (Suryawardani et al.

2016:9380). Alzboun et al. (2016: 20) analyzed the effect of sustainability practices in the Jordan hotel sector, and the results of the study show that sustainability practices did not reduce the financial leakage level in the hotel. According to Alzboun et al. (2017: 431) revenue leakage has a negative impact on the local community's ability and future economic growth and sustainability. Anderson (2013: 71) investigated sources of leakages in Zanzibar, and the results indicate that foreign ownership and quantity and quality of the local supplies are the leading factors for higher leakages. According to Chen (2019: 4) nine Caribbean countries have importation charges reaching from 45% to almost 90% with Dominica and The Bahamas representing the lower and higher limit of this range individually, while the others are also in the 50% or 60% region.

2.4.2.2 Seasonal employment

Seasonal employment in the hotel sector is characterized by mainly job insecurity which leads to income uncertainty, no assurance of employment from one season to the following, difficulties in gaining access to training and employment associated benefits (Terry 2016: 115). Seasonal employment is viewed as a global issue for the hotel sector (Moller et al. 2014: 391). Pegg et al. (2012: 662) examined the impact of seasonality in the Alpine region of New South Wales, Australia, and the study found that the increase in summer visitors put pressure on peak season employment that was terminated at the end of the season. Alananzeh et al. (2015: 337) assessed the effects of high seasonality on frontline employees in hotels. The results of the study highlight the prevalent effects to be instability of income, poor employee retention strategies, no employee development, loss of skills and training, and bad reflection of employees' commitment (Alananzeh et al. 2015: 337). Morse and Smith (2015: 5) examined the rate of employment in the hotel sector in Sevier County, Tennessee; the results show inclusive unemployment rates decrease in November, December and January over the 24-year period, 1990-2014. For employment statistics and job generated by the off-peak promotion initiatives for the period 1990 – 2014, employment increased by 83.1% in January, 77.6% in November, 75.6% in December.

2.4.2.3 Increase in prices

The high demand of products and services from tourists often causes price increases that have a negative effect on local communities whose income does not hike respectively (Ardahaey 2011: 206). Hotel building and the related increase in real estate

demand may cause a spike in building costs and land values drastically, making it difficult for local residents to meet their daily needs (Woosnam and Erul 2016: 75). Briguglio (2017: 33) assessed the economic impacts in a small island, Malta. The results of the study show that tourists add pressure on the public infrastructure such as roads, water and electricity; large expenditure on marketing; many tourist's establishments such as hotels, bed and breakfasts, restaurants, and attractions sites that are foreign owned leading to income leakages; seasonal employment and rapid increase in land prices. Soy-Massoni (2016: 46) evaluated the effects on prices as attributed to holiday hotels within the Mediterranean coast in Costa Brava; the results of the study show a 17% difference in prices from Costa Brava and neighbouring towns.

2.4.2.4 Enclave tourism

Healy and Jamal (2017: 418) state that enclave tourism refers to expansion that generally functions within clearly defined, self-sufficient environments. In hotels, tourist activities and movements are decided to facilitate extreme expenditure within the enclave while contact with locals outside the enclave is often limited and controlled (Prayag 2015: 250). Naidoo and Sharpley (2016: 22) investigated local perceptions of the relative contributions of packaged hotel deals in Mauritius and the results of the study suggests that this type of enclave has fewer positive outcomes, leads to more damage on the environment, restricts entrepreneurship and only favours local elites. Similarly, a study by Mbaiwa (2005 as cited by Mosweunyana and Montsho 2015: 110) determining the impacts of enclave tourism in the Okavango Delta in Botswana claim that tourism has had over the time limited economic impact on rural advancements because it had weak known connections with the domestic economy, predominantly the agriculture sector, meaning tourism only contributed 0.5% to agricultural output in the Okavango Delta.

2.4.3 Socio-cultural impacts of hotels

Socio-cultural impacts refer to changes to local community members everyday practices and their values and way of life as they know it (Nikolaou et al. 2013:176). Palacios-Florencio et al. (2016: 1462) state that when there are major differences between the culture of the receiving society and the origin culture, then it is likely that the impacts will be extreme. These impacts arise when tourists visiting hotels bring changes in the value system or behaviour, threatening indigenous identity. According to Ivanova, Ivanov and Magnini (2016: 99) hotel chains, like other businesses, are first and foremost focused

on profit margins and most likely operate within the community because the community provides some commodity that can be exploited for profits. The socio-cultural impacts of hotels include marginal benefits to host communities, increased crime and loss of cultural identity (Ivanova, Ivanov and Magnini 2016: 99).

2.4.3.1 Marginal benefits to host communities

Hotels are often owned by outside entities that take their profits away from the community, and this leaves the economic impact through wages only without accounting for the other operating costs that incurs within the community (Ivanova, Ivanov and Magnini 2016: 99). Hotels put themselves in jeopardy of standardization in the process of sustaining travellers' desires for familiar facilities, while the landscape and local art are not included in the hotel design with limited or no use of local building materials. According to Boley (2016: 94) an influx of patrons to hotels can increase the prices of products and services, especially when demand is quite high in the peak season; this is a drawback to local people who may have to pay higher prices for food provisions, drinks, entertainment bills, transport and events. Additional charges may be imposed on the local community to finance facilities and amenities (Ghaderi et al. 2017: 560).

2.4.3.2 Crime

Crime rates generally increase with growth and the development of an area; an increase of mass tourism often go together with increased crime (Eck and Weisburd 2015: 15). When locals see a large number of travellers in their vicinity, visiting hotels, this may insight crime such as petty theft, mugging travellers their valuables, jewellery and cameras, drug dealing as well as seeing an opportunity for prostitution (Paraskevas and Brookes 2018: 1999). In Rio de Janeiro, Brazil, travellers visiting the beachside five-star resorts close to very poor communities in hillside "favelas" are at risk of pickpockets and stick-ups. Security agents, often equipped with machine guns, stand guard nearby in full sight, and face violent reactions from locals who are their neighbours when they go home (OSAC Brazil crime and safety report 2017: 6). Some tourism destinations have become centres for the illegal trade of a commercial sexual relations with minors, patronized by paedophiles and maintained by networks of pimps, taxi chauffeurs, hotel staff, who organize packages tours aimed at sexual encounters with minors.

2.4.3.3 Loss of cultural identity

The growing number of hotels means more tourists within the communities they operate

in, irritation may arise due to tourist way of life which may be different to that of the locals, out of unfamiliarity or negligence, failing to give the expected respect local customs and moral values. When they eventually do, they can bring about frustration and stereotyping (Piuchan et al. 2017: 12). According to Stylidis et al. (2014: 267) loss of cultural identity occurs when locals are viewed as exhibits and/or possessions. Changing cultural expressions to the tastes of tourists to an extent where locals perform shows as if they were real life establishes "theatrical authenticity" (Kim et al. 2013: 535). As long as tourists want an insight of the local environment, a quick glimpse at local life, without any familiarity or attention, staging will be unavoidable. The results of staged authenticity can be an overutilization of the social and cultural capacity of the local community (Zamani-Farahani and Musa 2012: 809). According to Lim et al. (2017: 874), merely observing tourist will lead to behavioural deviations in the dweller population. People may then desire the tourist's possessions, often it is unsettling in that locals become aggrieved when they are unable to get the goods and lifestyles paraded by tourists (Mousavi et al. 2017: 104).

2.5 Measures to reduce the negative impacts of hotels

Hotels contribute to negative environmental, economic and socio-cultural impacts; these negative impacts from the hotel sector can be mitigated through measures which include embracing recycling, installing energy saving technologies, supporting local and sustainable businesses, staff education, use of solar panels, saving water, ensuring energy efficiency through better building designs and switching to more renewable energy (Nheta and Tondani 2016: 14). For these measures to be realized and monitored tools and initiatives must be adopted within the hotel sector.

According to United Nations Global Impact (2018), the International Tourism Partnership came together and worked with 18 global hotel groups to address stakeholders' apprehensions about water, and through a collective action with assistance from KPMG international and established the Hotel Water Measurement Initiative (HWMI). HWMI is the hotel industry's first consistent measurement and tool for water sources and uses, allowing hotels to measure and record their water consumption per room or stay in the same consistent way. According to Van Wee (2015: 3) the code of conduct is the central component of induction that states rules, ethical principles, values, accountability, standard of conduct, standard of practice and disciplinary actions.

Due to the impacts generated from the hotel sector, the trend of best environmental

practice has gained prominence with hotels across the globe implementing best practices (Mbasera et al. 2016: 362). Holiday Inn on King in Toronto reported saving Canadian \$14,852 per year through the setting up of low flow showerheads and faucet aerators. The New Otani in Tokyo built a new air conditioning system, it achieved a 14% savings in energy and 30% carbon emissions drop, built a water reutilizing plant, which produces 1,000 tons of recycled water daily from kitchen sewage to be used in gardens or staff toilets (The Hotel New Otani Tokyo 2017: 1). The World Wildlife Fund for nature (WWF) (2017: 1) advocates for improved environmental practices and supporting regulatory frameworks; providing skills for people to rely on tourism activities that are not destructive; providing support for the establishment and management of key species and encouraging smart coastal planning and zoning of critically important areas to minimize the negative impacts of the hotel sector.

The online resource that was launched in October 2015 has allowed over 2000 users to calculate their travel carbon footprint of staff stays and events in hotels internationally (Hotel foot prints 2018). The foot-printing tool allows hotels and hotel companies to approximate their energy usage against combined data in various layouts to benchmark the footprint of their properties. According to Chong and Ricaurte (2015: 8) the tool has a number of benefits for users such as expediting validity testing, supporting portfolio data collection efforts, enabling internal benchmarking, advancing internal modelling and calculating portfolio foot-prints.

In 1987, the Blue Flag for European coastal zones were introduced and with it came the first eco labels in the tourism industry. The environmentally and socially acceptable accommodation establishments in Germany were recognized by the Blue Swallow in 1998. Over the years, the number of eco labels increased meaningfully (Ecolabel Index 2018: 5). Tour operators, campsites, sustainable hotels are now recognized at different levels; regional, national as well as international certificates. The likes of Green Globe also recognize sustainable hotels, resorts and destinations, tour agencies and operators, and convention centres. It has been awarded more than 540 times. In South Africa, hotels such as Cape Verde are the leaders in green experience with recognition from the South African Building Council, Fair Trade Tourism Certification, more than one Eco-logic awards, Lilizela (imvelo) awards, trip advisor awards and as well as the Green hotelier award for Africa and the Middle East. Molina-Azorin et al. (2015: 47) states that an increased focus on eco-tourism is essential to assist conserve wildlife and

the environment.

The first financial modelling tool enabling organisations to evaluate current and future water risks and consider them in decision making was created by ecolab, trucost and Microsoft. This highly enticing for hotels in a quest to for developments in destinations that have troubles with water scarcity. The Monetizer now integrates water quality into its site-specific risk examination to provide a more inclusive risk assessment. The improved tool assists organisations in understanding the impact of water quantity and quality on their operations and gives them the understandings they need to make more justifiable business decisions (Ecolab 2017: 2).

By 2030 the global demand for water will surpass the supply by 40% (United Nations 2020: 1). The Water Risk Monetizer assessment tool includes the effects of the diminishing availability and declining water quality to help organisations with decision making. Water Risk Monetizer is created to develop water management in an ever more water-scarce world. The Water Risk Monetizer tool calculates the value of incoming and outgoing water to a specific location based on basin-level quantity and quality considerations. It accounts for all physical aspects such as shortage and quality as well as lesstangible human health and environmental effects of water use. Risk levels for specific facilities are exhibited in contrast of current water expenses (United Nations 2020: 1).

Bianco (2017: 331) highlighted the excessive energy consumption amongst Italian hotels. To reduce energy consumption, it is essential to introduce intervention methods such as refurbishment of facades and windows and substitution of old boilers with more innovative and efficient plants. The Hotel energy project was established in 2008 by the UNWTO. The project's objectivewas to deliver energy proficiency solutions and improve the use of energy efficient and renewable energy technology for the European Union hotels (Hotel Energy Solutions 2018). This is a great way to lessen the impacts of the sector on climate change and mitigating emissions.

2.6 Sustainable tourism

Sustainable tourism development involves balanced economic, social and cultural development without endangering the environment (Najdeska and Rakicevik 2012: 214). According to Najdeska and Rakicevik (2012: 214) sustainable tourism should guarantee the best use of environmental resources, respect socio-cultural authenticity

of host communities and offer long-term socio-economic benefits. The United Nations Environment Programme (UNEP) and United Nations World Tourism Organization (UNWTO) (2005: 11), state that tourism that takes full responsibility of its future as well as current economic, social and environmental impacts, addressing the desires of tourists, the industry, the environment and communities, is ultimately sustainable tourism.

The Brundtland Report (1987: 16), which is also called *Our Common Future*, introduced the concepts of sustainable development and how it could be achieved. The report defines sustainable tourism as “a kind of change that meets the needs of the residents without compromising the ability of future generations to meet their needs”. To this effect, the adoption of sustainable development would be a strategic orientation, and inevitably possesses the propensity to allow the tourism industry in diminishing adverse effects of its activities on social, natural and cultural environments (Prud'homme and Raymond 2015: 615). A recent study by Melissen et al. (2016: 815), on sustainability challenges within hotels claims that a too simplistic interpretation of sustainable development and decisions according to the three pillars of sustainable growth, social, economic and environment, ignores the ethical and systemic dimensions of sustainable development.

Numerous researchers such as Agyeiwaah et al. (2017: 30) and Melon and Bramwell (2016: 1373) have explored the adoption of sustainable tourism development practices, placing large emphasis on the environmental aspect of sustainability (Stalcup et al. 2014: 394). They omit the economic and social aspects of the sustainable tourism development notion. Furthermore, the limited number of researchers that have delved into the three aspects of sustainable tourism development neglected to put into perspective the motivations and tasks of hotels in sustainable development. Hence, there is at present, little information on the process by which a hotels sustainable development positioning is recognized and implemented and the outside and internal factors that an effect on this procedure (Melissen 2013: 815).

According to Musavengane and Steyn (2013: 56) discussions on the environmental issues, social dynamics and economics have denoted the imperative of responsible tourism practice in the hotel sector. The researchers further note that pursuant to the agreement of Agenda 21, as well as the recent growth observed in the hotel sector, the concept of sustainable tourism subsequently emerged as a matter of priority in the

tourism industry. Hotels possess the potential to make a substantial contribution to sustainable tourism growth. Sustainable tourism and social responsibility over the years have been deemed an absolute necessity rather than a luxury (Menente 2013: 2). The hotel sector is, therefore, dynamically steered towards corporate social responsibility, due to the rise of the notions sustainability and responsible tourism (Menente 2013: 2).

2.7 Corporate Social Responsibility

CSR first emerged in the advanced countries as a response to the challenges of economic difficulties during World War II. The literature on CSR in the 1950's was centred around philanthropic activities and community service (Bowen 1953: 14), and it later focused on social actions (Spencer 1958: 840). Frederick (1960: 60) and Davis (1960: 70) dismissed the philanthropic actions beyond a firm's direct economic approach and technical interests, highlighting the broader issue, which is a range of activities associated with CSR. In the 1970's, CSR was described as a business's responsibility towards its stakeholders, employees, customers, community and environment. Friedman (1970) fostered a debate on the roles and responsibilities of CSR evolving to a responsibility for all involved within the organization. During the 1980s and 1990s, responsibilities changed to becoming the concept of power (Jones 1980: 59), and the social control of business improved corporate governance. The focus broadened and the concept of sustainability gained attention in the emerging markets. According to Carroll (1999: 268), CSR became a competitive tool leading to responsible actions by more organizations internationally. CSR became a multi-quantifiable tool representing responsible business actions (Hack et al. 2013: 51). The term 'stakeholder' was introduced to CSR in the 21st century, which referred to both people and the environment (Assaf et al. 2012: 597).

CSR has become the main concern for the public and organisations at large due to the emergence of global intergration (Dahlsrud 2008: 10). Dahlsrud (2008: 10) states that over the years there has been numerous attempts for a clear and unbiased definition of CSR, highlighting that almost every definition describes a phenomenon referring to five aspects; voluntariness, social, environment, economic and stakeholders. Yang and Guo (2014: 820) states that CSR definitions were ethically orientated and have evolved over the years, from focusing on a few stakeholders at hand to being more inclusive and eventually global in scope, changing its latitude significantly. Coles et al. (2013: 126) exemplified that CSR definitions are centred on sustainable development for

businesses. There are many labels associated with the concept of social responsibility and ethical contribution to the society and environment. These include; corporate citizenship, business ethics, corporate environment management, business and society, corporate sustainability or social responsibility of the organisation (Grosbois 2012: 897).

Hanks (2015: 164) defines CSR as an organisation's contribution to social development through creating social, natural and human capital through its main business activities such as their relationships with policy makers. Radhikrishnan et al. (2014: 70) claims that CSR motives are largely confused based on unclear definitions that do not illustrate the truthful representation of the term. Therefore, the researchers adopted the definition of CSR by Elhauge (2005: 810) which highlights the acts of businesses that sacrifice their profits in the interest of the public. Kulkarni and Rao (2014: 249) defined CSR as the official and casual ways in which profitable enterprises make contributions to improving the governance, social, morality, labour and environmental situations of the emerging countries in which they operate, while remaining subtle to predominant religious and cultural settings.

According to Doh et al. (2015: 311) a sustainable CSR strategy is one that directly impacts on the value chain and are initiatives that are in line with the overall business strategy. In terms of a sustainable CSR strategy, Santos et al. (2017: 219) states that hotels need to be more attentive to the inclusion of sustainable practices in managerial and operational strategies, such as social benefits; volunteering and healthy commercial offers for customers; and developing codes of conduct internally and in respect of suppliers. Govindan et al. (2013: 350) states that the CSR agenda is widely associated with sustainability, however, this should be constantly reinvented and renewed in key areas such as management systems, strategic management, operations, technology, quality, third party certifications and internal auditing.

Gulliani (2016: 42) deliberated five effective approaches to CSR within the hotel sector and these include: working with host communities; contribution to community development; contribution to environmental sustainability; accreditation and certification programmes to measure and report on environmental and social sustainability and reporting on CSR to all stakeholders including the communities and customers.

2.7.1 Corporate Social Responsibility (CSR) in the hotel sector

CSR is gaining prominence in the hotel sector over the years (Gao and Mattila 2014: 24). The negative impacts of hotels on the economy, environment and society such as

outsiders' intrusion on local communities, loss of native customs and traditions, leakages, infrastructure costs, increase in prices, seasonality of jobs, habitat loss, pollution, and loss of biodiversity has led to the emergence of CSR as a desired tool to mitigate the negative impacts of hotels (Yuhei and Lee 2011: 795). According to Wight (2007: 219), CSR needs to be integrated throughout the supply chain in the hotel sector and the approach should focus on customer satisfaction, environmental protection, positive contribution to development, thereby minimizing environmental, social and economic impacts.

The CSR literature on the hotel sector predominantly focuses on impacts of general CSR policies on financial performance (Flammer 2015:2549-2598; Saeidi et al. 2015: 349), employee motivations (Korschun et al. 2014: 27), as well as customer perceptions (Samra et al. 2016: 268; Lee et al. 2013: 1718; Dutta and Singh 2015: 111). CSR in the hotel sector has attracted substantial attention, however few studies have focused on CSR implementation in hotels. Moreover, the literature on CSR in the hotel sector remains highly fragmented.

Fewer studies have focused on CSR implementation. Research has been largely concentrated on cost reduction to gain competitive advantage (Tamajon and Font 2013: 41), while also legitimizing how businesses meet the growing prospects of demand for greater responsibility (Coles et al. 2013: 131). Wells et al. (2016: 15) state that more research is required due to the lack of frameworks in the implementation and design of CSR activities. Kucukusta et al. (2013: 20) investigated perceptions of visitors towards CSR practices of 4 and 5- star hotels using five themes: community, policy, mission and vision, workforce and the environment. The results suggest that hotels should emphasize the two strongest factors in their CSR activities, environmental vision and mission. According to Abaeian et al. (2014: 431) hotel chains such as Delta Hotels and InterContinental Hotel Group support various charities and projects in communities as their contribution to CSR.

Martinez et al. (2013: 99) analysed the case of Malia Hotels International in Spain exploring the role of CSR in organizational identity in the hotel sector. The findings show that the company has formally incorporated CSR into its strategy to align its identity with the desired local community perspective. According to Ferus-Comelo (2014: 55) CSR in India's hotel sector is at present limited to corporate self-reporting on pointers of the organisations choice, which is the bare minimum mandatory by governing bodies. The

results of the study suggest that the industry has yet to move past out-of-date patronage to fully acknowledge other CSR dimensions such as accountability, multi-stakeholder engagement and community well-being.

2.7.2 Reasons for CSR adoption in hotels

According to Maines and Sprinkle (2010: 450) hotels engage in CSR activities based on four reasons; philanthropical intentions by the hotel, use of CSR for stakeholders' interest, potential benefits of recruitment, employee motivation and retention as well as consumer related motivations such as repeat visits and positive word of mouth. Kulkarni and Rao (2014: 246) argue that competitiveness remains the major reason behind sustainable practices in the hotel sector as it leads to the development of valuable capabilities such as stakeholder integration and continuous innovation. According to Abaeian et al. (2014: 430) Malaysian hotels that practice CSR have the potential to develop as there is an increasing demand for hotels that demonstrates concern towards the sustainability of the environment. Large hotel chains such as InterContinental Hotels are engaged in CSR activities such as the conservation, animal husbandry, women empowerment, skilling and vocational training, primary education, health and sanitation, watershed development for soil and moisture, solid waste recycling, energy renewal and conservation, afforestation programme, and water conservation (Liu et al. 2014: 187).

Liu et al. (2011: 188) acknowledge the three reasons for CSR activities as societal, institutional and the anticipated positive relationship between environmental management practices and financial performance within the hotel. Most of the decisions by hotels to become environmentally friendly are value driven. However, these decisions are influenced by socio-cultural factors and the desire for a positive contribution which ultimately leads to a positive image of the hotel (Coles et al. 2013: 131). According to Nekhili et al. (2017: 83), CSR positively affects a hotel's reputation while contributing to consumer satisfaction which is the main objective for the organization. The researcher further highlighted that the overall attractiveness of the hotel is the major reason for CSR activities as it leads to value creation through employee retention and competitive advantage. According to Dewi and Mataran (2017: 1) the main reasons for CSR adoption in the hotel sector includes employee benefits, improved environmental management, stakeholder interests and financial performance improvements.

2.7.2.1 Employee benefits

According to Hadjimanolis (2017: 95), hotels miss the greater opportunity if employees within the organization do not understand CSR initiatives. The more the employees are included, the more interested they will be and therefore benefit in terms of improved efficiency, leading to improved working conditions (Arora 2016: 40). Employees gain new skills and improve their knowledge through CSR (Jamali et al. 2015: 128). CSR is an emerging and increasingly significant driver of employee engagement for hotels globally, and employers want employees who will do their best work to help the company achieve its objectives (Ezeuduji et al. 2017: 10). An organisation that is constantly in the media for positive reasons gains favour with employees and they remain happy contributing significantly to their output (Ezeudiji et al. 2017:10). According to Robinson et al. (2014: 127) employees feel valuable when engaging in volunteer activities, building essential skills while doing good which ultimately enhances their personal and organizational reputation.

According to a study focusing on the accommodation sector in Nepal, found that the sector is a great source of employment for local people (Bansoka 2012: 8). Bansoka (2012: 8), state that the local communities benefited greatly, around 78% of employment generated went to the local people while the remaining employment opportunities went to the neighbouring areas. The study also stipulated that the income i.e., wages were up to par with the other wages from other industries, the employees further benefited in terms of basic healthcare, meals and yearly bonuses. The results of the study indicated that there were great links with the local economy, 88% of food spending made by tourism organisations goes to local communities (Bansoka 2012: 1).

2.7.2.2 Environmental management

Abram and Jarzabek (2016: 10) investigated the environmental implications of CSR activities in the Polish hotels. The study concluded that the hotels main activities are centred around innovation, carbon dioxide reduction, protection of the natural environment, local development and health for the employees as well as the community. The initial condition for taking matters of sustainable tourism development was a robust pledge by managers to contemplate the impacts of their hotel's day to day operations on the environmental and socio-economic settings. As such manager's interpretation of sustainable tourism development guided their voluntary initiatives (Abram and Jarzabek 2016: 1). However, such activities have been highly related to the environmental aspect

and to energy saving (Jenkins and Karanikola 2014: 34).

The major drive for implementing a sustainable development orientation is initiated upon the environmental apprehensions of hoteliers and employees (Kolk 2016: 122). However, Brown (2015: 1) states that the key motivation for sustainability activities lies in environmental conservation. According to Kolk (2016: 122) environmental CSR objective is to reduce negative impacts on the environment from hotel operations. Activities such as water use efficiency, energy use efficiency, waste management, eco-friendly policies and recycling may be adopted by hotels to protect the environment in which they operate (Kolk 2016: 123). There are several advantages associated with environmental management within the CSR scope; these include but are not limited to improved reputation, provision of opportunities for cost savings and reduced business risks (Zientara and Bohdanowicz 2019: 1138).

2.7.2.3 Stakeholder interests

Investors are increasingly altering the way they evaluate organisations performances and basing their decisions on ethical behaviours (Gorob and Podnar 2014: 251). Stakeholders are also becoming highly concerned with business matters, hotels are taking necessary measures to ensure that their partners conduct themselves in a socially responsible way, and more and more hotels are introducing codes of conduct for their suppliers, to ensure that other organisations' policies do not interfere with their business position (Cordeiro and Tewari 2015: 838). According to Dhaliwal et al. (2014: 345) stakeholders invest in hotels that offer full disclosure, are financially transparent and operate in a more responsible and sustainable manner. Different stakeholders including government, communities, consumers and other public bodies are pressing hotels to become more socially responsible for greater good and individual anticipated benefits (Blodgett et al. 2014: 99).

2.7.2.4 Financial performance improvement

Bello et al. (2017: 17) investigated CSR activities in the hotel sector in Malawi; the results of the study show that hotels realize the financial benefits derived from CSR practices either immediately or in a long run. This is highly dependent on the efficiency of the positive word of mouth and brand positioning of the hotel through their CSR activities. Sontaite-Petkeviciene (2015: 505) states that there are three reasons for CSR

activities; financial performance improvement for the hotel, positive contribution to market-value and a more positive impact on the society. The researcher further states that hotel environmental policies and practices responds directly to financial rewards such as energy and waste management costs reduction. Personal and organizational reasons were identified by Doh et al. (2015: 310). They state that personal reason is sometimes influenced by the management standards within the hotel while the organizational reason is linked to environmental values. Hotels use the triple bottom line (environmental, social and economic) as a framework for sustainable and responsible activities (Shnayder et al. 2016: 221). The researchers argue that reasons for CSR activities are mainly based on people (stakeholders) followed by profits.

Marriot's (2019: 15) report show that the organisation initially set long term goals in 2016 to reduce water and energy consumption. The environmental indicators that were used from that point included GHG emission intensity, water intensity and energy intensity. Marriot over the years implemented cutting edge initiatives such as the chiller diagnostic tool which assists property engineers in saving electricity. Additionally, the organisation has taken the education avenue in educating and inspiring their guests and employees respectively to take care of their environment and preserve resources (Marriot 2019: 15). Their report shows that in comparison to the 2015 base, water intensity and GHG emission intensity in 2016 decreased by 0.02%, and 8.00%. It endeavours to achieve a further decrease of 30% in water and consumption by 2025, thereby eventually saving expenses (Marriot 2019: 15).

2.7.3 Types of CSR initiatives in hotels

Hotels engage in CSR for different reasons and undertake different activities, as mentioned previously. Firstly, CSR can be seen as an organisations commitment created and monitored through organisational policies and acts; secondly, CSR activities where organisations are involved usually surpass law necessities; and thirdly, CSR practices are voluntarily and cannot be enforced on organisations by law. Many hotels, such as the Sandals and Starwood Hotels, are working on CSR programmes and strategies in an effort to enhance customer loyalty, preserve environments, eradicate social problems and subsidize to the growth and well-being of communities.

2.7.3.1 Environmental initiatives

A promotion campaign designed by a hotel shows a positive relationship between the

number of sales for the organization and the number of contributions to support a particular cause (Lexicon 2018: 1). Vveinhardt and Zygmantaite (2015: 1169) reviewed news articles regarding CSR activity reporting and discovered that in most news articles about organizations and their CSR activities, the benefits derived from CSR, such as environmental conservation was highlighted. Wirl et al. (2013: 172) explored current practices within the CSR scope in the hotel sector and identified these practices as environmental, community related, diversity issues and employee relations.

The Melia Hotel in Zanzibar invested over 145000 Euro (approximately R2.3 million) to improve living standards in the neighbouring village of Kairo (Melia hotel 2019: 1). Melia Hotel built a well to deliver fresh drinking water for the village. They also contributed into rebuilding the mosque for prayer, renovating homes with new roofs, bathrooms and toilets. They are assisting with education programs for the village, teaching them agriculture and basic ways of self-sustenance (Melia Hotel 2019: 1). Anantara Hotels internationally spearhead local practices that give back to the community and takes care of the environment, enhancing the living standards of local communities (Minor Hotels 2019: 1). They work with vast projects to realise the desired improvements including the mangrove establishing and island cheetah breeding in the United Arab Emirates; the development of an eye clinic in the Maldives; coral embracing programmes in the Maldives; outreach programmes for orphanages and schools at each particular resort, rare sea turtle release programmes in Thailand; and an elephant Autism Therapy Project in Thailand (Minor Hotels 2019: 1). Other hotels such as Royal Cliff Hotels Group, invest in activities that include but not limited to donations, charity funds, environmental management systems such as water saving technologies and flow management devices, education programmes and business networks (Royal Cliff hotel 2019: 1).

2.7.3.2 Social initiatives

The Omni Hotel was launched in June 2016, to date they run the SayGoodnight to Hunger Campaign which makes a substantial donation to Feeding America for every booking made at the hotel. So far, this has led to over 3.9 million meals being donated to those who are in need. The campaign is part of the Omni Hotel's continuing commitment to eradicating hunger in local communities (The Omni Hotel 2019: 1). Atlantica Hotels International joined together with WCF-Brazil to encourage sustainable tourism and the protection of Brazilian youth against sexual exploitation. The partnership raised funds through a 1 Dollar campaign, where each guest visiting the

hotels was requested to donate 1 Dollar towards the cause (Atlantic Hotels International 2019). The Protea Hotels South Africa created the Reach for a Dream Campaign, which its sole objective is to assist children, who have been diagnosed with terminal illness, to realise their dreams. The campaign aims to fight against discrimination based on financial status, culture and race (Protea Hotels 2019: 1).

Aminudin (2013: 770) states that their popular CSR practices include purchasing fair trade goods, donations to charity, and working together with local communities. Arora Hotels is involved in charitable activities such as Dream flight: The Dream flight is in essence similar to the Reach for a Dream Campaign, in terms of fulfilling dreams of terminally ill children. Arora hotels provide their employees to accompany children on special flights and additionally provide donations to charity. The Prostate Cancer UK has a Fundraising campaign in all of the Arora portfolio of hotels to raise Prostate Cancer awareness (Arora Hotels 2018: 1). Arora Hotels involve and encourage their employees to work with the community for a specified number of hours on a volunteer basis (Arora hotels 2018: 1).

The Six Senses Yao Noi, in Thailand, encourages guests to devote at very least an hour or more to assist in educating children at the local schools about a topic that is suitable for the guest's abilities and basic skills such as English phrases and mathematics (Six Senses 2019: 1). At the Anantara Dhigu Resort in the Maldives, guests can help to conserve essential parts of the reef; with the assistance of a marine biologist, planting a border with coral remains with hope that it will eventually grow into a new coral reef one day (Anantara Dhigu 2019: 1). The Cliff Hotel in Jamaica, ensures that their guests volunteer their time and assist children at a local school by teaching the computer and reading skills, providing motivational talks for the children and contributing to school stationery (Cliff Foundation 2019: 1).

2.7.3.3 Economic initiatives

Asylum-seekers based in Austria are not permitted to work until their application has been accepted; the Magdas Hotel employs refugees to aid in the European Union refugee crisis. The staff are trained in the hospitality field and customer service skills, taught German and English lessons, and are compensated with an industry-standard salary (Magdas Hotel 2019: 1). Abaeian et al. (2014: 429) explored CSR activities undertaken by the Malaysian hotels, and the results indicate that the activities include maintenance and cleaning of an orphanage house, spending the festive season with the

less fortunate, adopting families with no occupations, providing prospects for guests to volunteer within the community, donating food, clothing items and used furniture to orphanage homes.

2.8 CSR benefits (drivers) for hotels

Research have highlighted the benefits for CSR adoption in organizations which includes social development, ethics, and values, belief in the stewardship philosophy, corporate standing, stakeholder relationships, receptiveness to local communities and lawful compliance (Shnayder et al. 2016: 214). Aravind (2011: 404) states that there are two dimensions encouraging organisations to pursue CSR, namely, strategic and moral motives. Ditlev-Simonsen and Wenstop (2013: 140) investigated how stakeholders view other stakeholders as CSR motivators; the results accentuated that owners are the key stimuluses for managers to pursue CSRtailed by customers, government, employees and not for profit organisations.

Researchers in the hotel sector have noted similar sets of benefits for CSR implementation: competitive dynamics, stakeholder interests, quality improvement, profitability (Laudal 2011: 250; Tyagi et al. 2014: 53; Ghasemi and Nejafi 2013: 33; Avarind 2011: 404). According to Supanti et al. (2015: 1484), enlarged profitability and consumer satisfaction; enhanced relationships with the local community; assistance with community relations; and marketing lead over competitors are the benefits that's hotels secure for engaging in CSR. CSR activities can yield positive results for hotels as they can contribute to promoting a hotel's image, therefore strengthening thepublic's perception. However, if there are no tangible benefits for the local communities, the hotels image can be affected greatly (Yuniarta 2017: 194). Mao et al. (2020: 17), state that attribution of credit for CSR activities is mystified by the communities' observations of the individual hotel owner. Dohet al. (2015: 310) identified drivers of CSR which are internal factors, impactsand CSR investments.

Implementing CSR is associated with benefits the hotel stands to gain (Abaeian et al. 2014: 426). These researchers explored CSR practices implemented by the Malaysian hotels, identifying benefits from management perspectives including employee retention, positive effect on job satisfaction, moral commitment, commitment identification, customer relationship management and engagement as well as manager's personal intrinsic gain. Liet al. (2017: 44) states that CRS implementation is acceptable based on the following: open-minded and self-interest; ethical plea; license to function

and rotation improvement. They suggest that CSR can contribute to tactical competitive lead, cost and risk can be reduced and reputation, legitimacy, and synergic value created. Administrative personal values, organizational magnitude, organizational philosophy and competition are some of the fundamental motivations (Bello 2017: 19). Equally, the benefits of integrating CSR would also inspire managers to engage in a more environmental and social responsibility manner (Bello 2017: 19). Ghasemi and Nejafi (2013: 34) identified six aspects as CSR drivers in the hotel sector and they include branding, profitability, community welfare, quality improvement, competitiveness and environmental preservation.

2.8.1 Branding

According to Ben Youssef et al. (2018: 729), hotels that engage in CSR can gain an improved brand image as well as reputation. Engaging in CSR may also lead to enhanced relationships with local communities and lead to more benefits for the hotel. Martinez et al. (2014: 269) investigated the influence of CSR on hotel brand image and loyalty, the role of CSR as a tool to generate both practical and affective brand position, and allegiance. They found that CSR has a larger effect on the dimension of brand image, whereas the practical image has a larger effect on brand allegiance. Additionally, CSR could be seen as having a direct positive impact on brand allegiance. Hotels are more likely to enhance their public position by aiding non-profit organisations through financial donations, voluntary activities, in-kind donations of products and services, and solid corporations (Alhouti and D'souza 2016: 280). Therefore, by publicly communicating their efforts and allowing the public to know about their humanity, hotels increase their probabilities of becoming favourable in the eyes of customers (Alhouti and D'souza 2016: 280). According to Scheyvens et al. (2017: 137) CSR provides the opportunity to share positive stories online and through traditional media. Through positive word of mouth, a hotel's brand image gains public favour.

2.8.2 Community welfare

The nature of giving back is rooted in the desire to give something back to the community, to help strengthen the hotels standing in the eyes of the community as a whole, stakeholders and improving their financial performance, respectively (Muthuri and Gilbert 2011: 472). Likewise, Bello et al. (2017: 10) state that the community and customers influence hotels to operate in a more responsible manner and care for their impact in society. Sydnor et al. (2014: 310) reveals that some of the benefits derived

from engaging with the community for the hotels included personal values and meaningful relationships. Therefore, having lower operating expenses, improved employee morale seemed favourable for hotels as it attracted new customers and skilled employees. The establishment of parks, and community centres through the hotel's CSR practices allows the local community to be able to partake and benefit from more discretionary activities. The value of leisure and recreation, according to Kraus and Supanti (2015: 1481) is the opportunity to have fun and participate actively in societal events, games, cultural activities and other leisure immersions.

2.8.3 Environmental preservation

According to Mattera and Moreno-Melgarejo (2013: 41), activities aimed at minimizing environmental impacts ultimately minimize energy and water consumption in hotels. These activities include but not limited to biodiversity conservation, renovations and construction, noise pollution reduction, waste recycling, soil and water pollution reduction, preservation of ozone layer, air pollution reduction, and water conservation (Mattera and Moreno-Melgarejo 2013: 41). Some hotels engage in particular activities aimed at minimizing environmental impacts, Melia Hotels International uses efficient lighting system to conserve energy and employ LED technology and energy efficient appliances throughout their establishments (Melia Hotels 2018: 1). CSR activities leads to cost efficient water saving, energy saving and waste reduction methods that hotels may benefits from while preserving the environment (Mohan et al. 2017: 35). According to Hilton Hotels (2019: 1) Hilton hotels have, through environmental preservation, minimized carbon emissions by 30.0%, energy consumption by 20.6%, water consumption by 20.0%, waste reduction up to 30.5% and abstracted 28.0% of waste from landfills through reutilizing and composting.

2.8.4 Profitability

It is perceived that CSR can increase profit margins for businesses. CSR activities focusing on sustainability issues may lower costs and improve efficiency (ref). Lee and Park (2014: 107) investigated how CSR help hotels achieve their financial goals. The sampled hotels show that they have increased value and profitability by investing in CSR. The hotels were able to save operation costs through energy, water and waste reduction. Thus, these findings suggest that hotels' value and profitability lead to more CSR activities. According to (Kang et al. 2015: 126), Hotel industry experts understand

that CSR has the potential to enhance respect for their organization in the industry among patrons and service providers alike, which aid increased sales, improve employee loyalty and attract more competitive staff. Additionally, CSR activities which focus on sustainability issues may decrease operational costs and advance efficiencies. The Hilton hotels worldwide have saved up to 1 billion US Dollars since 2008 through their engagement in CSR (Hilton hotel 2019: 1).

2.8.5 Quality improvement

According to Huimin and Ryan (2012: 878), CSR and quality provide complementary perspectives. While quality is very much geared towards people, over and above consumer satisfaction, it also considers the quality of work life and the satisfaction of employees on the job (Huimin and Ryan 2012: 878). The ISO26000 standard perpetuates an intentional link between people and the work quality management systems, providing guidance for human rights and labour practices, fair and just working practices, consumer issues and involvement as well as their development (Joseph et al. 2016: 2896). Ghasemi and Nejati (2013: 33) examined the barriers and drivers of CSR and identified quality improvement as one of the major pull factors for hotels to implement CSR. Garcia-Chiang (2018: 5) highlighted CSR tools for quality management in hotels; the three tools include stakeholder engagement and the existing approaches to CSR, as well as the best practices for stakeholder engagement, all which serve to help quality professionals in collaborating and communicating with a wider range of internal and external stakeholders. Secondly, transparency; Garcia-Chiang (2018: 5) further state that CSR reporting has improved a range of standard non-financial reporting metrics and indicators that can be imperative to the building of more holistic models. Thirdly, systems thinking; CSR approaches incorporate the interdependence that plays an integral part of the ecosystems and has the potential to incorporate the important aspects of society and the environment into the process of decision making in business.

2.8.6 Competitive dynamics

Saeidi et al. (2015: 343) explored CSR's contribution to financial performance and discovered that reputation and competitive advantage mediate the relationship between CSR and hotels performance. According to El-Garaihy et al. (2014: 109) a positive relationship between CSR and competitive advantage is undeniable. Competitive advantage is created through implementing CSR activities that increase

value and create further benefits for the hotel (Martinuzzi and Krumay 2013: 435). Herrera (2015: 1468) states that CSR activities that are of value, are rare, inimitable as well as non-substitutable result in competitive dynamics. However, there is an imperative in noting that the only creation of competitive advantage through CSR is possible only if the benefits to society do indeed exist, as such, these benefits should be deliberate in their alignment to the social strategies philosophy (ref).

Supanti et al. (2015: 1479) states that, while services are an intangible offering, and are evaluated based on their perceived quality, as opposed to the tangible product attributes, the goodwill created by CSR initiatives undertaken by the hotels, transfers to creating differentiation, which may in turn provide a much-needed advantage in a highly competitive industry that provides such substitutable services as hotel rooms. Likewise, Marriot creates and sustains brand loyalty through collaboration of brand support for cause-related issues in the society such as supporting LGBT issues (Marriot 2019: 1). Hotels struggle with the seasonality of the tourism industry and unfavourable economic situations, therefore positive business reputation from CSR activities may also result in consumers willingness to pay more for hotels engaged in CSR (Kang et al. 2015: 128). Ettinger et al. (2018: 96), state that different demographic segments such as socially conscious consumers, millennials and tree huggers generate and foster the demand for hotels engaging in CSR, during their purchasing decision and are willing to pay at times more than 15% beyond the usual charge.

2.9 Challenges (barriers) facing CSR implementation in hotels

Various researchers (Serra-Cantalops et al. 2018: 21, Luu 2017: 2867, Cherapanukorn and Focken 2014: 198) have explored the challenges of CSR in hotels globally. Wells et al. (2016: 15) identified the barriers to CSR implementation in hotels as: lack of resources and understanding, technical barriers, top management organizational barriers and CSR enablers such as financial success and stakeholder interests. Tyagi et al. (2014: 235) identified barriers to CSR implementation in hotels to be: extreme bureaucracy, competitive business practices, corruption in the administration, deprived ethical decision making, tax guidelines, policy, lack of executive commitment and unethical management, insufficient evaluation of CSR initiatives and narrow insight towards CSR activities. Other challenges include; branding, lack of resources, insufficient costs and benefits, lack of technical expertise, lack of top management commitment and narrow perceptions towards CSR implementation (Chon 2016: 5).

Aravind (2011: 404) identified six challenges to CSR as financial resources, management view towards CSR, lack of willingness to implement CSR, lack of time, lack of technical expertise and marginal profits. Shen et al. (2015: 3496) evaluated challenges to CSR implementation in hotels to be: lack of stakeholder consciousness, minimal training, lack of information, financial restraints, lack of customer responsiveness, lack of concern for business standing, limited knowledge, limited guidelines and standards, diversity, contrast culture, lack of social review and lack of top management assurance to CSR implementation.

In Canada, very few hotels are reported to have implemented CSR notwithstanding the surveys suggesting that 60% of the Canadian contingent place a high priority on the implementation of environmental programmes by hotels (HAC 2005). With the focus in the hotel sector, the Canadian Hotel Association states that in 2010, only 14% of the hotels were certified with the green key eco-labelling programme (Green Key Global 2015: 2). It presently appears that the barriers to implementing CSR activities are attributed to the shortage of knowledge and expertise, inadequate financial and human capital, insufficient infrastructures, also that these barriers are more eminent in small and average sized hotels rather than in large hotel corporations (Eldemerdash and Mohamed 2013: 249).

With regards to the environmental dimensions of sustainable development, initially primary research endeavoured to determine challenges and or obstacles to CSR implementation in hotels and identified challenges including but not limited to employee's resistance and customer values (Eldemerdash and Mohamed 2013: 250; Sirakaya-Turk et. al. 2014: 117), as well as enabling factors such as the accessibility to outside knowledge consultancy and professional support (Teng et. al. 2015: 69). Further research focused on the environmental activities implemented by hotels (Hsieh 2012: 115), also highlighting the impacts of these activities on hotel guests Berezan et. al. 2014: 118). Additionally, researchers took a closer look at challenges the hotels face at managerial levels when they attempt to implement CSR, focusing mainly in the human resources departments (Stalcup et. al. 2014: 392), marketing departments (Chan 2013: 248; Jones et. al. 2014: 106) and day-to-day operations management (Zhang et. al. 2012: 225).

There are several challenges that hotels face when implementing CSR such as hotels refusing responsibility for the societal issues; hotels lack the capacity to resolve social

issues; CSR practices interfere with the primary duties of the organisation; vests too much power to organisations; and lessening of hotels competitiveness (Supanti et al. 2015: 1484). Yuen and Lim (2016: 54) highlighted barriers to CSR implementation such as lack of knowledge and expertise, lack of resources, lack of top management commitment, lack of time to implement CSR, lack of training, marginal profits derived from CSR initiatives and employee resistance.

2.9.1 Lack of knowledge and expertise

There are gaps within hotels that affect the implementation process of CSR such as gap in organizations body of CSR knowledge and information (Calveras 2015: 401). Cherapanukorn and Focken (2014: 198) state that the scarcity of qualified and knowledgeable candidates with the applicable knowledge and expertise add to the challenge of CSR implementation in hotels. According to Carasuk et al. (2016: 23) in the hotel sector they struggle to understand better CSR due to limited systems to aid unpack CSR implementation, the researchers also state that employees usually show when they feel they are not adequately informed about CSR implementation (Shirodkar et al. 2016: 7); de Oliveira and Jabbour 2015: 434). Limited information available on CSR implementation is one of the major challenges for hotels and their employees (Mzembe et al. 2016: 1017).

2.9.2 Lack of resources

Chan et al. (2017: 245) state that hotels in weak financial conditions and poor economic environments are less likely to invest in CSR implementation. Lack of resources such as finances and human capital are the most common barriers to CSR implementation in hotels; budgets for implementation of CSR activities is often insufficient, particularly due to long-term profits (Mackenzi and Peters 2014: 261). According to Carasuk et al. (2016: 25) resource bottlenecks, poor planning, initiative overload, and priority conflicts with others such as cost saving activities lead to a setback in CSR implementation. Several aspects such as lack of training and subject awareness; confusion with skills and techniques required to implement CSR; training budgets; limited or no access to external specialists; and limited materials available for CSR, all form part of insufficient resources during the CSR implementation process (Das and Rangarajah 2017: 326). According to Darama et al. (2017: 11) barriers to CSR implementation occur due to limited convincing evidence of efficiency of CSR activities. Therefore, hotels try to work around their financial resources from other income generating practices so that more

revenue could be created for shareholders.

2.9.3 Lack of top management commitment

For the success of CSR implementation, undivided commitment from the top executives is imperative, their dedication may inspire others within the hotel to implement CSR effectively (Goyal and Kumar 2015: 1877). According to Goyal and Kumar (2015: 1877) the key reason behind limited commitment to CSR implementation from top management is based on their main alignment towards financial issues. Limited support from top management may hinder essential progress on incorporating CSR into the hotel's business model and lead to no tactical vision for short- and long-term goals (Smith and Ong 2015: 491). Farrington et al. (2017: 33) argued that a way to express commitment towards CSR is by integrating it into the hotel's mission and vision statements, objectives and goals. However, CSR usually involves short-term costs and may be realised in the long-run, as a result CSR may be overlooked by top executives who are merely interested in maximizing short-term profits (Kuo et al. 2016: 188). Feeble empirical support for the relations between CSR and financial income hinders top management commitment to CSR implementation (Chan et al. 2017: 245; Lee and Park 2014: 109).

2.9.4 Lack of time to implement CSR

CSR is additional work and a compliance burden with minimum value added to those involved, therefore responsible personnel may commit their time to other more valuable operations (Swain 2016: 46). According to Cheng et al. (2014: 19) individually owned and smaller hotels do not have the luxury of time to invest their time and resources to CSR implementation, whereas the time can be spent growing the business. Inyang (2013: 123) states that time constraints are a major barrier to CSR implementation as executives and employees may not likely support CSR due to unclear objectives in place, therefore, they may choose not to commit their spare time to CSR implementation within the organisation. Implementation of CSR initiatives is not an easy task and requires time commitment. It is a time-consuming process as variations need to be transferred at all departments within the organisation (Graafland and Zhang 2014: 183). For a short-term period, CSR activities may necessitate additional financial commitments because shareholders may take longer to fully understand the long-term paybacks of CSR (Font et al. 2016: 1443).

2.9.5 Lack of training

According to Graafland and Zhang 2014: 187) one of the imperative barriers for CSR implementation in hotels is the absence of suitable training programs. In order to attain the aims of an environmental management system it is essential to provide training for all employees to nurture their skills and knowledge required. The impacts of CSR implementation on employees and the environment may be better understood through CSR training and awareness (Calveras 2015: 405). Therefore, the limited CSR training affects the efficiency of CSR implementation, employee's participation is of great importance as they are important stakeholders in the CSR implementation process (Calveras 2015: 405). Mohamed (2013: 247) state that any CSR activity that omits employee participation may be futile as their inclusion in the decision-making process inspires a feeling of integration which ultimately improves the hotels CSR policy development and accountability.

2.9.6 Marginal profits derived from CSR initiatives

Investing resources into CSR may not lead to the desired image and profits for a hotel, therefore investors may be reluctant in partaking in this phenomenon (Sughra and Cowther 2015: 129, Kaul and Luo 2018: 1656). Bandari and Javakhadze (2017: 345) examined the relationship between CSR and efficiency on how organizations distribute their financial resources and realised that accentuating CSR is not ideal for shareholders and investors. Deer and Zarestky (2017: 730) argue that CSR is disarming organizations from money making strategies. However, according to Laudal (2011: 250) barriers to CSR implementation in hotels are insufficient cost or benefit ratio and internal and external control within an organization.

2.10 CSR reporting in the hotel sector

Corporate Social Responsibility reporting was initially introduced in the commencement of the 20th century (Scandellius and Cohen 2016: 3490). CSR is considered to be the most important tool to management internal public relations as many Governments require CSR disclosures (Lunenberget al. 2016: 945). Kuo et al. (2016: 188) explored the motivations and drivers behind CSR reporting. They state that drives for CSR reporting are mainly ethical and economic considerations, with transparency and accountability as indicators of ethical considerations. Furthermore, positive reputation and brand management, improved access to capital and stakeholder value, risk

administration and enhanced governmental relationships indicates economic considerations (Kuo et al. (2016: 188).

Nekhili et al. (2017: 91) argue that stakeholders look for greater transparency and accountability. Therefore, they need to find out what is behind the corporations, brands and products they purchase. Kent and Taylor (2016: 64) state that the aim for CSR reporting is providing information that will benefit stakeholders and ultimately position themselves positively with the society. According to Grosbois (2012: 898) hotels globally increasingly communicate their efforts to all stakeholders through websites and publishing reports. Nyahunzui (2013: 600) determined the nature and adequacy of CSR reporting among Zimbabwe's hotel groups and states that the group gave priority to financial performance rather than CSR.

Font (2012: 1544) tested the gap between CSR claims and actual practices and argues that corporate systems are not necessarily reflective of the actual operations. Positive and negative CSR performance impacts on information asymmetry, however, negative CSR performance strongly influences CSR reporting within hotels (Cho et al. 2013: 73). According to Calabrese et al. (2015: 320) transparency is the key feature in sustainable and ethical business. Joseph et al. (2016: 2897) discusses the methodology of CSR reporting and indicates that lower implementation costs can be associated with effective communication of minimal indicators within the overall CSR indicator selection procedure, thus reporting becomes easier and affordable.

Kuo et al. (2016: 189), state that some economic goals are related CSR reporting and information distribution on social and environmental issues awareness in the society; keeping up with the industry trends; maximizing organisations reputation and brand equity; enhancing CSR practices; gratifying customers' concerns and dealing ethical goals; satisfying the "right to know" obligation from the government, to enhance sustainability and good corporate citizenship, distributing and maintaining the context for the company management culture and to avoid threats from non-supportive organizations.

Casado-Diaz et al. (2014: 125) reported the apparent positive outcomes associated with CSR announcements and the results show that CSR announcement have a positive effect on performance, as well as an average behaviour being displayed by the hotel industry compared to other industries. In relation to the desired credit from stakeholders CSR is used as a public relations tool (Kang et al. 2010: 75) and exploited for marketing

advantage in hotels. Grosbois (2012: 900) assessed CSR reporting within biggest hotel companies globally and the results indicate that even though a large number of organisations report their CSR objectives, fewer provide specific details of initiatives undertaken to achieve their objectives.

2.11 The situation in South Africa

The South African hotel sector has seen its fair share of global challenges outside the industry's control. These challenges include fluctuating exchange rates, fall in commodity prices and the slowdown in the Chinese economy (South African Hotel Market Update 2016: 5). Some hoteliers have taken advantage of the situation with huge rate increases. The entry visa requirements issues had an impact on visitor numbers, as some international tourists were denied access into the country (South African Tourism 2018: 1). South Africa has taken a lead in terms of tourism competitiveness as it was named amongst the Sub-Saharan Africa's Top 10 by the World Economic Forum (WEF 2018). However, in South Africa, the social structure has seen its fair share of disparities regarding education, infrastructure, economic sanctions, and basic access to services, post the apartheid era (Ramlall 2017: 273). The South African hospitality group Bon Hotels has opened what it says is the continent's greenest hotel.

2.11.1 Growth of tourism in South Africa

The tourism industry has seen a considerable fluctuation in South Africa over the years. However, the industry continues to grow, and about 3.5 million international travellers were noted to have visited the country in August 2017 (StatsSA 2018: 1). Over 90% of the travellers visit South Africa for holiday purposes while the rest were here for business and study purposes. Students made up only 4.7 percent of the tourists (StatsSA 2018: 1). A comparison between the movements in January to October 2017 and January to October 2018 indicates that the volume of arrivals and departures increased for South African residents. This could indicate that South African citizens are travelling more than they were in 2017.

According to Figure 2.4, tourist arrivals in South Africa decreased to 729 374 in June from 767 330 in May of 2018. Within the six-month period, the highest number of tourists South Africa received was in August, a total of 876 926 arrivals. South Africa hosts over

a hundred conferences annually. Tourists from neighbouring countries typically visit South Africa for a day to trade and shop, however only those who are staying overnight are regarded as tourists (Butler and Ivanovic 2016: 3).

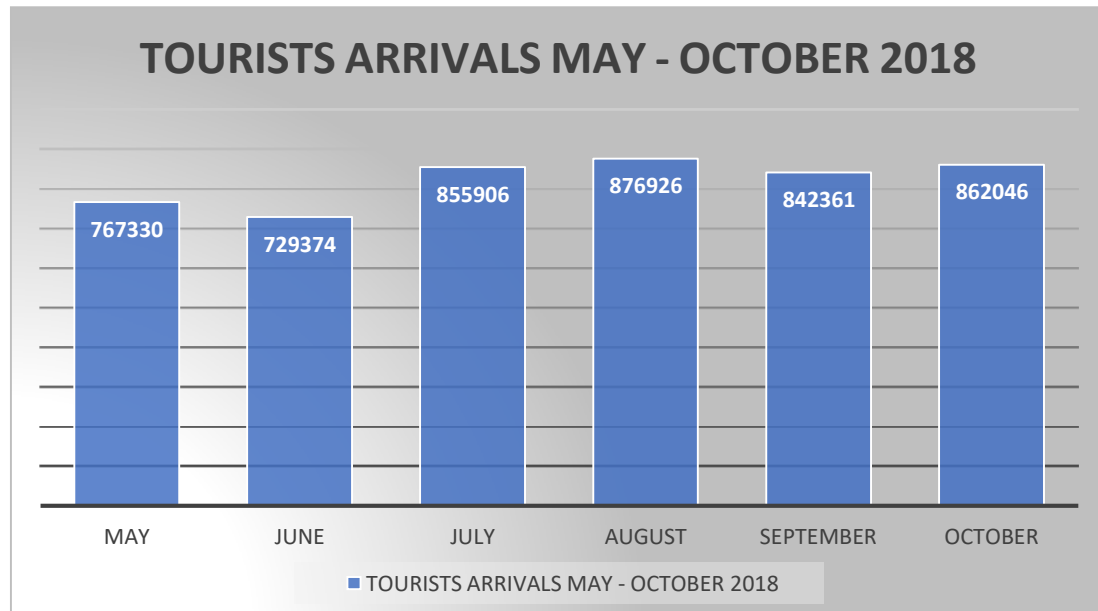


Figure 2.4: South African tourist's arrival (SA Tourism 2018)

2.11.2 Growth of the hotel sector in South Africa

Rogerson (2014: 137) unpacked the development of hotel chains in Africa and stated that Accor, Starwood and Hilton are the top hotel chains in terms of processes across African countries. However, in terms of hotel statistics, Protea and Tsogo Sun are the largest operators which are both based in South Africa. Significant changes have been evident in the South African hotel sector with the transformed characteristics of the hotels in response to the demands associated with South Africa's rise as an emerging leisure and business destination (Rogerson 2013: 63). South Africa attracts a vast range of travellers and offering abundance of different hotels and accommodation establishments (SAT 2019: 1).

The 2010 FIFA World Cup, was no doubt a breakthrough for the country's hotel sector, as most hotels expanded during this period (SAT 2019: 1). According to the South African Hospitality Outlook (2017: 1), the total room revenue in South Africa increased to 9.1% in 2014 and hotel room revenue increased to 6.9%. The accommodation market in South Africa relished its third uninterrupted year of strong progress with spending

increasing to R18.9 billion in 2014 (Hospitality outlook 2017: 1). The five stars hotels are expected to continue growing substantially over the years. The overall room availability is predicted to increase at a 0.7% annual rate to 120 300 in 2019 from 115900 in 2014 (Hospitality outlook 2017: 1). According to PricewaterhouseCoopers (PwC) (2018: 1), hotel stay is expected to increase at 1.19% at a compound annual rate and the market as a whole is anticipated to expand by 2.2% annually to 25.6 million in 2019. KwaZulu-Natal appears to be doing better with hotel guests per night up by 3% and room income up by 7%, advancing greatly from the continuing strength in the tourism industry (PwC 2018: 1).

KwaZulu-Natal is home to some long-standing hotels in the country such as the Royal hotel which is situated in Durban. The Royal hotel has seen a continuous growth over its existence to date gathering success from strength to strength. Originally opened in 1845, the hotel was established as the first hostelry in the city of Durban. After its appointment by Prince Alfred in 1860, it later became known as The Royal in 1860 (Royal Hotel: 2019). The Cathedral Peak Hotel in Drakensberg had its doors open for business on Christmas Day of 1939 by the Van der Riet family. The hotel was originally established as a rejuvenation facility for troops in the middle World War II (Cathedral Peak Hotel 2019: 1). Guests from all over the world enjoyed hospitality for over 70 years in this hotel.

The growth of the Oyster Box hotel located in Umhlanga is noteworthy. The original cottage, known then as The Oyster Lodge, was established in 1863, and was used as a navigational beacon. The cottage was later sold to local resident Ken O'Connor and his sister Kay Hill in 1952, along with its grounds. Ken O'Connor and Kay Hill later opened a tea garden next to the iconic lighthouse, which was then converted into a restaurant at a later stage, prior to finally becoming The Oyster Box Hotel in 1954. Many of the original features of The Oyster Box Hotel have remained unchanged to this day. An extensive revamp, which lasted two-years, was completed in 2009, and has since transformed the hotel into what it is known to be today (The Oysterbox hotel 2019: 1). As a result of the global pandemic, COVID 19, hotels in South Africa faced a large number of negative impacts such as adverse economic impacts, unemployment of the youth and women, rise in looting and vandalism of property (Rogerson and Rogerson 2020: 1086).

2.11.3 Sustainable tourism in South Africa

The growing number of hotels in the country add pressure on the environment they

operate in, therefore sustainable measures are a necessity to ensure that the negative impacts are mitigated and minimized. Sustainable tourism is described as an instrument that allows local communities to relish an improved quality of life through enhanced socio-economic drivers and enhanced resource management (SAT 2019: 1). The Tourism White Paper (1996) in South Africa explicitly refers to the notion of sustainable tourism as measuring and monitoring the environment; guaranteeing an active participation of local communities; creation of meaningful economic partnerships and communities partaking in planning and decision making; disclosing information openly; social and economic effects of tourism establishments; creating and managing tourism marketing in a manner that leads to more competitive advantage; inspiring and upholding social, economic, natural and cultural diversity; avoiding pollution and over-consumption of resources; and encouraging maintainable use of resources (South African Tourism White Paper 1996).

Rogerson and Sims (2012: 395), state that South Africa has amassed a reputation as a worthwhile destination for nature tourism internationally. However, the country has a poor track record for plummeting greenhouse gas emissions. Consequently, it was claimed that ground-breaking local solutions are required “to provide support for low carbon destinations, enhanced travel and accommodation efficiencies and accessible carbon offsets as part of wider efforts to grow the ecotourism and experiential tourism market in South Africa”. (ref with correct page number for this quotation) The Southern region of Africa is warming up quicker than the universal average, which ultimately poses negative impacts on food security, enlarged consumption of water and loss of biodiversity. This has severe consequences for ecotourism and greater risks of certain diseases (Rogerson 2015: 127).

In South Africa, there is substantial consciousness of the risks associated with environment change (Pillay et al. 2013: 51). According to Strambach and Surmieu (2013: 54) sustainable tourism success is directly linked to the inclusion and participation of the government and local communities to maintain the highest level of tourist satisfaction and ensuring memorable experiences for the tourists. According to DEA (2017: 22), South Africa has adopted the National Framework for sustainability as a response to the sustainable development agenda. The purpose of this exercise is for the authorities to convey the national vision for sustainable development, and to direct its strategic interventions towards re-orientating South Africa's development path in a more sustainable manner (DEA 2017: 22). To that effect, the vision for a sustainable tourism

society is as follows:

“South Africa aspires to be a sustainable, economically prosperous and self-reliant nation that safeguards its democracy by meeting the fundamental human needs of its people, by managing its limited ecological resources responsibly for current and future generations, and by advancing efficient and effective integrated planning and governance through national, regional and global collaboration” (DEA 2017: 22).

2.11.4 Policies and legislation

The King III report (2009) defines CSR in a South African perspective as “the responsibility of the company for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that: contributes to sustainable development, including health and the welfare of society; takes into account the legitimate interests and expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the company and practiced in its relationships” (King III report 2009: 118).

However, with the democratic governance since 1994, social programmes have been introduced to combat inequalities. The South African Companies Act 61 of 1973 does not force organisations to partake in CSR implementation, in South Africa, the Policy Documents and the King II and King III reports openly address the importance of organisations to value all stakeholders and integrate social, economic and environmental dynamics (King III report 2009: 118). Specifically, the King reports create accepted guidelines for the best practices in corporate governance in South Africa, concentrating on social, environmental and economic issues. The King reports’ clauses are not obligatory, but they take a “comply/apply or explain” method that slightly forces corporations to implement CSR programmes or validate why they have not implemented them. The Black Economic Empowerment (BEE) legislation in South Africa somehow forces organisations to comply with CSR practices. The apartheid era in South Africa created a need for the inception of the BEE act (BEE act 2003), which was aimed at organisations to take into account all their stakeholders in all the operations in an attempt to relinquish economic and social injustices from the apartheid era. Organisations that do not comply with the BEE scorecard get negative ratings, therefore obscuring their capacity to function in the country (King III report 2009: 118).

2.11.5 CSR in South African hotels

CSR within South African hotels has gained prominence due to international governance trends. The King III report on Corporate Governance has been particularly essential as it advocates for corporate governance in the country (Du Plessis and Grobler 2014: 370). Large hotel chains in South Africa such as Tsogo Sun announce their CSR initiatives through websites, formal reports and marketing material, explicitly stating their efforts ranging from education to social uplifting. The hotel chain currently runs three academies throughout South Africa, which cater for around 40 000 children yearly and their contribution to non-profit organizations (Tsogo Sun 2017: 1).

According to Belmond Management Limited (2017: 1), Belmond Mount Nelson hotel in South Africa engages in CSR through an array of environmental initiatives such as: purchasing organic vegetables from Abalimi Bezekhaya township community farmers; partnership with an upcoming organic farm in Stellenbosch led by farmer Eric Swarts to plant and produce vegetables for the hotel kitchens; financial support to the Cape Indigenous Wild Food Garden at the Ikhaya Garden, Isikholelo School, Khayelishsha; and use of the kobashi method that turns all wet waste into compost for potting sprout herbs grown for usage in the kitchens. The hotel supports social and cultural activities such as: Uthando South Africa, a non-profit organization and one of a kind Responsible Tourism Initiative; extra food is donated to the Cape Town Multi Services Centre which reallocates excess food to needy school children, the elderly and unemployed youth; encourages local arts through the hotel's garden sculpture exhibition, artworks in hotel passages and in guest rooms. Their Human Resources initiatives includes HIV/AIDS training and In-service training to formerly disadvantaged individuals who wish to follow a career in the hotel sector (Belmont Management limited 2017: 1).

According to Verde Hotels (2019: 1) the development of the green Hotel Verde, situated 400 metres from the Cape Town International airport, aimed to "raise environmental awareness and help preserve the natural wetlands in the area around the airport". Within just two years of operation the hotel was bestowed the highest tribute of a 6 Star rating in the Green Star SA Existing Building Performance device with 82 points by the Green Building Council of South Africa (Verde hotels 2019: 2). The hotel has installed measures to reduce energy consumption such as the "220 photovoltaic panels on the roof and northern facade for energy generation, three wind turbines (vertical axis), regenerative drive elevators, energy-generating gym equipment, state of the art

cooling/heating system that uses heat pumps coupled to 100 boreholes and 11km of geothermal ground loops, energy-efficient LEDs and lifts use regenerative braking on light travel cycles, saving 30% of the energy it would normally use” (Verde Hotels 2019: 3). Other initiatives are directed to water saving such as “grey-water recycling system that saves an average of 6 000 litres a day and dual flush toilets that are supplied with biologically recycled grey water from showers and baths. Rainwater is collected in a 40 000-litre stainless steel tank in the basement and this feeds the hotel’s water-saving drip irrigation system. Other initiatives include low-flow fittings on all taps and shower heads; landscapes irrigated with non-potable water; planting of indigenous/endemic, water-wise vegetation, with high carbon-capturing potential. Where possible, sub-soil drainage water is used for irrigation, car- washing and external cleaning” (Verde Hotels 2019: 3).

The Grand West Sun in Cape town has several CSR activities implemented across the hotels such as ensuring that the food waste from the hotel’s kitchen is stockpiled in sealed containers for two months, before they add it to the worm farm on site (Grand West Sun 2019: 1). “Once the worms have done their part, the bio-friendly compost is then used in GrandWest’s vegetable garden which supplies the property’s kitchens. Additionally, the GrandWest’s Fynbos nursery, which was set up to propagate and conserve local flora, benefits from the worm-compost. By optimizing energy efficiency across its operations, and by implementing energy saving technologies, GrandWest has reduced its energy consumption by a staggering 7%” (Grand West Sun 2019: 1). “GrandWest facilitated the upgrade of Garlandale High School’s new consumer studies classroom, one of 10 schools to benefit from Sun International’s nationwide Schools’ Renovations Programme in 2015” (Grand West Sun 2019: 1).

2.12 Conclusion

The chapter explored CSR implementation research in the hotel sector. The literature focused on the growth in the tourism industry, impacts of tourism, growth and development of CSR, CSR in the hotel sector, CSR activities and reasons for implementing CSR activities, benefits of CSR implementation, challenges of CSR implementation, the situation in South Africa, and CSR in South African hotels. The following chapter will discuss the methodology that was used to conduct this study.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

Chapter two analysed the literature which explained the different concepts and theories that forms the basis of this study. This chapter deliberates the methodology that was used for the purpose of this study. While this study aims to examine the dimensions of the implementation of Corporate Social Responsibility amongst KwaZulu-Natal based hotel establishments, its overall objectives are to (1) examine the nature and extent of CSR practices in hotels in KwaZulu-Natal; (2) to ascertain the challenges to CSR implementation practices in hotels; (3) to identify the implementation benefits of CSR for hotels; and (4) to determine how hotels in KwaZulu-Natal report their CSR practices. To that effect, this chapter will reveal the methods and techniques used for the study and includes discussion of the following issues: research design, target population, sampling, data collection administration and instrument and data analysis techniques. Furthermore, validity and reliability, and including ethical considerations.

3.2 Research Design

The Research design is a plan detailing how the study is to be carried out (Corbin and Strauss 2014: 55) and for solving the research problem. Mouton (2011: 107) states that research design is a plan that estimates ways in which to collect and analyse data through a sophisticated strategy. A quantitative research method was used in the study. Quantitative research is more reliable and objective while subjectivity of the researcher is less recognised (Hartas 2015: 65). Primary data was obtained using questionnaires and secondary data from document analysis of the hotels CSR practices reported via websites.

3.3 Target Population

The target population is that part of the population which the researcher intends to use for the study (McMillan and Schumacher 2010: 23). Sekaran and Bougie (2013: 240) state that a population is the complete cohort of either people, proceedings or phenomena of attention that the researcher intends to examine. For the purpose of this study, the target population will be hotels in KwaZulu-Natal that have been star graded by the Tourism Grading Council of South Africa (TGCSA).

3.4 Sampling and sampling method

Sampling is the method of choosing units from a population of interest so that by reviewing the sample results may be generalised back to the initial population (Sekaran and Bougie 2013: 240). The sample frame of this study was a total of 114 hotels in KwaZulu-Natal that are graded by the Tourism Grading Council of South Africa (TGCSA). Graded hotels meet the criteria for good practice; therefore, the results can be easily generalised to the total population. According to Sekaran and Bougie (2013: 245) a sample frame is representative of all the essentials within the population from which the researcher draws the sample. Therefore, the sample frame for this study comprised of senior management officials within the hotels, who were directly involved with the elements of this study, in development of policy frameworks and implementation of processes thereof in relation to CSR.

Zikmund et al. (2013: 392) state that nonprobability sampling refers to “a sampling technique in which the units of the sample are selected on the basis of personal judgement or convenience; the probability of any particular member of the population being chosen is unknown”. The non-probability sampling method was used in this research through a census questionnaire, as the study included pre-defined groups and their direct involvement with the CSR implementation activities, to purposely attain units of analysis in a manner that the sample attained was considered as a representative of the population (Wilson 2014: 68). All subjects within the population were selected to participate in the study as the population is fairly small.

According to Patten and Newhart (2017:112), the sample size is decided by distinguishing the minimum number of units required to represent the population fairly generating effective results during statistical analysis. The population for the study comprised of 114 star-graded hotels in KwaZulu-Natal, and employees who were in managerial positions were targeted and questionnaires were administered to them. A total of 74 employees responded, indicating a 65% response rate that was obtained from the study. According to Fincham (2019: 43), email surveys response rates may only approximate 25% to 30% without follow-up emails and reinforcements. However, employing differing approaches may yield rates as high as 70% making the response rate in this study acceptable. An inclusive list of graded hotels with contact addresses was obtainable from the TGCSA website.

3.5 Measuring instrument

Online questionnaires were disseminated to the target population using electronic mail. The questionnaire was arranged through an account of the barriers and drivers acknowledged from the literature. The questionnaire was separated into four parts. In part one, questions were asked in terms of the background of the hotels such as location and year of operation. In part two, questions were based on the nature and extent of the hotels CSR activities. In the third part, questions focused on the barriers and drivers and the last part concerned questions on CSR reporting by the hotels. In this study the Likert scale measuring instrument was used to examine how strongly subjects agreed or disagreed with statements on a five-point Likert scale (strongly disagree = 1, disagree = 2, neither agree nor disagree = 3, agree = 4, and strongly agree = 5). A dichotomous scale was also employed to elicit "Yes" and "No" answers from the respondents. A set of close-ended questions was used towards the end of the questionnaires. Questionnaires were self-administered, thus convenient and cost effective.

3.6 Data analysis

Qualitative analysis is the analysis of textual data directed by the conceptual framework (Mihas 2019: 1). The primary data was coded and processed using the Statistical Package for Social Sciences (SPSS 26). Descriptive statistics (frequencies, means, and chi square analyses) and disaggregated cross-tabulations are used to describe and analyse the data.

3.7 Pre-testing

According to Sekaran and Bougie (2009: 158) pre-testing encompasses the use of an insignificant number of respondents to test the relevance of questions and their understanding. Pre-testing is important because it assists the researcher in identifying and rectifying any inadequacies before administering the instrument to respondents, and thus reduces bias. For this study, questionnaires were tested prior to the actual study by respondents with similar features to the actual respondents in the study. The pilot study included ten respondents in the hotel sector before the study was conducted and there were no significant changes required for the data collection tool.

3.8 Delimitations

This research was conducted in hotels in KwaZulu-Natal only. Data was collected from the upper management of the hotels as they are influential in the decision-making process, excluding supervisors and employees directly involved in CSR implementation.

3.9 Limitations

The study was conducted in hotels in KwaZulu- Natal with a star rating and therefore, cannot be generalised to the entire hotel industry.

3.10 Validity and reliability

Corbin and Strauss (2014: 287) define reliability as a degree of consistency between coders processing the same data. Reliability can be ensured by adopting stability measure, test and retest reliability, parallel-form reliability, internal consistency of measures and split-half reliability. However, the nature of the study did not allow for retest, parallel and split-half reliability. The researcher did offer details of technique, and sufficient evidence, and made predictions and possible partialities clear, and stated research questions undoubtedly, collected primary data from multiple sources and conserved data for re-analysis to ensure a high level of reliability in the study.

Validity refers to the extent which an instrument evaluates what it intends to measure and the extent to which research results precisely present the collected data is called internal validity and can be generalised to other situations it is external validity. Validity depends upon reliability and can be affirmed by recording steps such as triangulation using data from various sources/ methods, full records of data, that is; chain of evidence, readiness to entertain replacements, self-reflection, heading of own biases and consciousness of limitations (Sekaran and Bougie 2016:220). To achieve validity, the researcher used convergent and divergent validity during questionnaire pre-testing, providing chain of evidence as well as awareness of limitations.

3.11 Anonymity and confidentiality

Anonymity and confidentiality are standards to protect privacy of the research respondents. Respondents were guaranteed that classifying information would not be made accessible to anybody who was not directly involved in the study to ensure confidentiality. The severer standard is the guiding principle of concealment which fundamentally means that the participant will continue to be anonymous through the

study. The anonymity standard is a stronger guarantee of privacy. Personal information and organisational information will not be revealed at any point in the study.

3.12 Ethical considerations

The overall procedure including the treatment respondents receive as well as the outcomes of their involvement throughout all phases of the research process starting from the proposal to the end ethical considerations and responsibility are of paramount importance (Clark-Kazak 2017: 13). This study was granted ethical clearance by the Institutional Research Ethical Committee at the Durban University of Technology. The following ethical issues were considered in this study:

- Participation in this study was on a volunteer basis and was not forced on any organization.
- The intention of the study was made accessible to the respondents including the necessities for their participation.
- Letters of consent to the hotels to conduct this study were e-mailed together with the questionnaire upon request.
- Linguistic and commands used in the questionnaire were simple and no industry jargon was employed.
- The questionnaire did not require respondents to disclose any specific information about the hotels such as individual names, contact details and company names other than the email addresses used to send out questionnaire which will remain private.
- No impairment or embarrassments were instigated to any of the respondents involved in this study.

3.13 Conclusion

The methodology chapter discussed the detailed ways in which the study was conducted. Highlighting how the primary data was collected. It showed all procedures including implementation ways used, encompassing dimensions of research design, target population, sampling method, measuring instrument, data analysis, validity and reliability as well as ethical considerations. The following chapter will present, construe and deliberate on the primary data obtained in the study.

CHAPTER 4: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter will present the results obtained from the questionnaires administered for the study. An online questionnaire was used as a tool for primary data collection from employees in hotels in KwaZulu-Natal. The data was coded and processed using the Statistical Package for Social Sciences (SPSS). This chapter presents the data which was tabulated (frequencies and percentages) and the calculations which were used to describe the data set (mean, minimum and maximum values, median, mode). Furthermore, the data was disaggregated using cross-tabulation.

4.2 Hotel characteristics

This study examined hotel characteristics in terms of its geographical location, the number of years in operation, star grading, room capacity, facilities and amenities, and target markets. The data for this is presented and discussed in the following section.

4.2.1 Geographic location

This section presents the geographic location of the hotels in the study as indicated in Figure 4.1. Most of the hotels were in the eThekwin region (23%), followed by the South Coast (20.3%) and the North Coast (7.6%), while 13.5% of the hotels were in the Midlands. A small proportion of hotels were in Ukhahlamba, the Drakensberg and the Elephant Coast (8.1%) and the Battlefields and Zululand (4.1%). According to South African Tourism (2017), 59% of foreign tourists visit the eThekwin region. The eThekwin region is one of the major tourist destinations in South Africa, and the large number of respondents from this region is attributed to the number of hotels in the city. With the unparalleled scenery from the North and South Coast, most hotels are in these regions to accommodate tourists. Such factors contribute to the high number of hotels in these regions.

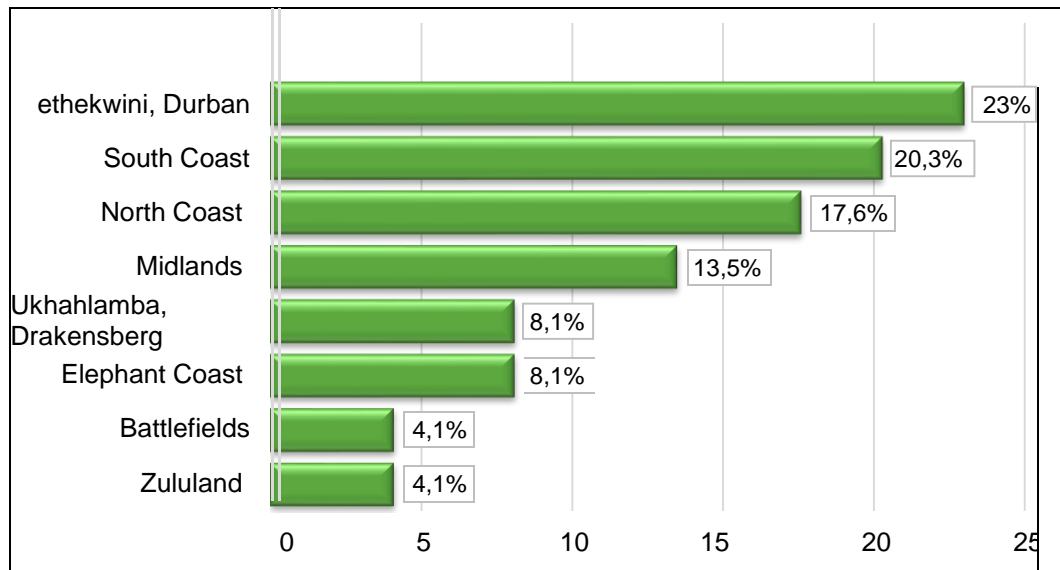


Figure 4.1: Geographic location of hotels (n=74)

4.2.2. Operational period

This section presents the data on the number of years hotels in the study have been in operation. Figure 4.2 depicts that most of the hotels (56.8%) have been in operation for over 20 years, whilst 17.6% of hotels have been in operation for 11 to 15 years and 16 to 20 years. A small proportion of hotels have been in operation for 1 to 5 years (2.7%) and 6 to 10 years (5.4%). There were no hotels in the study that were in operation for less than one year.

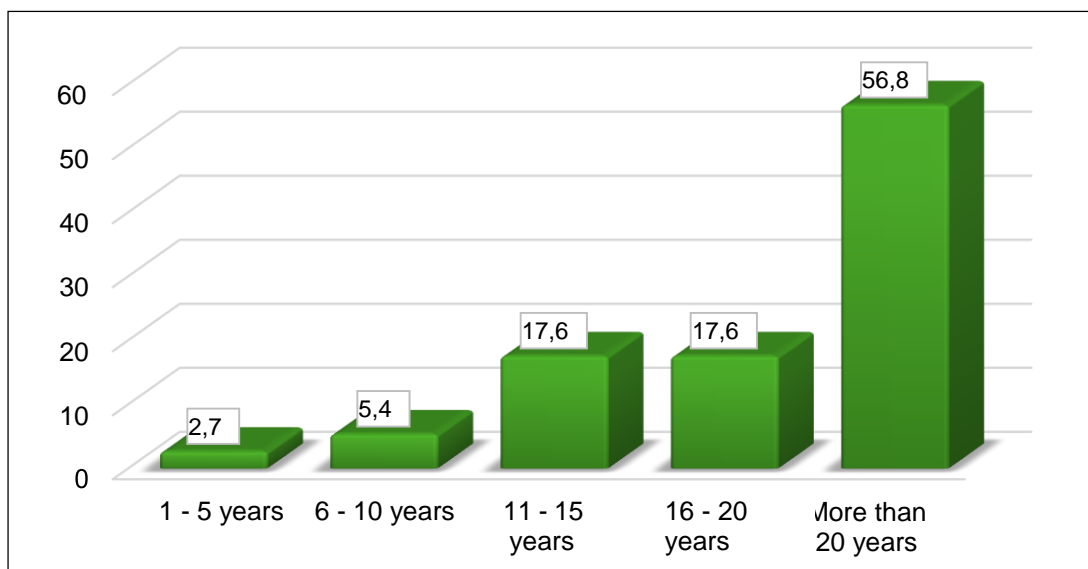


Figure 4.2 Operational period of hotels (n=74)

4.2.3 Hotel star grading

The Tourism Grading Council of South Africa (TGCSA) (2019) follows a strict criterion of assessing and grading hotels in South Africa. In this study, only graded hotels were targeted. Table 4.1 indicate the number of graded hotels in the study. More than half of the hotels in the study (56.8%) were 3-stars, 31% were 4-stars, 5.4% were 5-stars, 4% were 2-stars and 2.7% were 1-star. According to the TGCSA grading criteria, 4 and 5 stars graded hotels are required to have extra services for example, valet services, waterproof guest drop-off and parking, high quality bedding and linen and separate shower and bath. The high number of 3 stars graded hotels is attributed to a lot of hotels having mainly essential facilities and services (TGCSA 2019).

Table 4.1: Hotel star grading (n=74)

Star grading	Number of Respondents	Percentage
1 Star	2	2.7
2 Stars	3	4
3 Stars	42	56.8
4 Stars	23	31
5 Stars	4	5.4
Total	74	100.0

4.2.4 Hotel room capacity

Table 4.2 displays the data on the room capacity of hotels. Evidently, the largest proportion of hotels (64.9%) have between 1 to 50 rooms, whilst 24.3% of hotels had between 51 to 100 rooms. Hotels with the largest capacity of more than 100 rooms comprised of 10.8%.

Table 4.2: Hotel room capacity (n=74)

Number of rooms	Number of respondents	Percentage
1 – 50 rooms	48	64.9
51 – 100 rooms	18	24.3
More than 100 rooms	8	10.8
Total	74	100.0

4.2.5 Hotel amenities and facilities

Table 4.3 illustrates the data on the amenities and facilities available at the hotels in this

study. Most of the hotels had the following facilities and amenities: room service (98.6%), restaurants (90.5%), laundry (90.5%) and swimming pool (82.4%). Over half of the hotels had event venues (66.2%), conference facilities (54.1%) and spa facilities (41.9%). The results show that only 14.9% of hotels had gymnasiums and golf facilities, and only 8.1% of hotels had retail shops. The star grading criteria for hotels evaluates facilities that each hotel has, in order to be graded as four-stars and five-stars hotels. Facilities must include an on-site parking, concierge, central business centre, beauty spa and gym, valet services, and creche or babysitting services. Essentially the higher the star grading, the more facilities that are available.

Kaur (2019: 939), states that in order to successfully implement CSR activities in hotels it is significant to ensure that all hotel facilities and amenities are well maintained. According to the hospitality net website (2018), hotel facilities directly impact the outcome of CSR activities. The success or failure of CSR activity implementation is dependent on factors including the use of energy saving resources and equipment, as well as the water management systems within the hotel (Hospitality net 2018: 1). Facilities and amenities contribute to the overall image of the hotel. Thus, determining the extent of CSR implementation by hotels is closely associated with facilities and amenities (Palacios – Florencio et al. 2018: 1278).

Table 4.3: Hotel amenities and facilities (n=74)

Amenities and facilities	Number of Respondents	Percentage
Room service	73	98.6
Restaurant	67	90.5
Laundry facilities	66	90.5
Swimming pool	61	82.4
Event venue	49	66.2
Conference facility	46	54.1
Spa	31	41.9
Golf	11	14.9
Gymnasium	11	14.9
Retail shops	6	8.1

4.2.6 Hotel target market

Figure 4.3 shows the data on the target markets of the hotels in the study. The data reveals that 93.2% of the hotels cater for both business and leisure guests, whilst 4% of

the hotels target tourists seeking leisure and only 1.3% of the hotels cater exclusively for the business and government segments. According to Tavitiyaman et al. (2019: 67), hotels use different networks with local resources, brand ties, and stakeholder connections in their efforts to entice the desired target markets. It is, therefore, essential for a hotel to consider the required needs and wants of their target markets in order to achieve their desired success (Ahani et al. 2019: 339).

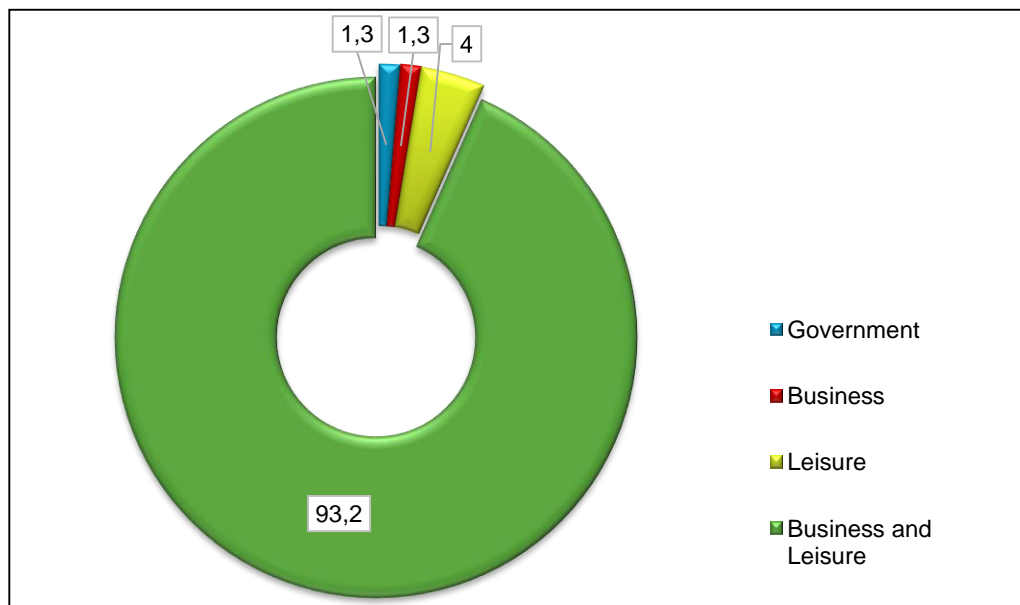


Figure 4.3: Hotels target markets (n=74)

4.3 The nature and extent of CSR in hotels

This section discusses the data on the nature and extent of CSR activities in hotels in the study. In particular data pertaining to types of CSR activities, CSR monitoring, CSR target groups and CSR implementation, will be analysed and discussed in this section.

4.3.1 CSR awareness in hotels

The respondents of the study were asked if they were aware of the concept of CSR. The results depicted in Figure 4.4 show that 98.6% of the respondents were aware of the concept of CSR, while only 1.4% were unaware. Raub and Blunschi (2014: 12) investigated how awareness of CSR in the hotel sector can foster significant and positive work outcomes. The results of the study supported the concept that employees should be aware of CSR activities, as employee's responsiveness of CSR practices is positively connected to strong personal initiative (Raub and Blunschi 2014: 12).

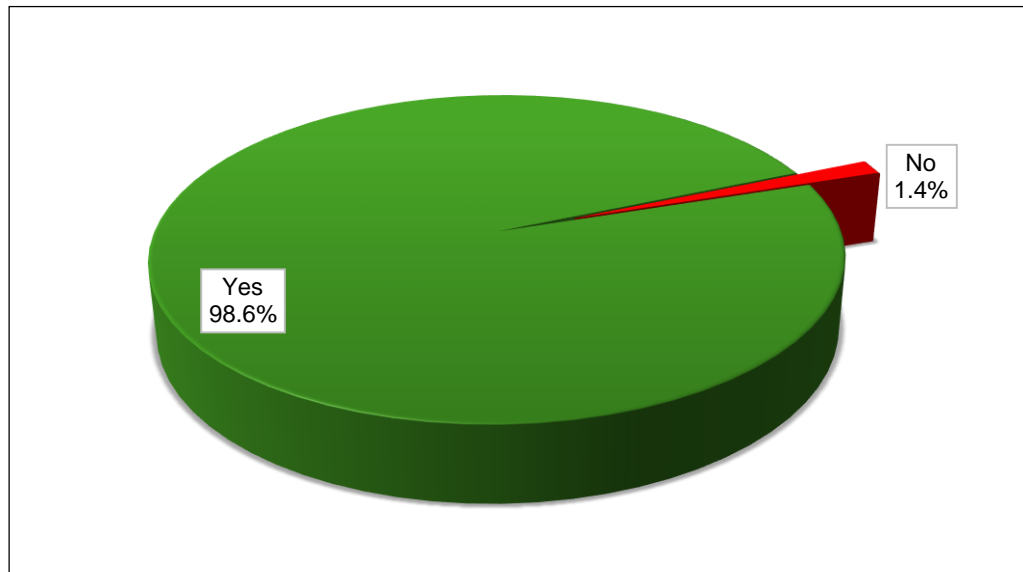


Figure 4.4: Awareness of the CSR concept (n=74)

4.3.2 Participation in CSR

Respondents were asked to indicate whether they participate in CSR activities. The data presented in Figure 4.5 shows that 50% of hotels indicated that they were currently engaged in CSR activities, while 50% were not engaged in CSR. The results suggest that, even though over 90% of the respondents were aware of the concept of CSR, 50% of them were not currently engaged in CSR activities. Bello and Kamanga (2020: 186) evaluated factors affecting CSR implementation in the hotel sector of Malawi, and the results suggested that the main factors preventing CSR participation were lack of a strong CSR policy, limited resources, lack of government backing, absence of coordination between stakeholders and mishandling of CSR resources by communities. According to Koseoglu et al. (2018: 102819), the costs associated with CSR activity implementation are a major barrier to CSR participation in the hotel sector. CSR activities in the hotel sector continue to increase with more innovative ideas such as the non-profit pop-up hotels (Good Hotel), which helps those who have been unemployed in a long time get employment through a customized training programme.

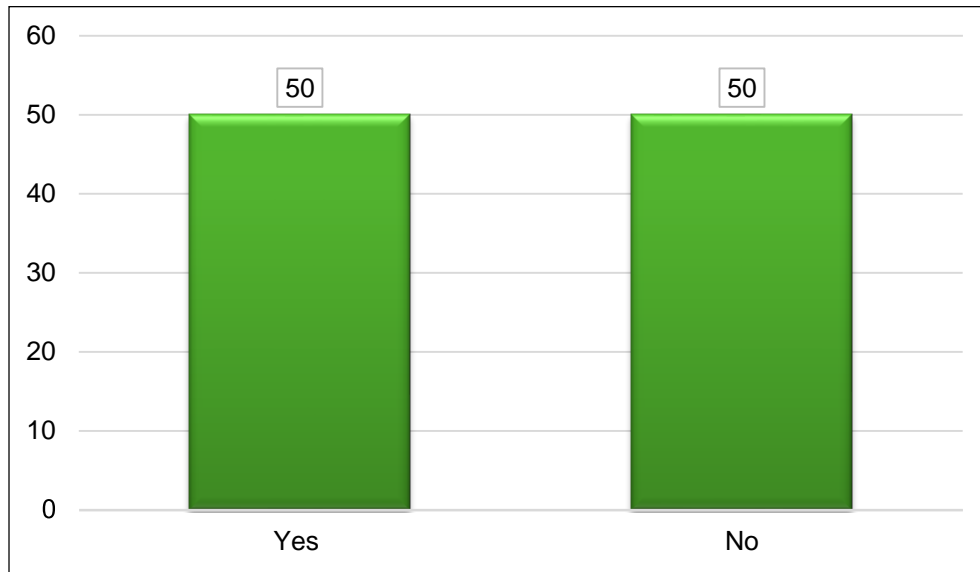


Figure 4.5: Hotel participation in CSR (n=74)

4.3.3 Type of CSR activities undertaken by hotels

The respondents were questioned to select the type of CSR activities they focused on based on three pillars, namely, economic, social and environment. The data is presented in Table 4.4, shows that 89.2% of the hotels focused on economic CSR activities, 94.6% focussed on environmental CSR activities and all hotels focussed on social CSR activities.

Table 4.4: Focus on CSR activities (n = 37)

Economic		Social		Environment	
Yes	No	Yes	No	Yes	No
89.2%	10.8%	100.0%	-	94.6%	5.4%
100.0%		100.0%		100.0%	

According to Weng and Smith (2018: 19), hotels in Malaysia focused more on local communities than over the environment and employees. Although they focused more on local communities, they remained committed to improving the quality of life for their employees (Weng and Smith 2018: 19). Some hotels focus on going beyond the recycling method of environmental conservation and focus on greening their supply chains, improving efficiency of water and energy consumption, and getting certified by certification programmes such as the LEED programme, Green Key as well as Green Seal (Singal and Rhou 2017: 4). According to Christensen et al. (2018: 521), the success

of CSR activities is contingent on embodying positive economic effects, environment conservation and sustainability and measurable social benefits. The literature concurs that while at times the focus is unequal, the hotels do focus their CSR activities on economic, social and environmental concerns.

4.3.4 Participation period

Respondents were asked to disclose their duration of participation in CSR activities. Table 4.5 shows that 43.2% of the respondents have been engaged in CSR for more than 20 years, followed by 18.9% that engaged in CSR for 16 to 20 years; 16.2% engaged in CSR for 6 to 10 years; 10.8% for 11 to 15 years and only 8.1% engaged in CSR for 1 to 5 years. According to Bohdanowicz and Zientara (2020: 2303), large hotels that have been in operation for a long time have more resources and the know how to plan and implement CSR activities.

Table 4.5: Participation period (n=37)

Years	Percentage
1 – 5 years	8.1
6 – 10 years	16.2
11 – 15 years	13.5
16 – 20 years	18.9
More than 20 years	43.2
Total	100.0

4.3.4.1 Cross-tabulation: duration of CSR engagement by operation duration

Table 4.6, show that of the hotels who have been in operation for 6 to 10 years, 66.7% of them engaged in CSR for only 1 to 5 years, while 33.3% engaged in CSR for 6 to 10 years. Of those hotels that have been in operation for between 16 to 20 years, half of these hotels engaged in CSR activities for 6 to 10 years, whilst the remaining 50% engaged in CSR for 11 to 15 years. Of the hotels that were in operation for more than 20 years, more than half (55.4%) engaged in CSR for more than 20 years, 24.1% for 16 to 20 years, 10.2% for 11 to 15 years and 10.3% for 6 to 10 years.

Table 4.6: Cross-tabulation: duration of CSR engagement by duration of operation

		6 – 10 years	16 – 20 years	More than 20 years	Chi-square analysis
Duration of CSR engagement	1-5 years	66.7%	-	-	$\chi^2 (8) = 39.414$ $p = .000$
	6-10 years	33.3%	50.0%	10.3%	
	11-15 years	-	50.0%	10.2%	
	16–20 years	-	-	24.1%	
	More than 20 years	-	-	55.4%	
Total		100.0%	100.0%	100.0%	

The chi square analysis shows a statistically significant relationship between duration of operation and duration of CSR engagement, where the p-value is less than alpha ($\alpha = 0.05$) and $p = 0.000$. The results show that hotels that have been in operation for a longer time engaged more in CSR implementation. This phenomenon may be attributed to experience and financial freedom allowing them to invest more on CSR activities. Pena- Miranda et al. (2019: 5045) state that CSR implementation is motivated by age, financial performance, and level of innovation. The results suggest that hotels that have been in the sector for a longer period participated more in CSR activities while those that are relatively new in the sector participated much less.

4.3.5 The extent of CSR engagement

In order to derive a meaningful understanding of the hotels extent in CSR participation it was essential to evaluate their activities individually under the three pillars: community and or social, environment and economy. The respondents were asked to evaluate the nature and extent of their CSR practices based on social, environmental and economic aspects. The results below were coded and divided into three different tables; social, environmental and economic and analysed separately. The Likert-scale was employed to ascertain the nature and extent of CSR engagement with three scales; 1(always), 2(sometimes), and 3(never). Cronbach's Alpha was employed to quantify the overall reliability coefficient of Likert scales. The CSR practices subscale consisted of 55 items ($\alpha = 0.942$), with all the reliability scores above the recommended norm of 0.70, indicating a high level of internal consistency.

4.3.5.1 Hotel engagement in CSR practices (social).

Table 4.7 shows the CSR practices based on social aspects of CSR, the results were coded into three further themes and colour coded; community (green), employees (blue) and stakeholder involvement (grey). The results were analysed using mean scores. The social CSR practices subscale consisted of 29 items, with all the reliability scores above the recommended norm of 0.70, indicating a high level of internal consistency.

Community

The results show a stronger level of agreement with hotels providing chances for guests to buy local products and services (mean = 1.35), offering donations and charity to local communities and actively involving local communities in volunteer programmes led by the hotels (mean = 1.41), supporting initiatives for local community including education, training, health and/ or sanitation (mean = 1.43), sources products from within the community and has consistent interaction with local community that includes discussion and feedback mechanisms (mean = 1.46). The mean scores also show that there was a very low level of disagreement with incorporating elements of local art in the design of the hotel and employing people from the local community (mean = 1.54), as well as assisting with providing facilities and amenities for the local community (mean = 1.57).

The results suggest that more hotels focus their CSR practices by ensuring that there are facilities and services provided for the community as well as including local art and design in the hotel structure and employment generation. These findings concur with the literature, where Gonzalez- Rodriguez et al. (2019: 399), state that hotels engage in CSR practices such as giving donations to charities, promoting the inclusion of communities in all aspects, and upholding ethical standards and moral regulations across the board. Rhou and Singal (2020: 4) concluded that CSR has a positive impact on the livelihood of local communities. However, Radwan (2020: 3), assessed the impact of CSR in the society with the 5- stars hotels in Egypt, and found that the majority of hotels did not consider the society on their CSR strategy but their main focus was on the environment and undertaking different measures to conserve resources.

Employees

In terms of CSR indicators pertaining to employees, the mean scores suggest a stronger agreement that the majority of employees in the hotels were women (mean = 1.32). Due

to past injustices in South Africa, women continue to be underrepresented in high-skilled and management positions and still remain in low operational positions (Sarah et al. 2018: 5); ensuring ethical recruitment and selection process for all employees (mean = 1.35), employing suitable personnel and ensuring that every citizen in the country has the equal access to employment opportunities may result in improved quality of the workforce and mitigate the high unemployment rate in South Africa; having a written policy on discrimination and managing discrimination in the workplace and complying with the stipulated working hours set by applicable law and regulation (mean = 1.38). The results also show high levels of agreement with offering training and empowerment programmes for employees and having procedures in place for the management of complaints and grumbles connected to employees (mean = 1.41); the youth in South Africa lack resources to further their education, therefore, workplace training and empowerment becomes an essential tool for closing the educational gap and being a mechanism for leadership skills development; implementing employee capacity building programmes, career advancements and progress rely on adequate capacity building as it ensures a quality workforce and the technological advancements globally demand that the workforce remain relevant; employing people with disabilities and special needs and complying with the national legislation and guideline with regards to work fairness and diversity (mean = 1.43), ensuring a fair wage for all employees in line with the legal lowest wage or corresponding for the sector (mean = 1.46), promoting equal employment opportunities for local residents, ensuring the protection of health and safety at work for all employees through compliance and respecting the rights of employees to associate without restrictions, join labour unions and pursue representation (mean = 1.49).

According to Chung and Leung (2019: 557), hotels engage in a range of CSR practices including ensuring fair labour practices, promoting equality with no gender, race and religious discrimination among employees and fair compensation. These findings correspond with the primary data in this study. Darmanin (2019: 1), investigated the role of CSR in the Maltese Islands hotels and found that CSR activities organised for employees gave them a sense of community. According to Appiah (2019: 142), there is an overall positive relationship between CSR and the employees' level of satisfaction within the American hotel sector. The literature concurs with the results in this study in terms of the employee's livelihood and job satisfaction. Ko et. al (2019), undertook a scale development study of CSR, focusing on employees' perceptions in the hotel

sector, the results indicated that employees' perceptions of CSR are a multidimensional construct, with favourable factors such as training and development as well as employment generation. According to Wong and Kim (2020: 102507) employee satisfaction with CSR implementation differs among front of house personnel and the back of house personnel.

Stakeholder involvement

The mean score in terms of stakeholder involvement show a stronger level of agreement with maintaining the highest standards of integrity and ethics in all business interactions (mean = 1.30), relationship management with suppliers and ensuring responsible procurement (mean = 1.38), respecting intellectual property rights and implementing proper measures to protect others' intellectual rights (mean = 1.41); focusing on the development of small entrepreneurs, due to high unemployment rate and limited job opportunities in South Africa, there is a need for entrepreneurship which ensures self-sustenance and creation of more jobs opportunities; giving partiality to obtaining products and services from local enterprises and disclosing information concerning business activities, structure, financial state and performance in agreement with appropriate guidelines and industry practices (mean = 1.46). The results show that there was a very low level of disagreement with promoting transparency of information sharing with all stakeholders.

Liu et. al (2019: 18) investigated CSR in the Chinese hotel sector to three stakeholders; customers, employees and the society; the results indicated that behavioural loyalty can be enhanced by CSR performance in each of the three stakeholders. The literature excluded other stakeholders such as suppliers and investors and/or owners. According to Farmaki (2019: 2299), stakeholders highly influence the implementation process of CSR in the hotel sector. The study indicates a certain level of involvement of all stakeholders in decision making. The literature also shows that there are benefits associated with stakeholder involvement such as loyalty, which may be an underlying factor for the stronger agreement with stakeholder interests in this study (Farmaki 2019: 2299).

Table 4.7: Hotel engagement in CSR practices (social)

CSR practices	1 Always	2 Sometimes	3 Never	Mean	Cronbach's Alpha (α)
Community					
Donations and charity to the local community	59.5%	40.5%		1.41	.879
Provision of facilities and services for the local community	43.2%	56.8%		1.57	.879
This hotel incorporates elements of local art in its design	48.6%	48.6%	2.7%	1.54	.877
This hotel employs people from the local community.	48.6%	48.6%	2.7%	1.54	.876
This hotel sources products from within the local community.	54.1%	45.9%		1.46	.875
This hotel supports initiatives for local community including, education, training, health and/ or sanitation.	56.8%	43.2%		1.43	.877
This hotel provides opportunities for guests to purchase local products and services.	64.9%	35.1%		1.35	.877
Local communities are actively involved in the volunteer programs by this hotel	62.2%	35.1%	2.7%	1.41	.873
This hotel has regular interaction with the local community that includes consultation and feedback mechanisms.	54.1%	45.9%		1.46	.876
Employees					
Majority of the employees at this establishment are women.	67.6%	32.4%		1.32	.880
This hotel implements employee capacity building programmes	56.8%	43.2%		1.43	.879
This hotel employs people with disabilities and special needs.	59.5%	37.8%	2.7%	1.43	.879
This hotel ensures ethical recruitment and selection process for all its employees.	64.9%	35.1%		1.35	.877
All employees are paid a fair wage in line with the legal minimum wage or equivalent for the sector.	54.1%	45.9%		1.46	.881
This hotel promotes equal employment opportunities for local residents.	54.1%	43.2%	2.7%	1.49	.882
This hotel offers training and empowerment programmes for employees.	62.2%	35.1%	2.7%	1.41	.882

This hotel has a written policy on discrimination and how they manage this within the workplace.	62.2%	37.8%		1.38	.880
Procedures are in place for the management of grievances and complaints related to employees.	62.2%	35.1%	2.7%	1.41	.876
This hotel ensures the protection of health and safety at work for all employees through compliance.	54.1%	43.2%	2.7%	1.49	.877
This hotel is in compliance with all national legislation and regulation with regards to workplace equity and diversity.	59.5%	37.8%	2.7%	1.43	.876
This hotel complies with the stipulated working hours set by applicable law and regulation.	64.9%	32.4%	2.7%	1.38	.876
This hotel respects the rights of its employees to associate freely, join labour unions and seek representation.	54.1%	43.2%	2.7%	1.49	.875
Stakeholder involvement					
This hotel promotes transparency of information sharing with all stakeholders.	48.6%	48.6%	2.7%	1.54	.877
This hotel has good long-term relations with its suppliers and ensures responsible procurement.	62.2%	37.8%		1.38	.881
This hotel focuses on the development of small entrepreneurs.	56.8%	40.5%	2.7%	1.46	.880
This hotel gives preference to procuring products and services from local enterprises.	54.1%	45.9%		1.46	.878
This hotel respects intellectual property rights and implement proper measures to protect others' intellectual rights.	59.5%	40.5%		1.41	.879
This hotel discloses information regarding business activities, structure, financial situation and performance in accordance with applicable regulations and industry practices.	56.8%	40.5%	2.7%	1.46	.879
This hotel maintains the highest standards of integrity and ethics in all business interactions.	70.3%	29.7%		1.30	.879

Pollution and waste management

Table 4.8 shows hotel engagement in environmental CSR practices. The results indicate a stronger agreement with practices on pollution and waste management such as minimizing the use of harmful materials, including pesticides, paints, and swimming pool antiseptics and cleaning materials and essentially substituted by environmentally friendly substitutes (mean = 1.24), implementing practices to minimize air pollution and purchasing and use of disposable goods are measured and the hotels seek ways to reduce their use (mean = 1.30), actively involved in the reduction of greenhouse gas emissions (mean = 1.31), implementing a waste management plan to minimize waste produced (mean = 1.34), implementing practices to minimize water pollution and implementing a waste management plan to recycle and dispose waste (mean = 1.35), implementing practices to minimize noise pollution and the proper management of storage, use, treatment, and discarding of all chemicals (mean = 1.38).

According to the Green Hotels Association (2020: 1), hotels in Toronto are embracing recycling through the use of cloth napkins instead of paper napkins, recycling stained tablecloths into napkins, chef aprons and neckties, making laundry bags from retired bed sheets, encouraging guests to turn out lights when they leave, reuse of towels whenever possible, composting food waste and using it as an organic fertilizer for the hotels' gardens. El Nido Hotels in Europe have a rainwater catchment system and purification plant; water from the low flushing lavatories is used to source fire hydrants and water plants. The El Nido Hotels also have sewage handling plants and use solar panels to lessen pollution and conserve energy. They also introduced sustainable menus where 60% of the vegetables and 90% of livestock is locally sourced and trained. According to the Marriot Hotel's CSR report (2019: 1), since 2016, they avoided 3.7 million small plastic amenity bottles and diverted 98 000 pounds of electronic waste from landfills in 2018. Hilton Hotels have introduced full-size dispensers instead of individual bath toiletries and implemented a global ban on plastic straws, cocktail picks and stir sticks (Hilton Hotels CSR report 2019: 1).

More and more hotels focus their CSR practices on environmental management activities; reducing greenhouse gases, reducing land and air pollution, using environmentally sustainable products and having policies and environmental

certification in place (Li et al. 2017: 43). According to Desore (2016: 172), hotel guests are often less concerned about conserving resources. Luxury services offered by hotels generates large quantities of waste, over consumption of water and energy resources; the hotel sector's total energy consumption accounts for about 8% in the service industry; about 25% of hotel environmental effects can be directly related to extreme consumption (Desore 2016: 172). The literature also indicated that there is a high demand for environmental sustainability within the hotel sector due to its contribution to waste, energy and water management issues.

Sustainability

The results show a strong agreement with sustainability practices such as engaging in sustainable water management practices and adhering to all relevant national and international environmental laws (mean = 1.32), engaging in sustainable energy management practices (mean = 1.33), supporting and contributing to biodiversity preservation, including supporting natural endangered areas and areas of high biodiversity worth (mean = 1.35), favouring ecologically sustainable products (capital goods, food and beverages) (mean = 1.38), being affiliated with environmentally responsible suppliers (mean = 1.41), and having environmental certification and or eco-label in place (mean = 1.46). The results also indicate that there was a very low level of disagreement with having an environmental management policy/plan in place (mean = 1.51).

Sustainable practices have become a necessity in the hotel sector to combat the negative environmental impacts from hotel operations. Chen (2019: 4), evaluated the environmental performance of luxury hotel chains; the results indicated that the group of luxury hotel chains have a significantly higher than average energy efficiency than the independent hotels. Hotels with more resources can invest more on sustainable CSR practices. De Leaniz et. al (2019: 211), explored relationships among green practises focusing more on CSR practices of the environmentally certified hotels; the results suggested that environmental CSR image has a direct effect on consumers trust on environmentally certified hotels. Islam et. al (2019: 334) state that employees with high empathy exhibit more pro-environmental behaviour and organisational identification when involved in sustainability activities. This study concurs with the literature, indicating an essential need for hotels to participate in sustainable practice.

Table 4.8: Hotel engagement in CSR practices (environmental)

CSR practices (ENVIRONMENTAL)	1 Always	2 Sometimes	3 Never	Mean	Cronbach's Alpha (α)
<i>Pollution and waste management</i>					
This hotel implements practices to minimize noise pollution.	62.2%	37.8%		1.38	.878
This hotel implements practices to minimize air pollution.	70.3%	20.7%		1.30	.878
This hotel implements practices to minimize water pollution.	64.9%	35.1%		1.35	.878
This hotel implements a waste management plan to minimize waste produced.	56.8%	43.2%		1.34	.878
This hotel implements a waste management plan to recycle and dispose waste.	64.9%	35.1%		1.35	.878
The storage, use, handling, and disposal of all chemicals is properly managed at this hotel	62.2%	37.8%		1.38	.878
This hotel is actively involved in the reduction of greenhouse gas emissions.	69.4%	30.6%		1.31	.877
The use of harmful substances, including pesticides, paints, and swimming pool disinfectants and cleaning materials is minimized and substituted by environmentally friendly alternatives where possible.	75.7%	24.3%		1.24	.879
The purchase and use of disposable goods are measured.	70.3%	29.7%		1.30	.880
<i>Sustainability</i>					
This hotel favours ecologically sustainable products (capital goods, food and beverages).	64.9%	32.4%	2.7%	1.38	.879
This hotel engages in sustainable water management practices	67.6%	32.4%		1.32	.879
This hotel engages in sustainable energy management practices.	66.7%	33.3%		1.33	.877
This hotel adheres to all relevant national and international environmental laws	67.6%	32.4%		1.32	.880
This hotel supports and contributes to biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.	64.9%	35.1%		1.35	.877
This hotel has an environmental management policy/plan in place.	48.6%	51.4%		1.51	.880
This hotel is affiliated with environmentally responsible suppliers.	59.5%	40.5%		1.41	.878
This hotel has environmental certification and or eco-label in place.	56.8%	40.5%	2.7%	1.46	.881

Community benefits

Table 4.9 show the hotels economic CSR practices engagement. Overall, there was a strong level of agreement with engaging in CSR practices that benefit the communities economically. The practices include using local labour(mean = 1.22), having strategic partnerships with stakeholders to promote local economic development (mean = 1.27), actively engaging in local purchasing of goods and services (mean = 1.32), promoting linkages with local community and income generation activities by local communities (mean = 1.35), and generating new employment opportunities (mean = 1.43). The apartheid era in South Africa created disparities in terms of social and economic dynamics within communities in the country. These benefits from CSR will ensure economic growth that will directly result in improved living standards. The strategic partnerships make the dispersion of economy possible with equal distribution of wealth, improved infrastructure and more opportunities that are beneficial for local communities. The rise in entrepreneurship within communities may lead to more employment generation, and hopefully reduced crime rates as a result. A safer destination is favourable, therefore improved image and competitive advantage can be attributed to economic benefits for the communities. Franco et al. (2020: 102395) analysed the impact of CSR on financial benefits; the results showed that the implementation of CSR has relatively high benefits for employees when compared to quality management practices. The current study aligns with the literature in terms of financial benefits for employees that are associated with CSR practices (Franco et al. 2020: 102395).

Compliance

Overall, there was a stronger level of agreement with engaging in CSR practices that aligned with regulations in the hotel sector. The practices include compliance with all economic sanctions by the sector (mean = 1.32), reporting financial performance (mean = 1.33), and keeping all financial accounts up to date and stored for the least number of years as obligatory by law (mean = 1.34). Adhering to financial transparency and fair wages for employees leads to job satisfaction and more economic freedom. Satisfied employees feel like they are a part of the hotel and uphold its values at all times (Barakat et al. 2016:10). Detailed financial reports are an effective measurement tool for assessing the economic impacts of CSR activities and forms the basis for financial planning and tracking the costs associated with CSR

leading to improved financial performance (Sun et al. 2019: 369). Hotels need to establish internal financial goals and benchmarks for CSR implementation. According to Kim et al. (2020: 102520), to effectively deliver CSR practices, strategies need to take into consideration socio-economic aspects and regulation policies for CSR implementation. Frynas and Yamahaki (2019: 13), state that good relationships with local authorities lead to much easier working environments and support, therefore reducing regulatory burdens for the hotels.

Table 4.9: Hotel engagement in CSR practices (economic)

CSR practices	1 Always	2 Sometimes	3 Never	Mean	Cronbach's Alpha (α)
Community benefits					
This hotel promotes linkages with local communities.	64.9%	35.1%		1.35	.880
This hotel has strategic partnerships with stakeholders to promote local economic development.	73.0%	27%		1.27	.882
This hotel promotes income generation activities by local communities.	64.9%	35.1%		1.35	.877
This hotel uses local labour.	78.4%	21.6%		1.22	.879
This hotel actively engages in local purchasing of goods and services.	67.5%	32.5%		1.32	.876
This hotel generates new employment opportunities.	59.5%	37.8%	2.7%	1.43	.883
Compliance					
Financial performance (return on investment, share price) is reported by this hotel.	81%	13.5%	5.5%	1.33	.883
All financial records are kept up to date and stored for at least the minimum number of years as required by law.	70%	30%		1.34	.882
This hotel is in compliance with all economic sanctions by the sector.	67.5%	32.5%		1.32	.876

4.3.6 Level of CSR engagement

Respondents were requested to rate the current level of CSR activities at their hotel on a 5-point scale where '1' is 'very bad' and '5' is 'excellent'. The results indicate strong agreement level with the level of engagement in CSR being either good, very good and excellent (mean = 3.83) and median is equal to 4. The results show that the hotels view their CSR practices as very good.

Table 4.10: Level of CSR engagement (n=37)

Level of CSR implementation	Percentage	Mean	Median
Very poor	0	3.83	4.00
Poor	0		
Good	29.7		
Very good	56.8		
Excellent	13.5		
Total	100.0%		

The data showed in Table 4.11 indicate the relationship between the current level of CSR engagement and hotel star grading. The results show that the three-star graded hotel's level of engagement in CSR was fair (46.7%) and good (46.7%), while only 6.7% indicated their level of engagement as excellent. Of the four-star hotels in the study, 16.7% confirmed their level of CSR engagement as fair whilst 66.7% stated that their level of CSR engagement was good. Only 16.7% of four-star hotels described their CSR engagement as excellent. Five-star hotels in the study indicated that their level of CSR engagement was good (50.0%) and excellent (50.0%). The chi-square analysis shows that there is no statistical significance between the current level of CSR and hotel star grading. The p-value is higher than alpha ($\alpha = 0.05$), ($p = .084$) therefore, the analysis suggests no relationship between the two variables.

Table 4.11: Cross-tabulation: Level of CSR engagement by hotel star grading

		3 Stars	4 Stars	5 Stars	Chi square analysis
Current level of CSR at hotel	Fair	46.7%	16.7%		$\chi^2 (4) = 8.210$ $p = .084$
	Good	46.7%	66.7%	50.0%	
	Excellent	6.7%	16.7%	50.0%	
Total		100.0%	100.0%	100.0%	

4.3.7 CSR reporting and monitoring

CSR reporting allow hotels to communicate with their stakeholders; employees, customers, suppliers, investors and the community, as well as a basis for improving CSR implementation. Respondents were asked whether CSR activities at their hotels were monitored. The data for this is presented in Figure 4.6, and indicates

that the majority of respondents (59.5%) confirmed that their CSR activities were monitored and 37.8% stated that whilst their CSR activities were not currently monitored, the hotels plan to monitor them in the future. A small proportion of respondents (2.7%) stated that they do not monitor CSR activities. Ettinger et al. (2018: 96) evaluated hotels CSR monitoring, and the results show that hotels strongly communicated their environmental issues as well as supplier issues. They also highlighted those online reviews and responses are a valuable tool for stakeholder engagement. They argued that some consumers did not agree with all the CSR practices communicated by the hotels through their websites. According to Kapardis and Neophytidou (2014: 5), over the years there has been an increase on documenting CSR reports. The results of the study align with the previous literature in terms of the rise in CSR reporting, this is attributed to many respondents agreeing to reporting their CSR activities.

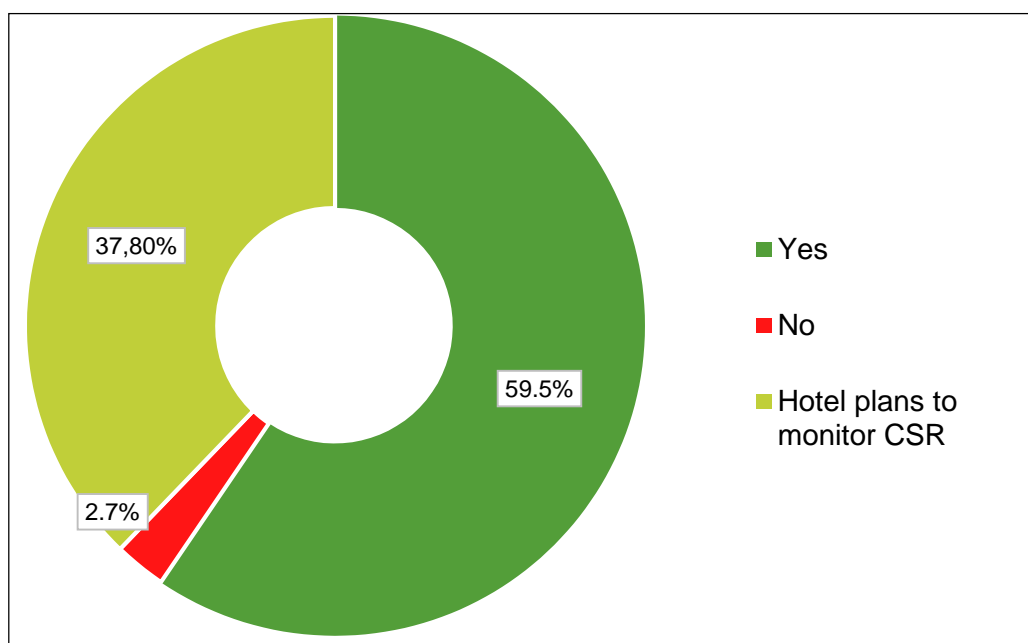


Figure 4.6: CSR monitoring (n=37)

The respondents were asked how their hotel monitors their CSR activities, of which the data appears on Table 4.12. The most common form of reporting was through reports (65.6%). Some of these reports refer to specific projects within the hotels and are sometimes in the form of an annual report. Often, a hotel's motivation to compile the report is to share those with stakeholders and sometimes paired with reviews. CSR activities in hotels was also monitored in a form of an evaluation (20.7%), surveys (6.9%), benchmarking with global standards from leading hotel

companies engaged in CSR activities (3.4%) and through engaging with all stakeholders including local communities (3.4%). CSR monitoring can help hotels reduce their negative impacts and thereby become more sustainable (Gurlek and Tuna 2019: 198). According to Global Reporting Initiative (2020: 1), monitoring CSR activities within the hotel sector assist in improving transparency amongst all stakeholders as well as external communication with stakeholders such as communities and consumers. The reports allow hotels to estimate the impact their operations have on the environment, society and economy; hotels can also engage better with interested parties by having detailed information on all CSR activities (Abaeianet al. 2019: 1).

Table 4.12: CSR monitoring (n=22)

CSR monitoring tools	Frequency	Percentage
Reports	14	65.6%
Evaluation	6	20.7%
Surveys	2	6.9%
Benchmarking	1	3.4%
Stakeholder engagement	1	3.4%
Total	29	100.0%

Data on how often hotels monitor their CSR activities is presented in Figure 4.7. Overall, 62.2% of the respondents report their CSR activities annually, followed 32.4% who report monthly, while only 2,7% reported weekly. According to Ettinger et al. (2018: 99), CSR monitoring occurs throughout theyear while those who report their CSR activities online through websites oftendo so monthly and annually. Farmaki (2019: 2299) states that comprehensiveCSR reports are often published annually by hotels. The results show that the majority hotels monitor and report their CSR activities monthly and annually.

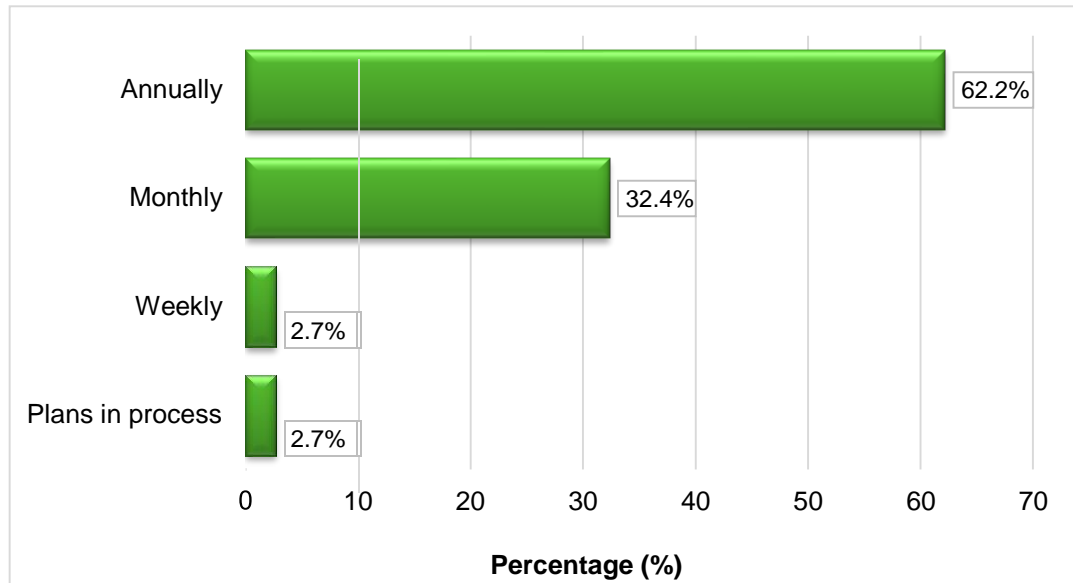


Figure 4.7: Frequency of CSR monitoring (n=37)

4.3.8 Target groups for CSR activities

Respondents were asked to indicate which groups they targeted for their CSR activities. Figure 4.8 confirms that 97.2% of the respondents focused their CSR activities on local communities, followed by communities with limited resources and charities (94.4%), hotel employees (91.7%) and customers (86.1%). The hotel group also targets employees as well as communities. According to Ajinaet al. (2019: 2), engaging more target groups can uncover and reduce risks such as community led strikes and hostility towards hotel guests, therefore their buy-in and influence is imperative. The target groups provide expertise when involved and they share their wealth of knowledge about current processes in place, historical information and hotel sector insight within the local perspective (Bekmeier-Feuerhahn et al. 2017: 95). When all target groups are aware and believe in the hotel's activities, they will support and accept CSR implementation.

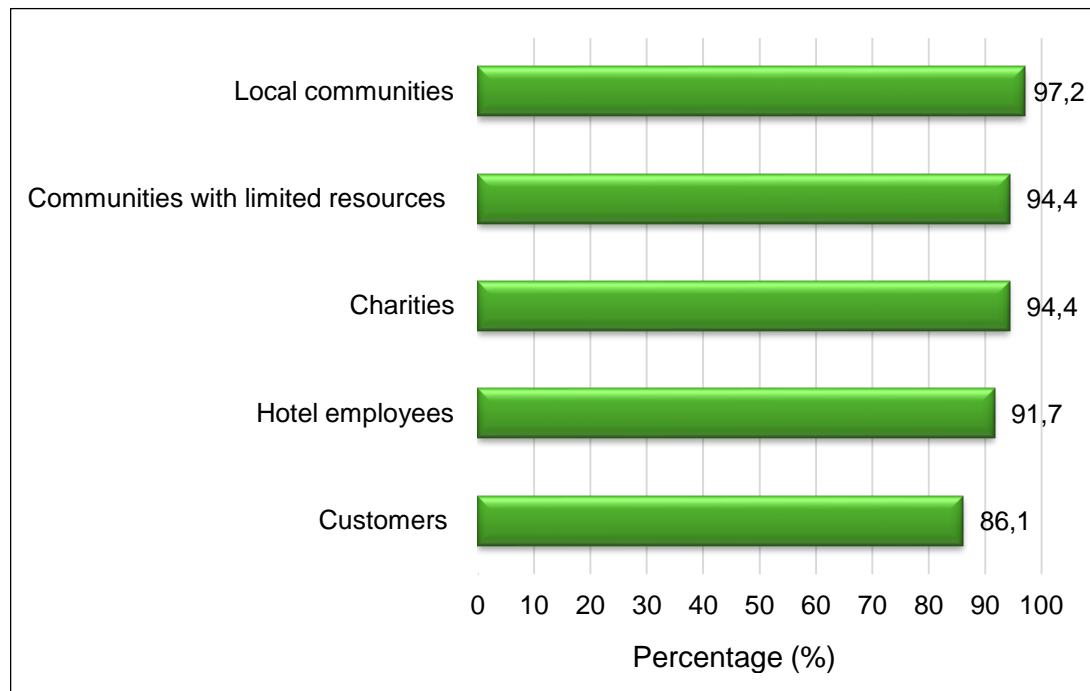


Figure 4.8: Target groups for CSR activities (n=37) (multiple responses)

4.3.11. Stakeholders involved in CSR implementation

Respondents were asked to specify which stakeholders were involved in their CSR implementation and to what extent their involvement is, and the data for this is depicted in Figure 4.9. Evidently, 97.2% of respondents stated that employees are largely involved with CSR implementation, followed by local communities (88.9%) and customers (86.1%). Only 75% of the respondents involved stakeholders in the implementation process of CSR. Alrousan et al. (2015: 19), states that the stakeholders that are involved in CSR include: consumers; not for profit organisations (NGO's); employees; investors; government; CSR activists' groups; and local community partnerships. According to Marino et al. (2020: 2961), CSR has progressed from the consideration that hotels should not only care for their investors and customers, but also include employees, and society at large as well as the environment which will yield positive impacts on the triple bottom line. Lane and Devin (2018: 271) state that CSR implementation and stakeholder engagement has a positive association with community development; larger hotels with more public exposure favour community development activities more. According to Sharma (2016: 28) authenticity significantly mediates the relationship between CSR and employee engagement.



Figure 4.9: Stakeholders involved in CSR implementation (n=37)(Multiple responses)

4.3.10 Stakeholder engagement during CSR implementation process

The focus on this section was to determine how stakeholders were involved in the implementation process. Figure 4.10 below indicates that many hotels involved stakeholders through meetings (94.3%) and working groups (74.3%). Almost half of the hotels in this study involved stakeholders through the organisation of joint projects (51.4%), while 28.6% used surveys and 20% used the telephone. The results suggest that a few hotels (11.4%) used online discussion forums. Farmaki (2019: 1) examined shareholder interests and their effect in CSR implementation in hotels; the results of the study suggested that the stakeholder influence formed the co-dependent nature of the hotel sector. It was also evident that the influence of stakeholders on CSR implementation in hotels was not consistent to the apparent strikingness of stakeholders.

Lim and Greenwood (2017: 770), state that stakeholder engagement in CSR implementation is highly associated with achieving three CSR goals; business, community and employees, as identified in the study. Stakeholder engagement may assist in enhancing CSR implementation strategies while preventing scepticism among stakeholders (Vollero et al. 2016: 124). According to Moyeen (2018: 44), external and local stakeholder roles are primarily limited to CSR activity implementation and not at the initial CSR activity formulation stage.

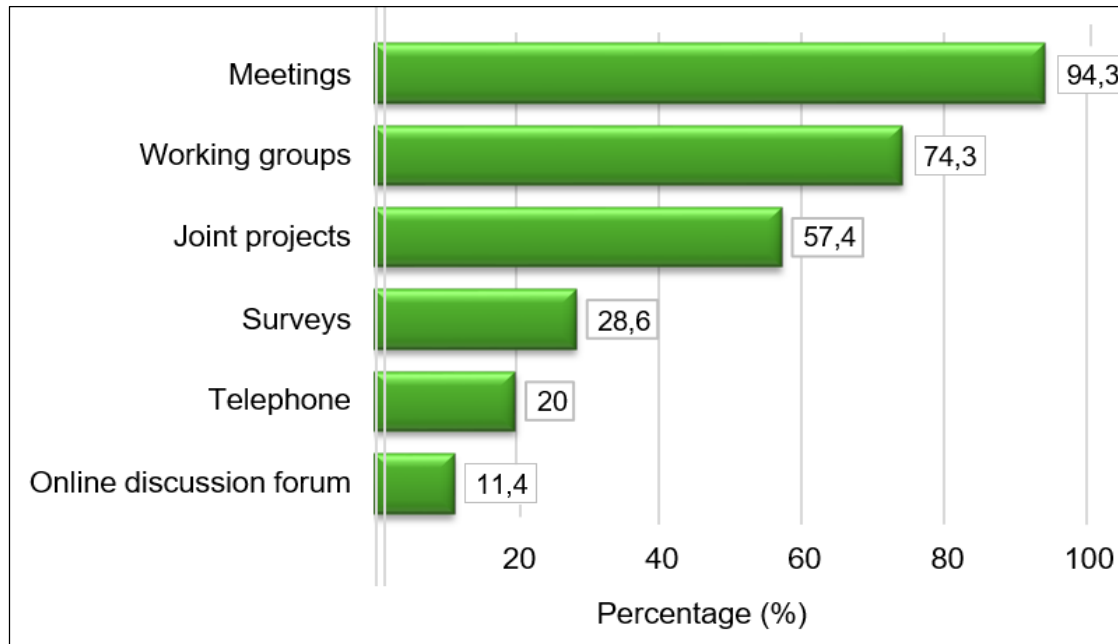


Figure 4.10: Stakeholder engagement during CSR implementation

4.4. Barriers and drivers of CSR

In CSR implementation, there are numerous factors that contribute to the process. This section therefore, focused on evaluating the challenges and benefits of CSR implementation within hotels. The Likert-scale method was applied to determine the extent of each barrier and driver to CSR implementation.

4.4.1 Drivers (benefits) of CSR implementation in the hotel sector.

Table 4.13, outlines the data collected on drivers of CSR implementation within the hotel sector. The benefits were coded into two themes, income generating benefits for the hotels and stakeholder benefits. Cronbach's Alpha was employed to quantify the overall consistency coefficient of Likert scales. The benefits of CSR implementation subscale consisted of 20 items ($\alpha = .918$), with all the reliability scores above the recommended norm of 0.70, indicating a high level of internal consistency.

Business benefits

The results show an overall stronger level of agreement with the business benefits such as increased publicity and media coverage (mean = 1.86), improved branding (mean = 1.89), improved public image (mean = 1.95), improved marketing (mean = 1.95), increase in profitability (mean = 2.00), positive business reputation (mean =

2.03), improved competitive advantage (mean = 2.03), increased customer loyalty (mean = 2.06), demonstrating leadership in CSR (mean = 2.14), operational costs saving (mean = 2.19), and gaining market access (mean = 2.19).

According to Kusuma et al. (2017: 1), based on Tri Hita Karana Hotels, there are three main drivers for CSR implementation in the hotel sector; CSR as philanthropy, CSR as risk management, and CSR as value creation. These findings indicate broader terms as benefits which are an umbrella term encompassing the benefits of CSR implementation in the hotel sector. Pereira-Moliner et al. (2016: 9) state that hotels competitive advantage is attributed to the increasing awareness amongst hotels regarding the need to nurture CSR, while increasing customer awareness, conserving the environment and involving local communities. The literature also included benefits to CSR implementation in the hotel sector such as enhanced brand image and increased loyalty (Liu et al. 2019: 15).

Akbari et al. (2020: 16), evaluated the relationship between CSR and customer loyalty amongst the United Kingdom hotel customers; the results revealed a significant direct relationship between CSR and the intention to revisit through brand identification and loyalty. The literature suggests that CSR has an influence on hotel incomes through repeat visits which concurs with the results of this study. The literature also indicated that CSR has positive effects on brand image, perceived quality, brand awareness and brand loyalty (Martinez and Nishiyama 2019: 332). The benefits of CSR implementation such as brand image and customer loyalty lead to income generation. According to Arevalo (2017: 205), reducing resources such as water and emissions may lead to lower utility bills which means the hotel is saving costs. Other economic benefits for hotels include, contact with finance as stakeholders are likely to invest in a reputable and responsible hotel; positive media courtesy when partaking in community events which shines a spotlight on the hotel as doing good; and identifying and aiding new business opportunities in the development of new products or services require unique service providers (Ksiezak 2016: 54).

Stakeholder benefits

The results indicate an overall strong level of agreement with stakeholder benefits from CSR such as enhanced employee relations (mean = 1.73), improved employee

engagement (mean = 1.81), improved volunteer participation (mean = 1.84), improved investor relations (mean = 2.03), improved stakeholder interests (mean = 2.05), improved professional and personal development of staff (mean = 2.05), environment conservation (mean = 2.08), improved relations with local communities (mean = 2.19), and improved customer satisfaction (mean = 2.19).

According to Bogan and Dedeoglu (2019: 1), CSR focusing on employees, community and the environment have a positive impact on trust amongst stakeholders. Abaeian (2019: 2467), analysed motivations for undertaking CSR; the results indicated that CSR is a dynamic notion linking complex scuffles and trade-offs between satisfying business purposes, considering individual ethical values and cultural customs when making decisions about CSR activities. Bello and Kamanga (2020: 184) state that the major drivers for CSR implementation include community prospects, management standards and obligation, operational cost saving, natural and cultural resource management, and competitive gain. The literature show that CSR involves numerous stakeholders who require consideration during the planning and implementation stage of CSR.

Sumarsono et al (2018: 02006) conducted a CSR implementation study at the Azana Hotel group. The results of the study indicated that the Azana Hotel group understood the important role of communities in hotel operations and believed that by including local communities, they will reap enormous profits. The results also suggested that implementing an environmental programme focused on greening lands, will lead to increased CSR awareness amongst all stakeholders. These findings align with the results of this study citing increase in profitability and enhanced CSR awareness as benefits for CSR in the hotel sector.

Table 4.13: Drivers (benefits) of CSR implementation in the hotel sector

Benefits	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Cronbach's Alpha (α)
Business benefits							
Increase in profitability	18.9%	64.9%	13.5%	2.7%	-	2.00	.920
Positive business reputation	32.4%	43.2%	16.2%	5.4%	2.7%	2.03	.912
Operational costs saving	35.1%	40.5%	5.4%	8.1%	10.8%	2.19	.912
Improved branding	43.2%	40.5%	5.4%	5.4%	5.4%	1.89	.915
Improved public image	37.8%	43.2%	10.8%	2.7%	5.4%	1.95	.911
Improved competitive advantage	29.7%	48.6%	10.8%	10.8%	-	2.03	.916
Demonstrating leadership in CSR	27.0%	45.9%	16.2%	8.1%	2.7%	2.14	.910
Gaining market access	29.7%	40.5%	13.5%	13.5%	2.7%	2.19	.908
Increased publicity and media coverage	43.2	29.7	24.3	2.7	-	1.86	.914
Improved marketing	35.1%	45.9%	8.1%	10.8%	-	1.95	.912
Increased customer loyalty	29.7%	43.2%	16.2%	5.4%	2.7%	2.06	.911
Stakeholder benefits							
Improved stakeholder interests	16.2%	64.9%	16.2%	2.7%	-	2.05	.917
Environmental conservation	27.0%	45.9%	18.9%	8.1%	-	2.08	.916
Improved relations with local communities	27.0%	45.9%	16.2%	2.7%	8.1%	2.19	.910
Improved customer satisfaction	21.6%	40.5%	18.9%	18.9%	-	2.35	.913
Improved professional and personal development of staff	35.1%	40.5%	13.5%	5.4%	5.4%	2.05	.919
Improved employee engagement	43.2%	35.1%	5.4%	5.4%	2.7%	1.81	.914
Improved investor relations	29.7%	45.9%	13.5%	5.4%	2.7%	2.03	.917
Improved volunteer participation	43.2%	35.1%	16.2%	5.4%	-	1.84	.914
Enhanced employee relations	54.1%	32.4%	5.4%	2.7%	5.4%	1.73	.913

The chi-square analysis was conducted to determine the significant relationships between CSR benefits and hotel star grading as well the duration of operation. Table 4.14 presents the results of the chi-squared analysis. The results show there was a statistically substantial relationship between demonstrating leadership in CSR and hotel star grading ($p = 0.029$). There were no significant relationships between benefits such as increase in profitability, improved stakeholder interests, environmental conservation, improved relations with local communities, gaining market access, improved customer satisfaction, improved marketing, increased customer loyalty, operational cost savings, positive business reputation, improved branding, improved professional and personal staff development, improved public image, increased publicity and media coverage, improved employee engagement, improved investor relations, improved volunteer participation, improved competitive advantage and enhanced employee relations with hotel star grading as a characteristic.

The results also show a statistically significant relationship between increased profitability ($p = 0.005$), increased publicity and media coverage ($p = 0.012$), improved employee engagement ($p = 0.035$) and improved volunteer participation ($p = 0.005$). Hotels that were in operation for longer, showed higher levels of CSR benefits in terms of increased profitability, publicity and media coverage and employee satisfaction. There were no significant relationships between the duration of operation and benefits such as increase in profitability, improved stakeholder interests, environmental conservation, improved relations with local communities, gaining market access, improved customer satisfaction, demonstrating leadership in CSR, improved marketing, increased customer loyalty, operational cost savings, positive business reputation, improved branding, improved professional and personal staff development, improved public image, improved investor relations, improved competitive advantage and enhanced employee relations.

Wang (2017: 1609), investigated factors influencing hotel occupancy amongst Chinese hotels; the results of the study indicated that CSR implementation attitudes and hotel star grading were positively related. However, other factors such as operations and stakeholders were not statistically significant to CSR implementation. According to Deraman (2017: 10), the main aspects influencing CSR implementation includes costs saving, consumer support and employees' support. The results

suggest that there is essentially very low significance between CSR implementation benefits and hotel star grading. The results indicate a very low significance between CSR implementation benefits and duration of operation as well.

Table 4.14: Chi-square analysis of CSR benefits by hotel star grading and duration of operation.

CSR implementation Benefits	Chi square analysis by hotel star grading	Chi square analysis by duration of operation
Increase in profitability	$X^2 (6) = 5.417$ $p = .492$	$X^2 (6) = 10.434$ $p = .108$
Improved stakeholder interests	$X^2 (6) = 2.090$ $p = .911$	$X^2 (6) = 1.821$ $p = .935$
Environmental conservation	$X^2 (6) = 6.848$ $p = .335$	$X^2 (6) = 54.612$ $p = .594$
Improved relations with local communities	$X^2 (8) = 12.734$ $p = .121$	$X^2 (6) = 5.058$ $p = .751$
Gaining market access	$X^2 (8) = 9.129$ $p = .332$	$X^2 (8) = 3.101$ $p = .928$
Improved customer satisfaction	$X^2 (6) = 1.274$ $p = .973$	$X^2 (6) = 9.291$ $p = .158$
Demonstrating leadership in CSR	$X^2 (8) = 17.128$ $p = .029$	$X^2 (8) = 4.612$ $p = .798$
Improved marketing	$X^2 (6) = 5.763$ $p = .450$	$X^2 (6) = 5.490$ $p = .483$
Increased customer loyalty	$X^2 (8) = 7.727$ $p = .461$	$X^2 (8) = 4.782$ $p = .781$
Operational cost savings	$X^2 (8) = 10.817$ $p = .212$	$X^2 (8) = 9.150$ $p = .330$
Positive business reputation	$X^2 (8) = 11.533$ $p = .173$	$X^2 (8) = 3.024$ $p = .933$
Improved branding	$X^2 (8) = 10.546$ $p = .229$	$X^2 (8) = 8.324$ $p = .403$
Improved professional and personal staff development	$X^2 (8) = 14.007$ $p = .082$	$X^2 (8) = 3.867$ $p = .869$
Improved public image	$X^2 (8) = 7.026$ $p = .534$	$X^2 (8) = 10.537$ $p = .229$
Increased publicity and media coverage	$X^2 (6) = 4.848$ $p = .563$	$X^2 (6) = 16.453$ $p = .012$
Improved employee engagement	$X^2 (8) = 10.576$ $p = .227$	$X^2 (8) = 16.524$ $p = .035$
Improved investor relations	$X^2 (8) = 7.219$ $p = .513$	$X^2 (8) = 14.262$ $p = .075$
Improved volunteer participation	$X^2 (6) = 4.687$ $p = .585$	$X^2 (6) = 18.515$ $p = .005$
Improved competitive advantage	$X^2 (6) = 4.233$ $p = .645$	$X^2 (6) = 12.103$ $p = .060$
Enhanced employee relations	$X^2 (8) = 6.496$ $p = .592$	$X^2 (8) = 12.615$ $p = .126$

**Highlights indicate a strong relationship*

4.4.2. Barriers (challenges) to CSR implementation in the hotel sector

In order to determine which challenges faced hotels during CSR implementation, the Likert scale was employed and the challenges were coded into three themes; resources, external barriers and internal barriers. Cronbach's Alpha was employed to quantify the overall consistency coefficient of Likert scales. The benefits of CSR implementation subscale consisted of 14 items ($\alpha = 0.943$), with all of the reliability scores above the recommended norm of 0.70, indicating a high level of internal consistency.

Resources

The results indicate an overall strong level of agreement with the lack of resources as major challenges that face hotels during CSR implementation; CSR implementation is too complex (mean = 1.62), limited knowledge and expertise (mean = 1.89), lack of training and learning opportunities about CSR (mean = 1.92), CSR is too costly to implement (mean = 2.00), and lack of time to implement CSR (mean = 2.06). Lack of economic empowerment amongst disadvantaged groups in South Africa still exists and communities lack resources for education and training (Nyahodza and Higgs 2017: 41). The hotel sector in the country is dominated by small hotels that do not belong to big hotel chains, therefore have limited resources. Skills shortage, long working hours and poor compensation are a major contributing factor to high staff turnover rates, which are costly for small hotels (Musavengane and Leonard 2019: 138).

The literature concurs with the absence of resources and absence of technological advancements as a major challenge for hotels (Rahmawati 2019: 1265). Astawa et al. (2018: 2), investigated CSR practices in Bali hotels; the results indicated that the challenges to CSR implementation include but are not limited to apparent controllability in making CSR implementation choices, apparent controllability in assigning hotels possessions to support CSR decisions, limited human resource competence, time constraints and absence of technology. Darmanin (2019: 1), investigated the role of CSR in the Maltese Islands hotel sector; the results highlighted the need for a balance between CSR practices and profits, although hotels can invest more in CSR, it's not always feasible due to hotels' limited resources. According to Luo et al. (2019: 530), challenges to CSR implementation include cognitive dissonance, negative image, management dilemma, limited

resources and confused regulations. Yehia et al. (2016: 73), states that size and duration of operation of each hotel influence CSR implementation.

Liao et al. (2017: 10) state that managers' decisions to adopt CSR implementation are the main challenge in the hotel sector. Further challenges to CSR implementation in the hotel sectors include limited time, limited knowledge, limited resources, hotels are systematic in decision making, limited reporting, and managers non-disclosure of their plans and decision-making processes. Challenges such as lack of time to implement CSR, lack of knowledge and expertise to implement CSR in the hotel sectors appear to be the general consensus found in the literature and the results of this study.

External barriers

The results indicate a stronger level of agreement with the external challenges; consumers perceive attitude towards CSR (mean = 1.95), lack of global standards for CSR (mean = 1.97), and lack of willingness to pay for CSR (mean = 2.08). According to Pradhan (2018: 140), customers make purchase decisions based on socially responsible activities. There are customers who are pre-disposed to a certain course. Customers who feel like a priority for the hotel CSR activities are likely to be loyal and communicate about the hotel, leading to a positive image for the hotel. The hotels often have little to no control over external barriers, which is a major challenge for CSR implementation. According to Khan (2020: 6), hotel customers tend to favour more hotels that are actively involved in CSR practices as a result CSR implementation in small and medium sized hotels which is largely due to the pressure and / or demand from customers. Bello and Kamanga (2020: 186) state that the absence of a clear CSR policy and government backing, mismanagement of CSR capital by communities and lack of coordination are the major external challenges that hotels face. Melubo et al. (2019: 389) highlighted the tax regulation regime as a challenge that slows down CSR implementation growth in the hotel sector. Melubo et al. (2019: 289), state that pressure towards sustainability and scepticism have negative effects on CSR implementation.

Internal barriers

The results show an overall stronger agreement with internal challenges in CSR implementation in hotels; lack of CSR awareness (mean = 1.97), lack of top

management commitment to CSR implementation (mean = 2.00), marginal profits from CSR activities (mean = 2.14), lack of strategic vision (mean = 2.14), lack of CSR measurements systems (mean = 2.14), and narrow perceptions towards CSR implementation by all stakeholders (mean = 2.24). South African legislation does not place an obligation to CSR participation and participating in CSR is voluntary, therefore some hotels do not actively seek information on CSR (Sampong et al. 2018: 4518). According to Hoang et al. (2020: 235), limited CSR information from government agencies contributes to the lack of CSR awareness. Limited awareness as a result of limited information about CSR and financial benefits from CSR implementation contribute to the lack of willingness to implement CSR activities. In the hotel sector CSR is often implemented at the operative level and not combined through mission, vision, purposes and goals of hotels (Huda et al. 2018). Profits from CSR are not immediately realised and cannot be measured accurately, therefore management maybe discouraged from engaging in CSR due to the marginal profits (Ajina et al. 2019: 1). Different views with regards to profits from CSR implementation amongst the hotel's employees may pose challenges for CSR implementation.

Farmaki (2019: 2299), states that CSR implementation challenges in hotels are multifaceted struggles and trade-offs between satisfying business obligations and following the managers personal ethics when implementing CSR activities. According to Jhamb and Singh (2019: 1251), CSR implementation barriers include socio-environmental issues such as garbage disposal policies and quality services to the customers. Managerial issues related to CSR implementation in the literature are congruent with the findings of this study, citing the predominant barrier as narrow perceptions towards CSR implementation by all stakeholders. According to Mzembe (2019: 335), tensions between internal organisational factors and local societal expectations within the hotel sector can contribute negatively to CSR implementation. Gonzalez et al. (2019: 10), state that the barrier to CSR include management's commitment to CSR operation, lack of CSR awareness, government as well as market conditions, and conflict in supplier and customer interests. When Darmanin (2019: 2), investigated the role of CSR in the Maltese Islands' hotel sector, the results indicated that smaller hotels had less CSR activities in place due to lack of government regulations. The present study corresponds with the literature in terms of lack of awareness and internal conflicts affecting CSR operation in the hotels.

Table 4.15: Barriers (challenges) to CSR implementation in the hotel sector

Challenges	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Cronbach's Alpha (α)
Resources							
Too costly to implement	32.4%	48.6%	16.2%	2.7%		2.00	.949
Lack of knowledge and expertise in CSR	24.3%	57.4%	13.5%	8.1%		1.89	.949
Lack of training and learning opportunities about CSR	37.8%	37.8%	13.5%	8.1%	2.7%	1.92	.949
Lack of time to implement CSR	40.5%	32.4%	8.1%	2.7%	8.1%	2.06	.938
CSR implementation is too complex	29.7%	56.8%	8.1%	5.4%		1.62	.930
External barriers							
Consumers passive attitude towards CSR	35.1%	45.9%	13.5%	5.4%		1.95	.936
Lack of willingness to pay for CSR	37.8%	40.5%	10.8%	8.1%	2.7%	2.08	.936
Lack of global standards for CSR	37.8%	45.9%	5.4%	8.1%	2.7%	1.97	.949
Internal barriers							
Lack of top management commitment to CSR	29.7%	37.8%	13.5%	16.2%	2.7%	2.00	.932
Marginal profits from CSR activities	37.8%	29.7%	16.2%	13.5%	2.7%	2.14	.938
Narrow perceptions towards CSR implementation by all stakeholders	35.1%	35.1%	18.9%	8.1%	2.7%	2.24	.930
Lack of strategic vision	35.1%	35.1%	45.9%	8.1%	2.7%	2.14	.938
Lack of CSR measurements systems	35.1%	45.9%	10.8%	5.4%	2.7%	2.14	.930
Lack of CSR awareness	18.9%	67.6%	8.1%	5.4%		1.97	.930

4.5 CSR challenges and hotel star grading

The relationship between CSR implementation challenges and hotel star grading may be related to resources, based on the grading criteria. Hotels with a higher star grading have more facilities in place whereas the hotel with low star grading have generally less resources. Smaller hotels may not have adequate financial resources to implement CSR, while bigger hotels have adequate financial resources as some belong to hotel chains. Smaller hotels lack financial resources to upgrade facilities and install cutting edge technology to assist with implementation of CSR. The chi-square analysis attempted to show the relationship between the two variables.

The chi square analysis test was conducted to determine the significant relationship between CSR implementation challenges and hotel star grading. The results show a statistically significant relationship between the lack of global standards for CSR implementation ($p = 0.014$) and hotel star grading. There was also a substantial relationship between narrow perceptions towards CSR implementation by all stakeholders ($p = 0.031$) and hotel star grading. There were no significant relationships between hotel star grading and challenges such as CSR is costly to implement, lack of knowledge and expertise, lack of training and learning opportunities, lack of time to implement CSR, lack of top management commitment to CSR, marginal profits from CSR, lack of strategic vision, lack of measurement systems, lack of willingness to pay for CSR measures, and consumers passive attitude towards CSR implementation. According to Guzzo et al. (2020: 340), researchers have only recently begun to focus on understanding the relationships between CSR operation in the hotel sector and factors influencing the process. The results of the study indicate that there is minimal relationship between CSR implementation challenges and hotel star grading.

Table 4.16: Chi square analysis: CSR challenges by hotel star grading

CSR implementation challenges	Chi square analysis by hotel star grading
CSR is costly to implement	$X^2 (6) = 11.408 p = .077$
Lack of knowledge and expertise	$X^2 (6) = 7.208 p = .302$
Lack of training and learning opportunities	$X^2 (6) = 3.540 p = .739$
Lack of time to implement CSR	$X^2 (6) = 5.636 p = .465$
Lack of top management commitment to CSR	$X^2 (8) = 5.125 p = .744$
Marginal profits from CSR	$X^2 (8) = 6.896 p = .548$
Narrow perceptions towards CSR implementation by all stakeholders	$X^2 (8) = 16.872 p = .031$
Lack of strategic vision	$X^2 (8) = 4.244 p = .834$
Lack of measurement systems	$X^2 (8) = 9.051 p = .338$
Lack of willingness to pay for CSR measures	$X^2 (8) = 9.195 p = .326$
Consumers passive attitude towards CSR	$X^2 (8) = 11.533 p = .173$
Lack of global standards for CSR	$X^2 (8) = 19.205 p = .014$

4.5 CSR reporting

The results show that all of the hotels report their CSR activities. CSR communication is crucial for hotels; constant communication is required for meaningful stakeholder awareness, which essentially requires more refinement in CSR communication strategies (Attinger et al. 2018: 97). A lot of hotels report their CSR activities to measure their impact on the intended beneficiaries. According to Cherapanukorn and Focken (2014: 198), 46% of the top 50 hotel groups in the world report CSR practices connected to environmental concerns. Out of these hotel groups, 69% of them are based in Europe, 37% based in North America and 33% based in Asia (Cherapanukorn and Focken 2014: 198). Most smaller hotels report their CSR activities on their websites. However, these reports are generally hard to find as most of the time, there is usually a minor link at the lowermost of the page with access to CSR reports (Gonzales-Rodriguez et al. 2019: 403).

4.5.1 CSR reporting mediums in the hotel sector

There are different ways and mediums of reporting CSR. The respondents were asked to choose which mediums they use to report their CSR activities. The results

show that a lot of hotels use the following mediums: websites (62.2%), annual reports and word of mouth (59.5%). Less than half of the hotels used the following mediums: e-newsletters (35.1%), media coverage (32.4%), newspapers and newsletters (18.9%), magazines (10.8%) and flyers or brochures (8.1%). The results indicate that a large number of hotels use online platforms such as websites and publishing of annual reports as well as word of mouth which can be largely attributed to social media, where people communicate and information spreads quicker, reaching as many people as possible. This phenomenon may be attributed to the low costs involved with online reporting compared to print media. The results of this study concur with that reviewed in the literature. Ettinger et al. (2018: 98) state that there are various mediums used to communicate CSR with all stakeholders such as CSR reports, corporate websites, CSR promotion, public relations and social media. Over the years online CSR message has gained prominence with the rise in social media podiums such as TripAdvisor. This phenomenon has great potential in CSR communication as it is affordable and allows for easy reach to desired stakeholders at any moment in time (Mkono and Tribe 2017: 289).

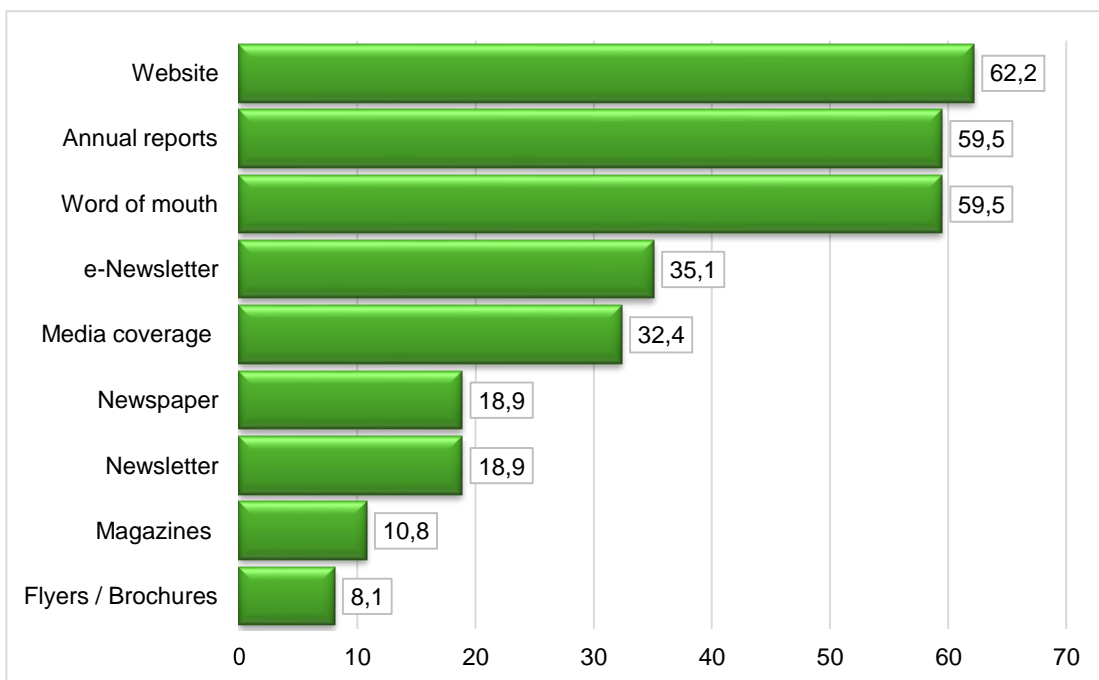


Figure 4.11: CSR reporting mediums

4.5.2. CSR reporting to stakeholders

In this section, it was imperative to determine if stakeholders are informed of all CSR activities. The results displayed below on Figure 4.12, indicate that 94.6% of the respondents indicated that the public and employees are informed and 86.5% of the respondents indicated that the board of directors and suppliers are informed of CSR activities within the hotels. These results show that hotels inform their stakeholders of their CSR implementation most of the time. The results demonstrate a high level of transparency in CSR reporting especially to the public and employees. According to Kucukusta et al. (2019: 8), local communities and customers are not considered as salient as they do not have a significant impact on CSR reporting.

CSR reporting is essential in developing a positive reputation amongst all stakeholders (Ko et al. 2019: 5); successful CSR reporting requires a high level of transparency management as well as information quality and quantity. According to Bissoon (2018: 2), sincere and honest CSR reporting to all stakeholders can harness better and positive relationships. However, the type of information that is reported has a significant impact on stakeholders (Holcomb 2017: 436) therefore, it is crucial to be honest and forthcoming in all CSR reporting. Two-way stakeholder communication is essential in CSR reporting as it encourages involvement and can inspire joint decision making (Ettinger et al. 2018: 98). Nazari et al. (2017: 169) states that increased CSR disclosure can lead to transparency regarding economic, social and environmental performance, while using complicated language in CSR reports only leads to confusion.

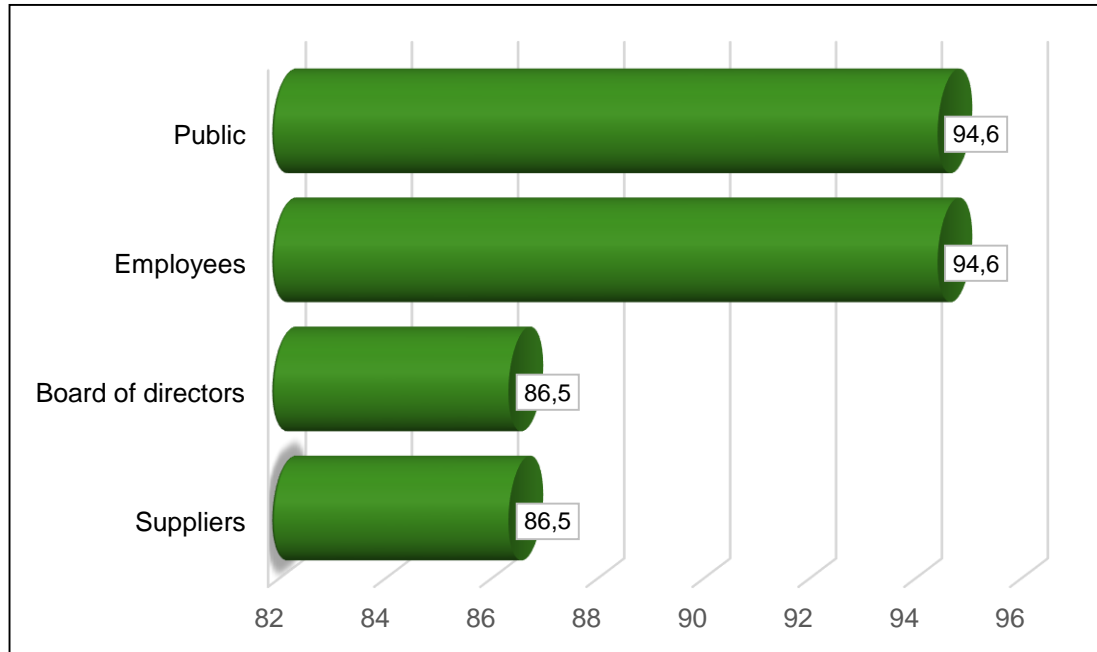


Figure 4.12: CSR reporting to stakeholders

4.6. Future plans for CSR implementation

A total of 37 hotels did not engage in CSR implementation. However, 97.3% of these hotels indicated that they would consider CSR implementation while 2.7% would not consider CSR implementation in the future (Figure 4.13). The results show that the majority of hotels have a desire to undertake CSR activities, even though there are factors preventing them from doing so.

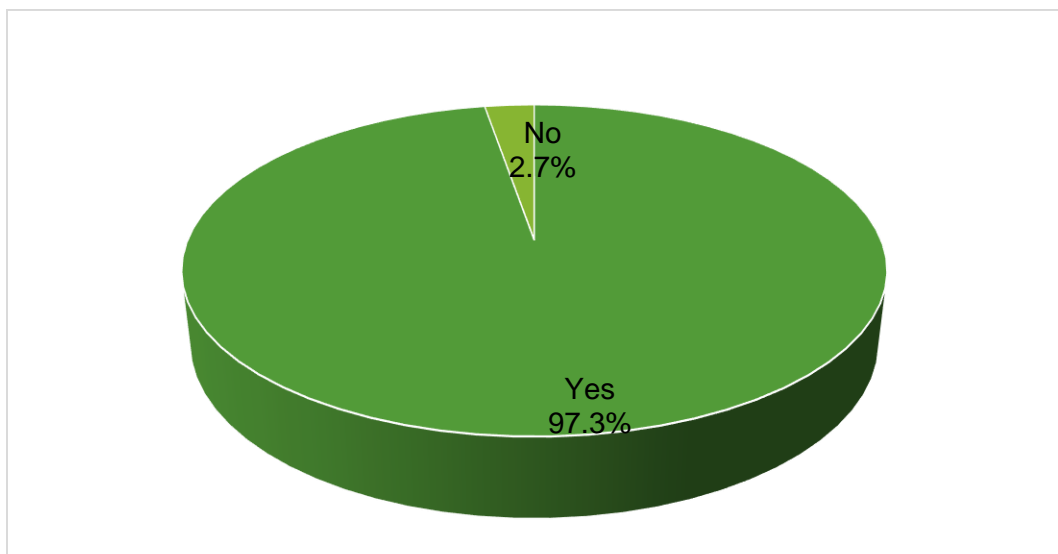


Figure 4.13: Hotel CSR consideration in the future (n=37)

4.7. Factors preventing hotels from engaging in CSR

In an effort to ascertain the reasons why some of the hotels do not currently participate in any CSR activities, towards the end of the questionnaire they were asked to select factors that prevented them from participating in CSR. The data presented in Table 4.17, was coded into three themes; resources, external factors and internal factors. The data was further displayed in terms of how each factor ranked compared to the other factors in each theme. Overall, the results indicate that lack of resources were an enormous factor that prevented the hotels from CSR participation.

Resources

The results indicate that a great number of hotels could not participate in CSR due to the high costs associated with CSR implementation (81.1%). The hotels lacked knowledge and expertise in CSR implementation (64.9%) and CSR implementation is too complex (62.1%). Less than 50% of the hotels indicated that lack of training and opportunities (45.9%) and lack of time to implement CSR were also factors hindering participation in CSR implementation. The costs associated with CSR implementation prevented hotels from engaging in CSR. They had limited financial resources for renovations to include the technology to aid CSR such as low flushing toilets, grey water treatment systems and installations of energy saving bars. This particularly applies to smaller hotels as they have very limited financial resources (Asongu et al. 2019: 359). Education and training have been predominant issues for South Africans due to past disparities. Limited access to education and training ultimately means that the workforce lacks knowledge and expertise in CSR (Aju and Beddewela 2020: 765), as it is a voluntary programme in the country. CSR implementation dynamics are complex and require well trained individuals to oversee the whole process of CSR implementation (Tourky et al. 2020: 696). Hotels may require a dedicated CSR team to focus on CSR activities as general hotel employees may be overwhelmed with the intricacies of implementing CSR successfully.

Gonzalez-Rodriguez et al. (2019: 403), indicated that factors preventing hotels from

CSR engagement include: limited resources, absence of strategic vision, high controlling standards, and low readiness to pay for CSR. Government policy, attributes of CSR, stakeholder perspective, resource limitations, and confused regulations also play a major role in slowing down the process of CSR engagement (Zhang et al. 2019: 569). The literature confirms the results of this study showing that the lack of resources such as finance and employee's perceptions of CSR greatly affect the CSR engagement process.

External factors

In terms of the factors that are out of the control of hotels, the results indicate that lack of global standards for CSR (35.1%) contributed more than the lack of willingness to pay for CSR from consumers (18.9%) and consumers' passive attitude towards CSR (10.8%) led to hotels not participating in CSR. De Leaniz et al. (2019: 5) state that CSR image and consumer perceptions of CSR contribute to hindering CSR engagement amongst hotels. External status and organisational identification also contribute negatively to CSR engagement (Gurlek and Tuna 2019: 197). The literature indicates that there are further external factors that prevent hotels from participating in CSR beyond consumer perceptions and attitudes.

Internal factors

The results show that marginal profits from CSR activities ranked higher than other internal factors (43.2%), followed by lack of CSR awareness (37.8%), lack of strategic vision (24.3%), lack of measurement systems and narrow perceptions towards CSR implementation by stakeholders (10.8%). The following factors ranked fairly low, indicating that their impact was not as notable across hotels in the study: Lack of top management commitment to CSR implementation (8.1%) and CSR being considered as not important to each hotel (2.7%). The results concur with the literature in terms of narrow perceptions towards CSR implementation. According to Hur et al. (2018: 1088), the factors preventing hotels from CSR include: employee's perceptions of CSR, organisational norms of CSR, and the relationship between service employees and customers. Shin et al. (2017: 955) state that employee's perceptions of CSR negatively affect CSR engagement.

Table: 4.17: Factors preventing hotels from CSR engagement

Factors preventing hotels from CSR engagement	Number of respondents	Percentage (%)
Resources		
Too costly to implement	30	81.1
Lack of knowledge and expertise in CSR	24	64.9
CSR implementation is too complex	23	62.1
Lack of training and learning opportunities about CSR	17	45.9
Lack of time to implement CSR	17	45.9
External factors		
Lack of global standards for CSR	13	35.1
Lack of willingness to pay for CSR	7	18.9
Consumers passive attitude towards CSR	4	10.8
Internal factors		
Marginal profits from CSR activities	16	43.2
Lack of CSR awareness	14	37.8
Lack of strategic vision	9	24.3
Lack of measurements systems	4	10.8
Narrow perceptions towards CSR implementation by stakeholders	4	10.8
Lack of top management commitment to CSR implementation	3	8.1
CSR is not important to this hotel	1	2.7

4.8 Conclusion

This chapter presented the results obtained from the questionnaires administered online through electronic mail to hotel managers in the KwaZulu-Natal hotel sector. The primary data was presented and analysed using the Statistical Package for Social Sciences (SPSS). The data was further coded into themes and colour coded tables. The primary data was illustrated using frequency charts, percentage charts, cross tabulations and chi-square analysis tables. This chapter also includes a detailed discussion and analysis of the primary data in relation to secondary data. The following chapter of this study will focus on the summary of the study conclusions and recommendations.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The objectives of this study were to determine the nature and extent, the challenges and benefits of CSR implementation, as well as CSR reporting within the hotel sector in the KwaZulu-Natal Province. Chapter four presented a detailed discussion and analysis of the findings of the study. In this chapter conclusions and recommendations will be presented based on the primary objectives of the study. The study limitations and possible views for future research will also be presented.

5.2 Summary of key findings

5.2.1 Respondents profile

The majority of the respondents were from Durban, South Coast, North Coast and the least number of respondents were from Zululand. Most hotels were in operation for more than 20 years. The three- stars graded hotels were dominant in the study followed by four stars graded hotels. Overall, the majority of the hotels had facilities such as: room service, restaurants, laundry facilities, swimming pool, event venues and conference facilities. The target markets for the respondents were both business and leisure tourists. In terms of CSR awareness, more respondents were aware of CSR, however only 50% of the respondents participated in CSR implementation. Their CSR activities focused on three aspects; social, environment and economy and the majority of hotels participated in CSR implementation for more than 20 years.

5.2.2 Objective 1: To examine the nature and extent of CSR practices in hotels in KwaZulu-Natal.

The results from the study showed that the hotels CSR activities within the social aspect focused on the community, employees and stakeholders with activities such as; providing opportunities for guests to purchase local products and services, offering donations and charity to local communities, involving local communities in volunteer programmes, ensuring that the majority of employees are women, had ethical recruitment and selection processes in place, written policy on discrimination, maintaining the highest standards of integrity and ethics in all business interactions, relationship management with suppliers, and engaging in responsible procurement. The hotels CSR activities based on the environmental aspect focused on pollution

and waste management and sustainability practices with activities such as; implementing practices to minimize noise, air and water pollution, implementing reducing, reusing and recycling practices, the use of sustainable products, sustainable water and energy practices and biodiversity conservation. Within the economic aspect, hotels focused on promoting linkages with local communities, development of strategic partnerships with stakeholders, income generation, compiling financial performance reports, and compliance with economic sanctions. The hotels further viewed their CSR activities as very good. The majority of the hotels in the study monitor their CSR practices through reports and evaluations on an annual basis and sometimes monthly. The four stakeholder groups, namely, employees, local communities, customers, and investors were important for the hotels in the study. The hotels stated that they engaged in stakeholders through meetings, working groups and joint projects. Based on the conceptual framework in the first chapter of this study, the nature and extent of CSR implementation in the hotel sector takes full account of CSR responsibilities; social, environment and economy.

Recommendations

It is recommended that hotels expand their portfolio and practices by including more community representatives in CSR planning and implementation process. Engaging the community during the planning stage may lead to a higher rate of acceptance of the CSR activities which will eliminate any animosity that may arise if the local communities feel like they are excluded. It is also recommended that hotels seek opportunities that align with their mission and vision statement, by doing so it becomes easier to integrate CSR in the whole business process. Hotels should mobilise employees through committee formulation within the hotel, engaging employees through their interests is beneficial for CSR implementation success. Establishing regular schedules for volunteer activities and using the opportunity to volunteer as a team building activity, will lead to stronger organisational culture and meaningful relationships between different departments thereby fostering an exceptional working relationship. Hotels should make education and communication a continuous activity with programmes such as environmental drives to raise awareness aimed at both employees and the community and dialogues to ensure a two-way flow of information in order to ascertain the perspectives of all stakeholders. Hosting best practice recognition awards often and offering incentives to employees

is highly recommended for boosting employee morale.

5.2.3 Objective 2: To ascertain the challenges to CSR implementation practices in hotels.

The study shows that the following were barriers to CSR implementation in the hotel sector; CSR is too costly to implement, hotels lack knowledge and expertise in CSR, lack of training and learning opportunities about CSR, lack of time to implement CSR, CSR implementation is too complex, consumers passive attitude towards CSR, lack of consumers' willingness to pay for CSR, lack of global standards for CSR, lack of top management commitment to CSR implementation, marginal profits derived from CSR activities, narrow perceptions towards CSR implementation by all stakeholders, lack of strategic vision, lack of CSR measurements systems, and lack of CSR awareness. Some of the challenges to CSR implementation were highlighted in the theoretical framework of the study. The primary data concurred with the theory the following challenges with CSR implementation exist in the hotel sector, lack of knowledge and expertise, insufficient financial and human capital, inadequate infrastructure, lack of resources, and the lack of managerial commitment.

Recommendations

CSR implementation requires teamwork, involvement of all stakeholders, employees, investors, customers, community and suppliers. Therefore, multi-stakeholder cooperation and building strategic local partnerships are highly recommended for the hotels in order to minimize challenges that arise from CSR implementation. It is recommended that hotels analyse their implementation costs and engage in thorough auditing of CSR costs to ensure that they were not overspending on CSR activities; better financial management is imperative. It is also recommended to localize sourcing of resources and investing in more sustainable suppliers and be a leader in the hotel sector. Seeking certified suppliers who meet social, environmental and safety standards would ensure that hotels invest in more sustainable suppliers. Investing in human capital through offering more training and educational opportunities can minimize the lack of expertise in the field of CSR. It is recommended that hotels have long term goals for CSR in place instead of short-term goals and CSR implementation should be an ongoing process. Embedding CSR throughout the hotel is imperative for costs savings. Improving management skills through training and development, will

equip managers with skills required to communicate differently with different stakeholders and CSR communication based on each stakeholder perspective. Networking is an affordable way of market research and information gathering, therefore, activities such as joining local tourism boards that are focusing on CSR implementation will aid significantly in eliminating some of the challenges. Supporting other businesses that are excelling in CSR implementation and learning from them is recommended for hotels who intend to minimize CSR implementation barriers.

5.2.3 Objective 3: To identify implementation benefits of CSR for hotels.

The study shows the following were benefits from CSR implementation within the hotel sector; increased profitability, positive business reputation, operational costs saving, improved branding, improved public image, improved competitive advantage, demonstrating leadership in CSR, gaining market access, increased publicity and media coverage, improved marketing, increased consumer loyalty, improved stakeholder interests, environmental conservation, improved relations with local communities, improved customer satisfaction, improved professional and personal development of staff, improved employee engagement, improved investor relations, improved volunteer participation, and enhanced employee relations. The primary data confirmed the benefits in the theoretical framework of the study; profits, branding, competitive dynamics and stakeholder interests.

Recommendations

Hotels should not pursue CSR for the sake of it or just follow others, they need to believe in CSR goals and purpose. Having a rooted desire to do good will ensure that hotels are committed to CSR implementation. It is recommended that hotels try to better understand the hotel values and how they impact the community; this will initiate a continued mutually beneficial relationship between the hotel and the community. Continuous encouragement for participation in CSR implementation from all levels in the hotels is recommended in order to reap more benefits from CSR implementation. A better understanding of CSR financial implication is advised for hotels to make even better financial decisions which will then lead to more financial benefits. Hotels should adopt a business code of ethics which will outline conduct on issues such as ethics, values, environment, diversity and customer service. The code of ethics will be a guideline for conduct and transparency within the hotel.

Seeking further certifications in the hotel sector is a great way for monitoring and building trust with customers as they are more likely to trust the hotels services if the hotel is monitored and regulated by third parties. It is recommended that hotels CSR communication is not always isolated but integrated throughout public relations, in order not to fall into the trap of “out of sight and out of mind”. Research on global trends and matching the global standards of CSR implementation will lead to more CSR benefits for the hotel and its stakeholders.

5.2.4 Objective 4: To determine how hotels in KwaZulu-Natal report their CSR practices

The results showed that hotels report their CSR activities through various modes of communication. In this study more hotels stated that they used websites, annual reports and word of mouth to communicate their CSR activities. Fewer hotels used e-newsletters, media coverage, newspapers, magazines, flyers and brochures. The hotels further stated that they report their CSR activities more to the public and employees.

Recommendations

It is recommended that hotels integrate their CSR communication with public relations (PR) activities to ensure that CSR communication is not undertaken in isolation and that it is a part of the hotels business structure. Technology and social media are constantly improving; therefore, it is recommended that hotels be up to par with the latest trends and engage through social media to communicate about CSR. It is also recommended that hotels benchmark their CSR communication strategy with other hotels who are doing well in the sector to observe and learn from the competitors. Tracking and reposting all CSR information internally gathered from customers, investors, and communities is highly recommended to assure that there is no communication gap between the hotel and its stakeholders. CSR reports can be very long and reading them becomes a daunting task. In this regard hotels should consider streamlining when possible; assessing which topics are most important can help focus CSR reports and make it easier to read and comprehend by all stakeholders. Consistent CSR reporting is key to building trust between the hotel and its stakeholders. It is recommended that hotels use various tools such as google analytics and/ or sales force application, for more quick and frequent reports.

5.3 Limitations of the study

The primary limitation in the study was that it only focused on hotels in the KwaZulu-Natal province, therefore the research sample was limited and is attributed to lack of adequate resources to conduct a study encompassing other provinces in South Africa. The study only included star graded hotels, which excluded hotels that might be still under review or in the process of getting star graded, therefore the results of the study have a limited generalizability. Another limitation was the questionnaire turnover rate; respondents took longer to respond than anticipated, which contributed to more time required for the completion of the study. To improve the response rate, follow up emails were sent two to three times to hotel managers which was also time consuming.

5.4 Future research

Future research in this study area could focus on monitoring how CSR implementation and performance is maintained from the inception of CSR activities until they are completed, over a period of time. Future research should broaden the scope and sample size for data collection, including other provinces in South Africa and other categories of accommodation establishments such as resorts, Airbnb's, bed and breakfasts, guest houses and hostels. Future research should consider undertaking different methodology in terms of research design, including front of house employees in the hotels, investors, and the communities through interviews and focus groups to ascertain their perspective. Research should also concentrate on the financial benefits from CSR implementation for both the business and the community. Researchers focusing on CSR barriers should pay attention to hotels belonging to hotel chains and those that do not belong to hotel chains to contribute to the literature on providing an understanding on specific barriers to CSR implementation.

5.6 Conclusion

CSR implementation is a complex exercise, to better understand the dynamics more primary information is required. This study showed that the majority of hotels are aware of CSR and have engaged in CSR implementation. Hotels engage in CSR implementation through specific activities for the community, employees, and stakeholders such as: donations and charity, ethical recruitment and selection

process, and relationship management with suppliers. Hotels also engage in CSR implementation through specific activities targeting the environmental impacts such as pollution and waste management and environmental conservation. The study indicated that income generation and strategic partnerships are some of the economic activities that are undertaken by hotels engaged in CSR implementation. Hotels can invest more time and resources to CSR implementation and ensure the inclusion of all stakeholders for a successful CSR strategy that will yield more benefits and improved standards. The results indicated that the benefits from CSR implementation include business income for the hotels and stakeholder benefits. The CSR implementation challenges included lack of resources, external barriers, and internal barriers. The results of this study also indicated that hotels report the CSR activities using websites and their reports are mainly targeted to the public and employees. Hotels should report their CSR to all stakeholders and ensure that the reports are comprehensible. Further information on CSR implementation is imperative for the hotel sector as a basis for CSR improvements and reform.

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APPENDICES

BACKGROUND OF THE HOTEL

General information regarding the hotel and its involvement in CSR.

Kindly provide answers the following questions.

1. Please indicate how long has this hotel been in operation?

Mark only one oval.

- ☐ Less than one year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ more than 20 years

2. What is this hotels current star rating?

Mark only one oval.

- ☐ 1 Star
- ☐ 2 Stars
- ☐ 3 Stars
- ☐ 4 Stars
- ☐ 5 Stars
- ☐ unrated

3. What is the number of rooms in your hotel?

Mark only one oval.

- ☐ 0 - 10 rooms
- ☐ 11-20 rooms
- ☐ 21-50 rooms
- ☐ 51-80 rooms
- ☐ 81-100 rooms
- ☐ more than 100 rooms

4. Which of the following facilities and amenities does this hotel have?

Check all that apply.

- ☐ Swimming pool
- ☐ Spa
- ☐ Gymnasium
- ☐ Conference facility
- ☐ Restaurant
- ☐ Golf
- ☐ Laundry
- ☐ Room service
- ☐ Event venue
- ☐ Retail shops

Other: ☐ _____

5. In which region of KwaZulu-Natal (KZN) is this hotel located?

Check all that apply.

- ☐ Battlefields
- ☐ Elephant Coast
- ☐ Midlands
- ☐ North Coast
- ☐ South Coast
- ☐ Ukhahlamba Drakensberg
- ☐ Durban
- ☐ Zululand

Other: ☐ _____

6. What is this hotel's main target market?

Check all that apply.

- ☐ Leisure
- ☐ Business
- ☐ Business and leisure

Other: ☐ _____

**NATURE
AND
EXTENT
OF CSR**

The nature and scope of corporate social responsibility has changed over time. The concept of corporate social responsibility means that organizations have moral, ethical, and philanthropic responsibilities in addition to their responsibilities to earn a fair return for investors and comply with the law.

7. Are you aware of the concept of Corporate Social Responsibility (CSR)?

Mark only one oval.

☐ Yes

☐ No

8. Is this hotel currently engaged in CSR?

Mark only one oval.

☐ Yes

☐ No

If YES, proceed to question 9. If NO, proceed to question 24

9. Indicate the focus of this hotel's CSR activities.

Check all that apply.

☐ Environmental

☐ Social

☐ Economic

☐ N/A

10. How long this hotel been engaged in CSR?

Mark only one oval.

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years
- ☐ N/A

11. Please indicate the extent to which this hotel engages in the following CSR practices.

Check all that apply.

	Always	Sometimes	Never
Donations and charity to the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of facilities and services for the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel incorporates elements of local art in its design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel employs people from the local community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel sources products from within the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel supports initiatives for local community including, education, training, health and/or sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel provides opportunities for guests to purchase local products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local communities are actively involved in the volunteer programs by this hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel has regular interaction with the local community that includes consultation and feedback mechanisms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Majority of the employees at this establishment are women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements employee capacity building programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel employs people with disabilities and special needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel ensures ethical recruitment and selection process for all its employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All employees are paid a fair wage in line with the legal minimum wage or equivalent for the sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel promotes equal employment opportunities for local residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel offers training and empowerment programs for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel has a written policy on discrimination and how they manage this within the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procedures are in place for the management of grievances and complaints related to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel ensures the protection of health and safety at work for all employees through compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel is in compliance with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

all national legislation and regulation with regards to workplace equity and diversity

This hotel complies with the stipulated working hours set by applicable law and regulation

☐
☐
☐

This hotel respects the rights of its employees to associate freely, join labor unions and seek representation

☐
☐
☐

This hotel promotes transparency of information sharing with all stakeholders

☐
☐
☐

This hotel has good long-term relations with its suppliers and ensures responsible procurement

☐
☐
☐

This hotel focuses on the development of small entrepreneurs

☐
☐
☐

This hotel gives preference to procuring products and services from local enterprises

☐
☐
☐

This hotel respects intellectual property rights and implement proper measures to protect others' intellectual rights

☐
☐
☐

This hotel discloses information regarding business activities, structure, financial situation and performance in accordance with applicable regulations and industry practices

☐
☐
☐

This hotel maintains the

☐
☐
☐

This hotel maintains the highest standards of integrity and ethics in all business interactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements practices to minimize noise pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements practices to minimize air pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements practices to minimize water pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements a waste management plan to minimize waste produced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel implements a waste management plan to recycle and dispose waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel favors ecologically sustainable products (capital goods, food and beverages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel engages in sustainable water management practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The storage, use, handling, and disposal of all chemicals is properly managed at this hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel adheres to all relevant national and international environmental laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel is actively involved in the reduction of greenhouse gas emissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

gas emissions

This hotel supports and contributes to biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel has an environmental management policy/plan in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel is affiliated with environmentally responsible suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The use of harmful substances, including pesticides, paints, swimming pool disinfectants and cleaning materials is minimized and substituted by environmentally friendly alternatives where possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel has environmental certification and or eco-label in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The purchase and use of disposable goods is measured and this hotel seeks ways to reduce their use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel engages in sustainable energy management practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel promotes linkages with local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel has strategic partnerships with stakeholders to promote local economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This hotel promotes income generation activities by local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel uses local labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel is in compliance with all economic sanctions by the sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel actively engages in local purchasing of goods and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This hotel generates new employment opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial performance (return on investment, share price) is reported by this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All financial records are kept up to date and stored for at least the minimum number of years as required by law.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. How would you assess the current level of CSR of this hotel?

Mark only one oval.

	1	2	3	4	5	
Very bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

13. Does your hotel monitor CSR activities?

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Hotel plans to monitor CSR

14. If yes, how does this hotel monitor CSR activities?

15. How often does this hotel monitor CSR activities?

Check all that apply.

- ☐ Weekly
- ☐ Monthly
- ☐ Annually

Other: ☐ _____

16. Which are the target groups for your CSR activities at this hotel?

Check all that apply.

- ☐ Customers
- ☐ Local communities
- ☐ Hotel employees
- ☐ Communities with limited resources
- ☐ Charities

Other: ☐ _____

17. Which stakeholders are involved in CSR implementation at this hotel?

Check all that apply.

- ☐ Stakeholders (investors and owners)
- ☐ Employees
- ☐ Customers
- ☐ Local communities

Other: ☐ _____

18. How does the hotel engage with all stakeholders during the planning and implementation phase of CSR activities?

Check all that apply.

- ☐ Surveys
- ☐ Online discussion forums
- ☐ Working groups
- ☐ Meetings
- ☐ Organisation of joint projects
- ☐ Telephone support

Other: ☐ _____

**BARRIERS
AND
DRIVERS
OF CSR**

The prime purpose of including CSR in corporate business is to make the activities as well as the corporate culture both sustainable in three ways: economic, social and environmental. Paying equal amount of attention to all the three dimensions. Challenges and opportunities arises prior, during and after the implementation of CSR activities within the hotels.

19. The following benefits were derived from the implementation of CSR at this hotel.

Check all that apply.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Increase in profitability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved stakeholder interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental conservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved relations with local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gaining market access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrating leadership in CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased consumer loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Positive business reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved professional and personal development of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved public image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased publicity and media coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved employee engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved investor relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved volunteer participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved competitive advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced employee relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. The following barriers exist at this hotel in terms of CSR implementation.

Check all that apply.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Lack of awareness on CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CSR implementation is too complex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too costly to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of knowledge and expertise in CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of training and learning opportunities about CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of time to implement CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of top management commitment to CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marginal profits from CSR activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Narrow perceptions towards CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

implementation
by all
stakeholders

Lack of strategic vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of CSR measurement systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of willingness to pay for CSR measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consumers passive attitude towards CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of global standards for CSR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CSR REPORTING

It is factual that the time and financial investment in socially responsible activities must be followed by the same size investment in communication of these activities. CSR is growing in importance for hotels especially in improving competitiveness. It is urgently necessary to let your successes from your CSR activities be heard in the society.

21. Does this hotel report CSR activities?

Mark only one oval.

☐ Yes

☐ No

22. If yes, how does this hotel report CSR activities?

Check all that apply.

☐ Flyers or brochures

☐ Magazines

☐ Newspapers

☐ Media coverage (presented as news or community interest story)

☐ Website

☐ Newsletter

☐ E-newsletter

☐ Word-of-mouth

☐ Annual reports

Other: ☐ _____

23. To which stakeholders does your hotel report CSR information?

Check all that apply.

☐ Board of directors

☐ Employees

☐ Suppliers

☐ Public

Other: ☐ _____

24. Does this hotel plan on engaging in CSR activities in the future?

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ N/A
- ☐ Other: _____

25. What factors have prevented this hotel from engaging in CSR activities?

Check all that apply.

- ☐ CSR is not important to this hotel
- ☐ Lack of CSR awareness
- ☐ CSR implementation is too complex
- ☐ Too costly to implement
- ☐ Lack of knowledge and expertise in CSR
- ☐ Lack of training and learning opportunities about CSR
- ☐ Lack of time to implement CSR
- ☐ Lack of top management commitment to CSR
- ☐ Marginal profits from CSR activities
- ☐ Narrow perceptions towards CSR implementation by all stakeholders
- ☐ Lack of strategic vision
- ☐ Lack of measurement systems
- ☐ Lack of willingness to pay for CSR
- ☐ Consumers passive attitude towards CSR
- ☐ Lack of global standards for CSR
- ☐ N/A
- Other: ☐ _____

26. 26. If there is anything else you would like to add based on the questionnaire, kindly do so in the space provided below.

This is the end of the questionnaire, Thank you for your assistance.