

A green management framework for hotels: A case of two African countries

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I have reviewed the thesis entitled "A Green Management Framework for Hotels: A Case of two African Countries" in terms of spelling, language and grammar and have made recommendations to the author concerning the changes necessary.

Sincerely yours



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DEDICATION

I dedicate this study to my children Sarlomie, Victor and Terence. May they be inspired to reach greater heights.

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Firstly, I would like to acknowledge the goodness of the Lord God almighty for seeing me through the successful completion of this study; the journey was quite long and academically challenging. The successful completion of the study was also made possible by a number of people, both as individuals and as members of groups and each in their own unique way. To all of them, I want to express my sincere gratitude and deep appreciation of the invaluable assistance they rendered: professional, material, moral and technical. I would like to express my warmest thanks to Doctor L. Du Plessis, my supervisor, for her professional support, care and commitment as she instructed me in an encouraging manner. Doc, I am very grateful for your continuous support as I carried out my study. I would also want to thank my co-supervisors, Professor M. Kruger and Professor M. Saayman for all the assistance and advice you offered me which made this study a success. I would also want to thank all members of the Tourism Research in Economic Environs and Society. Thank you very much for your professional support during the course of my study. Furthermore, I would like to thank The North West University for the financial support given to me to make my study manageable and successful. I would also like to acknowledge my gratitude to the main participants of this study, the hotel managers in South Africa and Zimbabwe from whom the data for the study was collected, they made my data collection a pleasure and not a task. Special mention also goes to Ms Simone Barroso for transcribing all my interviews from a digital tape recorder. This study would also not have come to completion was it not for the technical assistance from Mr G. Ngara and the professional and moral support from Doctor I. Chirisa, I thank you all. Special mention also goes to Ms A. Dhumukwa for a splendid job in editing my work. Finally, special thanks goes to the members of my family; my daughter Sarlomie and my sons Victor and Terence whose love, encouragement and assistance made the work possible, their patience over the period of this research has been my source of inspiration.

A green management framework for hotels: A case of two African countries

ABSTRACT

Currently, there are environmental issues the world is facing which include global climate change, ozone depletion, pollution, high consumption of resources and increasing amounts of solid waste. Tourism is one of the largest industries and it is an important economic tool. However, it also has many negative effects on the environment. Hotels as one of the tourism industry's component parts have a significant impact on the environment. From an environmental perspective, hotels consume a large amount of resources such as water and electricity as they make efforts to provide physical comfort to guests. In addition, hotels generate large quantities of waste, which is one of their most visible effects on the environment. Hotels also make a significant contribution to greenhouse gases which are a cause of concern due to the ozone layer depletion. Many hotel customers have become aware of the environmental damages and wasting of environmental resources caused by hotels and they now look for hotels that follow eco-friendly practices. This has brought increasing pressure on hotels to implement more green initiatives.

There is limited documented information on green management among hotels in South Africa and in Zimbabwe. While the number and range of impacts hotels have on the environment suggests an urgent need to address them, the environmental management initiatives in these hotels are scantily addressing these green issues and this study is the first to address these issues. The goal of the study was therefore to develop a green management framework for hotels in South Africa and Zimbabwe so that these developing countries may contribute significantly in mitigation of the negative environmental effects. To achieve this goal, two literature chapters addressed the issue of green management and how it can be implemented by hotels. A qualitative research was then carried out employing the case study strategy to collect data from hotel managers in South Africa and Zimbabwe (four in Zimbabwe and four in South Africa). Data was collected using personal interviews involving a direct meeting of the interviewer and the interviewee. Personal interviews were carried out in Zimbabwe. In South Africa, data was collected using telephone interviews. In both Zimbabwe and South Africa, data was recorded on a digital voice

recorder. Data was later transcribed and then analysed using the content analysis method.

Some of the main findings of the study are that, while some perceptions of managers about the green management concept are consistent with a number of aspects emphasised in literature, some hotel managers do not fully understand or grasp what the concept of green management entails. This indicates that a gap exists between managers' knowledge and what green management really means, at least according to literature. The study has also established that in most hotels, there is unavailability of green management policies, suggesting that there is a lack of knowledge about the importance of a green management policy amongst hotel managers in these two developing countries.

The key contributions of this study are that, it provides insights on the current debate on green management in hotels as revealed through green management initiatives implemented in hotels in South Africa and Zimbabwe. Secondly, the study makes a contribution by doing a supply side analysis and identifying the views of hotel managers with regard to green management. This study also contributed by proposing a green management framework for hotels – an aspect that is currently lacking in the existing literature especially from a developing country point of view. The green management framework proposed has guidelines for implementation. The hoteliers in the two countries will thus benefit from the framework and will be in a position to implement green initiatives to mitigate the negative impacts hotels have on the environment.

Key words: *Hotels; Green hotels; Green management; Eco-friendly; framework; South Africa; Zimbabwe*

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LIST OF ACRONYMS

CSR	Corporate social responsibility
CO ₂	Carbon dioxide
EMA	The Environmental Management Agency
FTTSA	Fair trade in tourism South Africa
ISO	International Standards Organisation
CFC	Chlorofluorocarbons
TGCSA	Tourism Grading Council of South Africa
ZTA	Zimbabwe Council of Tourism
OAU	Organisation of African Unity
WSSD	World Summit on Sustainable Development
WWF	World wide fund for nature
WHO	World Health Organisation
EPA	Environmental Protection Agency
HCIMA	Hotel Catering and Institutional Management Association
WTTC	World Travel and Tourism Council
EMS	Environmental Management Agency
IUCN	International Union for Conservation of Nature and Natural resources
TPB	Theory of planned behaviour
RTG	Rainbow Tourism Group
SAZ	Standards association of Zimbabwe
IHG	Intercontinental Hospitality Group

CHAPTER ONE:

INTRODUCTION, PROBLEM STATEMENT, OBJECTIVES AND METHOD OF RESEARCH

1.1 INTRODUCTION

Environmental problems including global climate change, ozone depletion, deforestation, the extinction of species, soil erosion, desertification, acid rain, toxic wastes, water and noise pollution have featured prominently in recent international policy debates (Gossling, 2011:6; Hill & Gale, 2009:8; Rogerson & Sims, 2012:191). These problems are all international in scope and they touch on all aspects of hospitality (Moutinho, 2000:24). Among the high negative environmental effects the hospitality sector has worldwide, are increased demand on energy supply, increased burden on solid waste management, pollution of water bodies, soil and air from various modes of transport (Kasim, 2006:4). Owing to these effects, substantial uncertainty exists about the long-term implications of such negative environmental effects which particularly have to do with the global climate change (Rogerson & Sims, 2012:291). This calls increasingly for “greening” of the hospitality sector and the making of carbon neutral accommodation in destinations.

Accommodation (hotels and other lodging establishments) is one of the major areas of the hospitality sector (Ottenbacher, Harrington & Parsa, 2009:66). Accommodation is extremely labour intensive and a significant source of employment. It has great effect on local population employment (Shuka & Ansari 2013:3). As an important component of the accommodation sector, hotel operations are characterised by a massive number of activities that, when taken together, exert a significant impact on global resources (Kirk, 1995:3). From an environmental perspective, hotels stand out among other commercial buildings due to the higher than average consumption of energy and water as well as production of large quantities of waste (Bohadanowicz, Zientara & Novotna, 2011:801). Pollution of water bodies is another problem that often comes from hotels (Kasim, 2006:4; Nhapi & Gijzen, 2004:133). Furthermore, the physical comfort of guests in hotels depends to a great extent on heating, ventilating, air conditioning and laundry which increase

the demand on energy supply (Verginis & Wood, 1999:132). Thus investing in new renewable energies and waste reduction will make a difference in the hotel's carbon footprint and could reduce the negative impacts that accommodation facilities (especially hotels) have on the environment (Allen, 2007:15; Kasim, 2006:15).

With the negative impacts that the hotels have on the environment, more pressure is on governments and role players in tourism to reinforce more eco-friendly enterprises and green consumption in hotels (Moreo, 2008:1). This environmental concern has translated into a movement for green management in the hotel industry that aims to mitigate the environmental effects (Lee, Han & Kim, 2010:902). This compels hotels to demonstrate responsible behaviours to become "eco-friendly hotels" or "green hotels", which refer to accommodation establishments that have made a commitment to various ecologically sound practices such as saving water and energy as well as reducing solid waste (Manakatola & Jauhari, 2007:365). Against this backdrop, this study examines issues relating to green management of the hotels in Zimbabwe and South Africa, a topic that has received scant interest in the Sub-Saharan Africa (Rogerson & Sims, 2012:392).

Essentially, research arguments on green management in the hotel sector in South Africa are found in the works of George and Fray (2009), Rogerson and Sims (2012), Spenceley (2005), Van der Merwe and Wocke (2007), embracing sustainable tourism practices and related forms of it such as responsible tourism and travel, ethical tourism and greening of hotels (Rogerson & Sims, 2012:293). In Zimbabwe, environmental studies related to green management also surface in academic research by Feresu and Van Sickle (2008), Nhapi and Gijzen (2004) and Maphosa (1997), focusing on sewage contamination in rivers, wastewater management and corporate social responsibility (CSR) respectively. CSR is a concept whereby companies (hotels included) integrate social and environmental concerns in their business operations and in their interaction with their stakeholders (Nijhof & Jeurissen, 2010:620). CSR is one of the general themes under which green management business practices can be adopted in hotels (George & Fray, 2009:11). There are environmental shifts occurring in both internal and external hotel business environments (Jonker & De-Witte, 2006:1). While such changes are taking

place, the existing management theories are not equipped to address the quantity and kinds of change, which are occurring in the hotel environment (Freeman, 1984:24). This spurred the researcher to carry out this study to come up with a green management framework for hotels in the Hospitality sector. The study will be confined to two African countries, namely South Africa and Zimbabwe, each of them being at a different level of development.

The purpose of this chapter is to discuss the research process to be followed in this study. This will be realised by analysing the background to the study, formulating the problem statement, which will be followed by the goals and objectives of the study, the method of research, definitions of key concepts and, lastly, the chapter classification.

1.2 BACKGROUND TO THE STUDY

Hospitality is important in travel and tourism because once people have arrived at a destination; they need to be accommodated and catered for. Hospitality is a group of services that are related to the provision of food, drink, and accommodation (Ottenbacher *et al.*, 2009:266). Hotels as the primary accommodation type, play a major role in hospitality and they have significant impact economically, ecologically and socially (Taylor, Hutchison, Pollack & Tapper, 1994:169). Hospitality is labour intensive; hence, economically the sector impacts positively by providing employment for the local community (Rutherford, 1995:55). However, hotels have negative ecological impact as mentioned earlier on in the introduction, hence it is imperative that hotels take action to mitigate these impacts.

A considerable number of studies have focused on environmental management measures in hotels to efficiently deal with environmental issues arising from their operations (Alvarez, Burgos & Cespedes 2001:458; Bansal, 2005:209; Bohadanowicz *et al.*, 2011:798; Hsieh, 2012:98; Timothy & Teye, 2009:84). In these studies, management measures were developed to efficiently deal with environmental issues that hotels can use, for instance recycling of waste, clean air, energy and water conservation, environmental health, and environmental education

for staff and customers (Heish, 2012:98). In addition to these measures which focused mainly on internal factors of the hotel business strategy, Alvarez *et al.* (2001:462) included development of green purchasing policies, green arguments in marketing campaigns, demands for customer cooperation in environmental protection programmes (for example, voluntary change of towels by hotel guests), as well as external factors such as stakeholder influence and environmental regulation. Moreover, Bohadanowicz *et al.*, (2011:802) advocate for community initiatives programmes to mitigate negative environmental impacts associated with hotel business operations as well as setting up green teams in charge of implementing action plans. These green management practices are meant to attract business from markets that are pro-green practices (Manaktola & Jauhauri, 2007:364). It is evident from literature that businesses can grow by operating as a more environmental friendly hotel (Brown, 1996:19; Chen & Chen, 2012:211).

On the demand side, studies by Bohdanowicz, 2006; Hashimoto, 2000; Knowles, Macmillan, Palmer, Grabowski & Hashimoto, 1999; Tzschentke, Kirk, & Lynch, 2004 have investigated the tourist perceptions of environmentally responsible practices by hotel businesses, analysing attitudes of tourists toward “green” innovations in tourist places (Andereck, 2008:490). The most convincing indicator of consumer activation with regard to green management is the growing number of people who are willing to purchase environmentally friendly products and services (Lee *et al.*, 2010:902). As people are becoming more aware of the damage caused on the environment by regular business activities, it has become increasingly obvious that the hotel industry does more than its share in harming and wasting environmental resources. As a result, an increasing number of guests now prefer those hotels which employ sound practices that protect the environment (Manakatola & Jauhari, 2007:365). In a survey of frequent travellers in the United States of America, 75% of customers said they were environmentally minded consumers (Kirk, 1995:5). A similar study in Australia found that holiday makers would be willing to pay extra for hotels with renewable energy supplies (Timothy & Teye, 2009:93). In South Africa, Southern Sun (recently rebranded as Tsogo Sun), an affiliate of Heritage has come up with green initiatives. The initiatives include reduction in water wastage, paper recycling, and energy conservation through setting air conditioning at 22 degrees, which is the recognised

comfort zone, and switching off once people indicate that it is getting too cold, thus avoiding using the heating function (Green hotels, 2012:2). However, green management in hotels in South Africa is fragmented in light of its voluntary nature of “greening” (Rogerson & Sims, 2012:401). In addition, in a recent study on greening of urban hotels in South Africa, an important finding was that, individual managers in a hotel chain have different means, agendas or ideas about achieving corporate green standards (Rogerson & Sims, 2012:401). Some hoteliers join commercial “green” marketing and central reservation associations that advertise and promote green hotels for a fee and grant membership in their associations without ever checking the credentials of the applicants (Pizam, 2009:1). A study revealed that some hotels implement greening initiatives within their individual capabilities and without compromising service quality (Rogerson, 2012:402). Despite all such challenges, environmental concerns must be incorporated at all levels of tourism planning and development. Achievement of this goal would involve research to better understand and support appropriate tourism development (Moutinho, 2000:26).

It is of benefit to compare the green management practices adopted by the two systems, that is, South African and Zimbabwean hotels as the former is better developed compared to the latter in terms of certification and greening of hotels (Spenceley, 2005:5). Development of a framework to mitigate the carbon footprint in the two destinations will be exceedingly practical in that it will benchmark green management standards that will apply to hotels in landlocked areas, and to those hotels in coastal areas, as Zimbabwe is a landlocked destination, while South Africa has landlocked places as well as coastal lines. In some instances poor environmental practices on the part of hotel management have led to the garbage washing up onto the beaches and contaminating the coastal water, threatening to destroy the very attractions that lure tourists at the coast (Green hotels, 2012:2). Since hotels in both landlocked areas and in coastal areas generate large volumes of solid and hazardous waste, by proactively managing the environment a hotel can preserve local attractiveness of the environment. In addition, the framework will also apply to those hotels in urban and rural areas. In some instances legislations affecting rural and urban hotel operations differ and hence it is important to take into consideration the setting of the hotel establishment so as to select appropriate green

management practices. Thus, there is need for a green management framework to provide guidelines for the appropriate action to adopt in order to mitigate the negative environmental impacts emanating from the hotel operations in Zimbabwe and South Africa. However, some previous studies reveal that environmental concerns in each of these two countries differ to some extent as elaborated below.

1.2.1 The case of Zimbabwe

A study in Zimbabwe revealed that concerns regarding the environmental and social impact of business activities including those in the hospitality sector were increasing as in all other areas of the economy (Maphosa, 1997:1). However, the same study revealed the nonexistence of a legislation that made environmentally-friendly initiatives mandatory, though the Ministry of Tourism produced an environmental impact assessment policy (Maphosa, 1997:1). A study on wetlands management in Zimbabwe uncovered that developments in these areas which promoted tourism activities produced carbon dioxide (CO₂) during combustion of fossil fuels, yet currently there is no technology to mitigate CO₂ emissions and policies to regulate it (Sanyanga, 1998:3).

The Environmental Management Agency (EMA), in response to the aforementioned environmental challenges, provides guidance to industrialists and operators on environmental protection, noting that rapid growth of accommodation sector puts enormous pressure on the natural environment (EMA CAP, 2012:27). This is because the human species are attracted to water, putting wetlands such as dams/lakes, rivers and springs under severe threats as accommodation (hotels) structures are developed (Wetlands & Tourism, 2012:1). Concern is also raised on solid waste dumping sites as some of it is discharged into aquatic environments in contradiction with the prescribed water pollution control standards (EMA: CAP 20:27:2). A study on an approach to sustainable wastewater management based on pollution prevention and minimisation, treatment and reuse as well as controlled disposal in urban centres in Zimbabwe raised concerns on water loss both at treatment plant (20%) and in the distribution line (20%) (Nhapi & Gijzen, 2004:137).

Thus, the study uncovered scant awareness about management of environmental resources.

1.2.2 The case of South Africa

In South Africa, a number of surveys were done in an attempt to establish the level of participation of tourism organisations in responsible tourism management (Dondo, Bhunu & Rivett, 2002:198; Rogerson & Sims, 2012:398; Spenceley, 2004:3; Van der Merwe & Wocke, 2006:30). A study on responsible tourism practices in the South African hotel sector revealed that a high percentage of the hotels in South Africa do not participate in responsible tourism mainly because there are no legal or industry regulations requiring them to (Van der Merwe & Wocke, 2007:7). In South Africa, Fair Trade in Tourism South Africa (FTTSA) was launched in 2002 as an independent initiative of IUCN (the world conservation union) that aims to encourage conservation and sustainable tourism growth in South Africa (Spenceley, 2005:3). FTTSA promotes the concept “Fair trade in tourism” and hotels that are fairly traded use the FTTSA trademark in South Africa (Spenceley, 2005:3). There is also Qualitour (which launched the heritage programme), a private South African company which is linked to Green Globe, which is partnered with AJA South Africa, the registered Green Globe auditors for the region. As mentioned earlier, presently South Africa’s Tsogo Sun hotels (formerly Southern Sun) is affiliated to Heritage (a representative of Green globe association in Southern Africa) (Rogerson, 2012:398).

As in all other sub-Saharan Africa, there is limited documented information on green management in the hotels in South Africa and Zimbabwe; hence development of a green management framework for the hotels in South Africa and Zimbabwe is necessary (Rogerson & Sims, 2012:392). Moreover, the environmental management initiatives in Zimbabwe and South Africa take the form of voluntary guidelines; certification membership and responsible tourism awards and have scantily addressed green issues in hotels (Van der Merwe & Wocke, 2006:30; Spenceley, 2005:10). The number and range of impacts hotels have on the environment suggests an urgent need to address those impacts (Azilah, 2006: 19). At present, the heritage environmental ratings programme is based largely on the SWAN eco-label

in Scandinavia, Green Globe Agenda 21, the international hotels environmental initiative and international organisation of standards ISO 9000, 14000, 18000 (Rogerson & Sims, 2012:40). However, although Africa accounted for 23776 of the ISO 14001 certificates which were awarded to 45 countries on the continent in 2004, it was not possible to determine how many of these were issued to tourism enterprises in Zimbabwe and in South Africa (Spenceley, 2005:7). The fact that policies and guidelines towards more sustainable practices for hotels are not sufficient and in some cases absent, is of great concern for the future harmony between hotel operations and tourist needs and desires. This study will provide a green management framework for hotels in Zimbabwe and South Africa and is of indisputable importance.

1.3 Problem Statement

The environmental impact of hotels is considerable, contributing to problems many of which are international in scope, the major one being climate change (Bahadanowcz *et al.*, 2011:801; Andrea, 2007:1916). Hotel operations produce emissions of greenhouse gases, which are released into air, in particular, CO₂ and Chloro Fluoro Carbon (CFC) (Verginis & Wood, 1999:133; Kirk, 1995:5). Moreover, it has been shown that of all commercial buildings, hotels have the highest negative influence on the environment. According to estimations, an average hotel releases between 160 and 200kg of CO₂ per square metre of room floor area per year and water consumption per guest per night is between 170 and 440 litres in the average five star hotel. On average, hotels produce 1kg of waste per guest per night. Some emissions are released into the water and soil, harming environmental resources (Han, Hsu & Sheu, 2010:325). There has been a growing concern for a “green” hotel in the eyes of customers (Chan & Ho, 2006:301), as they are having an increased awareness of environmental damages and excessive consumption of goods, energy and water (Han *et al.*, 2010:325). In Zimbabwe and South Africa, the hospitality sector is facing an increasing burden from solid waste (Nhapi & Gijzen, 2004:113) and pollution of water bodies (Feresu & Van Sickle, 2008:398).

There is limited documentation of information on green management efforts in Zimbabwe and South Africa's hotel sectors, yet the number and range of impacts hotels have on the environment suggest an urgent need for mitigation actions. (Dondo *et al.*, 2002:198; Rogerson & Sims 2012 401; Spenceley, 2005:7; Van der Merwe & Wocke, 2006:30). According to Spenceley (2005:7), there is at present, a fragmented implementation of policies, initiatives and guidelines for green management in hotels in these two countries, which is a cause for concern. Hence, policies and guidelines on green management need to be put in place and those formulated need to be implemented to meet the more environmentally friendly demands from tourists.

It is imperative that this study, focusing on the environmental-friendly practices in hotels in Zimbabwe and South Africa, be carried out in order to develop a green management framework for hotels. The study is of great importance because there is so much pressure on hotels to become green and the hotels cannot continue to be oblivious. In a study carried out on urban hotels in Gauteng, South Africa, it was revealed that hotel's response to adopt green management is driven by the vision of top management and by individual hotel managers (Rogerson & Sims, 2012:401). If green management is not put in place by hoteliers, waste production will not be minimised and negative impacts on the natural environment will continue to increase. In addition to that national and international sustainability legislation will not be complied with and hoteliers will not practise responsible business practices. This will lead to an increase in the overall ecological and carbon footprint as well as continuous depletion of natural resources and energy.

Accordingly, there is need to address the following key questions:

- How do hotel managers perceive the concept of green management?
- How do hotel managers apply the concept of green management?
- How does green management affect hotel performance?
- What challenges (and/or opportunities) do hotel managers face when implementing green initiatives?
- What framework would address the implementation of green management principles for hotels?

Hotels as key traders in the tourism and hospitality industry need to play greater roles in responsible environmental management. It is therefore imperative to come up with a tailor-made framework for hotels to specifically address Zimbabwean and South African needs, regardless of location or size.

1.4 Goals of the Study

1.4.1 Goal

The goal of this study is to develop a green management framework for hotels in South Africa and Zimbabwe within the hospitality sector.

1.4.2 Objectives

To ensure that the goal of the study is effectively reached, the following objectives will need to be addressed:

Objective 1

To conduct a literature study on green management trends and practices in tourism and hospitality by investigating previous studies.

Objective 2

To contextualise the research problem through background information obtained from a literature search relating to South Africa and Zimbabwe green management strategies and policies in hotels and the involvement of stakeholders in this process.

Objective 3

To determine how hotel managers in Zimbabwe and South Africa perceive the concept and implementation of green management within their establishments.

Objective 4

To draw conclusions and make recommendations regarding the application of a green management framework for hotels in these two developing countries.

These objectives guide the study, leading to the development of a tailor-made framework that will provide guidelines, policies, initiatives, programmes and practices that hotels in Zimbabwe and South Africa can embrace to mitigate the negative environmental impacts emanating from their operations.

1.5 Method of Research

Methodology provides both strategies and grounding for the conduct of a study (O'Leary, 2010:88). The methodology used in order to reach the goals of the study was literature review and a qualitative research approach in the form of interviews.

1.5.1 Literature study

The literature review focussed on ways in which the "green" concept influenced green management in the hotel sector. The literature analysis also focussed on issues to do with hotel policies and mitigation of impacts of hotel industry globally. The literature study also assessed the position of the hospitality sector within the "green" issue and also examined cases and gave a detailed description of theories on greening the hotel sector, describing the key terms in the study. The literature review also identified the role players that are participating in green management in the hotel sector and the perceptions of tourists on responsible environmental practices in hotels. The purpose of the literature review was to establish research gaps that are important in the construction of measurement tools on green management in hotels. Books, journal articles and websites were studied for appropriate information. Some of the databases that were consulted included the following; Sage, Emerald, Elsevier, EBSCO Host, Google Scholar, Cengage, Informaworld, Routledge, Tourism Grading Council of South Africa (TGCSA), Zimbabwe Tourism Authority (ZTA), The Zimbabwe Tourist Guide 2011 Edition and organisation websites. In carrying out this study, the following key words were used for search purposes: hospitality, hotels, green, green hotels, green management, responsible tourism and eco-friendly.

1.5.2 Empirical Study

The following aspects will be part of the empirical study.

1.5.2.1 Research design and method of collecting data

Qualitative research design was used in order to reach the goals of this study. Qualitative research is any type of research that produces findings not arrived at by statistical procedures or other means of quantification (Richie & Lewis, 2003:3). Qualitative research is concerned with qualitative phenomena, i.e. phenomena involving quality or kind, for instance, investigating the reasons for human behaviour, that is, why people think or do certain things (Kothari, 2004:3). In this instance, the researcher goes physically to the people, the setting or the institution to observe behaviour (Ary, Jacobs, Razavieh, & Sorensen, 2006:453). In order to interpret the results in terms of a green management framework in hotels, data in this study was collected from a small sample of managers in star graded hotels in South Africa and Zimbabwe.

1.5.2.2 Case Study

In this study, an interview method was used to collect data. This is a method involving presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004:97). Interviews are a method of collecting data in which selected participants, the interviewees, are asked questions to find out what they do, think or feel (Collins & Hussey, 2009:144). This is a personal interview in which the interviewer asks questions in a face-to-face contact to the other person, the interviewee (Kothari, 2004:97). The interviews were carried out during the second quarter of 2014 between the month of March and August. Data was collected from a small number of hotel managers since they are the ones directly involved in the development and implementation of policies.

1.5.2.3 Population and sample

A population is a clearly defined group of research subjects that is being sampled (Wilson, 2010:190). In a survey research, the term population refers to the category of people about whom the researcher intends to write in the reports (Davies, 2007:55). For this study, the target population studied constituted managers in star graded hotels operating in South Africa and Zimbabwe (regardless of geographical location). There is a total of 620 star graded hotels listed in the Tourism Grading Council of South Africa (TGCSA) database and 64 star graded hotels listed in the Zimbabwe Tourism Authority (ZTA) database.

A sample is a subset of the population, usually with the implication that the subset resembles the population closely on key characteristics (Sapsford, 2007:7). A small number comprising four hotel managers in South Africa and four hotel managers in Zimbabwe were selected through purposive sampling. Purposive sampling is a strategy in which particular settings, persons or events are selected deliberately in order to provide important information that cannot be obtained from other choices (Wilson, 2010:199). In Zimbabwe two managers who were part of the sample were managing 5 star hotels, one manager was managing a 4 star hotel and the other one was managing a 3 star hotel. In South Africa, two managers were managing 4 star hotels and the other two managers were managing 3 star hotels. Data for this study was collected from these 8 interviewees.

1.5.2.4 Development of the Interview schedule

The researcher developed the interview schedule according to variables on green management in hotels in previous frameworks developed in previous case studies. Examples of such case studies were conducted by Hsu and Sheu (2009:325), Taylor *et al.*, (1994:128), Moreo (2008:1) and Robbins (2001:23). However, these previous frameworks did not cover all the green management aspects in the hotel sector as revealed by the literature, emphasising the need to develop a new framework to narrow the gap. The interview schedule constituted research constructs from previous frameworks. The interview schedule comprised of two sections with

questions that were largely open ended. This allowed for qualitative data analysis. The first section collected demographical data. Questions under this section were closed ended. The second section sought to determine how hotel managers perceive and apply the concept of green management. It also sought to establish how green management policies affect hotel performance as well as identify the challenges hotel managers face when implementing green initiatives. This section largely comprised of open-ended questions which allowed a respondent freedom to provide qualitative data. Data was collected using a digital tape recorder, transcribed and made ready for analysis.

Pilot Study

A pilot study is defined as the process of conducting a simulated administration of a designed questionnaire to a small representative group of respondents (Hair, Ortinau & Bush, 2006:660). For this study, a pilot testing was conducted at New Ambassador Hotel, in Zimbabwe, for the purpose of determining content, validity, reliability and appropriateness of the interview questions.

1.5.2.5 Data Analysis

Data analysis is the body of methods that help to describe facts, detect patterns, and develop explanation and test hypothesis (Levine, 1996:1). In this study, data analysis was carried out using content analysis method. Data display tables are used and detailed write ups as recommended by Miles and Huberman (1994:10).

1.6 Defining Concepts

The following concepts are used throughout the study and therefore require some clarification:

1.6.1 Framework

Jackson (2010:13) notes that a framework is a guide used to ensure that a programme encapsulates all the components that are critical for success. In addition to that, Chan (2009:543) asserts that a framework is a “transparent and systematic

process”, known corporate-wide, with the purpose of prescribing and implementing policies and responsibilities, as well as a regular auditing of its elements.

1.6.2 Hospitality

Hospitality can be defined as a harmonious mixture of food, beverage, and/or shelter, a physical environment, and the behaviour and attitude of people (Cassee & Reuland, 1983:144). Powers (1994:4) also defines hospitality as the reception and entertainment of guests, visitors or strangers with liberality and goodwill. Pizam (2011:2) views hospitality from another perspective and defines it as an industry that is made up of businesses that provide accommodation, food and beverage, meetings and entertainment to tourists, travellers and local residents.

1.6.3 Hotels

According to Flynn, Richie and Roberts (2000:6), a hotel is a superior inn for the entertainment of strangers and travellers. However, Baker, Bradley and Huyton, (1996:7) are of the view that a hotel is any establishment held out by the proprietor offering food, drink and if so required, sleeping accommodation, without special contract, to any traveller presenting himself who appears able and willing to pay a reasonable sum for the services and facilities provided and who is in a state to be received.

1.6.4 Green Hotels

Alexander (2002:2) notes that green hotels describe hotels that strive to be more environmentally friendly through efficient use of energy, water and materials while providing quality services. Anon (2012) echoes similar sentiments as he considers green hotels to be environmentally friendly properties that take the initiatives, implement very important practices, and programme to reduce energy, water and waste.

1.6.5 Green Management

Green management is defined as the process and practices introduced by an organisation for reducing, eliminating and ideally preventing negative environmental

effects arising from its undertakings (Le, Hsu, Han & Kim, 2010:90). However, Taylor *et al.* (1994:459) describe green management as management that enables an organisation to establish an environmental policy and objectives that the organisation complies with and are demonstrated to the outside world.

1.6.6 Eco-friendly

According to Manakatola and January (2007:365), eco-friendly refers to environmentally friendly practices not harmful to the environment, a commitment to various ecologically sound practices such as saving water, energy, and reducing solid waste. In addition, eco-friendly is used to describe activities which are good for the environment (Anon, 2012).

1.7 Chapter Classification

Chapter 1: Introduction, problem statement, objectives and method of research

This chapter comprises of an introduction as well as background to the study. Following the background to the study is the conceptual framework and then the problem statement. The goal of the study and objectives are also stated. These are followed by research methodology that will guide the study.

Chapter 2: An Analysis of green management

This chapter of reviewed literature explains green management, how it relates to corporate social responsibility and sustainable development. The chapter also explains components of green management in discursive frames. Furthermore, the chapter discusses environmental challenges necessitating corporate greening. Tourism impacts are explained which include economic, social and environmental impacts. Theories addressing green management are also discussed. Additionally, milestones in recent environmental management history and role players responsible for implementation of environmental management systems are discussed. Green management in tourism is also explained. Also included in this chapter is the

discussion of tourism industry supply of products and services. The chapter concludes by discussing theories addressing green management.

Chapter 3: An analysis of green management in hotels

This chapter comprises of reviewed literature focusing on Green management in hotels starting with tourism, hospitality, accommodation and then hotels. Green policies are discussed followed by green practices. Green management models are discussed and policies within the hospitality sector are explained. Some previous studies on green management in hotels from the wide world are reviewed. Furthermore, green initiatives and practices in hotels are discussed followed by green initiatives in Zimbabwe and South Africa. The chapter is concluded by a discussion on role players and organisations responsible for implementation of environmental management in Zimbabwe and South Africa.

Chapter 4: Research methodology

This chapter comprises of the methodology to be followed in order to achieve the goal and objectives of the study. The research design is explained and in addition, the development of the interview guide is clarified. Target population and sample size are also explained. In addition, data collection and data analysis are discussed in this chapter.

Chapter 5: Results of the study

This chapter presents the findings of the study on a green management framework for hotels: a case of two African countries. The chapter constitutes a comprehensive analysis of data in relation to research objectives and research questions. This chapter will also constitute discussion of results and the conclusions reached by the research questions.

Chapter 6: Conclusions and recommendations

This chapter comprises of conclusions and recommendations of the study. The contributions of the study are explained and a developed framework for green management in hotels is presented. This chapter marks the end of the study.

CHAPTER TWO:

A REVIEW AND ANALYSIS OF GREEN MANAGEMENT

2.1 Introduction

The last few decades have seen a growing emphasis on the need for environmental protection and the implementation of principles of sustainable development in various areas of the global economy, including the tourism industry. Economic growth and tourism development have largely influenced this, resulting in increased energy consumption and environmental pollution (Millar, Mayer & Baloglu, 2012:401). These have serious negative impacts on the environment. The realisation of these phenomena has been the reason for the call and rise of green management, which is a critical measure towards reducing negative environmental impacts. The purpose of this chapter is to provide a theoretical understanding of green management.

The reviewed literature (George & Frey 2009:11; Maphosa, 1997:190; Jonker & De-Witte, 2006:1) indicates that green management relates to corporate social responsibility and sustainable development. In this chapter, components of green management in discursive frames were discussed. Furthermore, environmental challenges necessitating corporate greening were discussed. Impacts of tourism (economic, social, and environmental) were explained. A discussion followed on green management in tourism and its supply components which are hospitality, accommodation, tour operators, transportation and wildlife. In addition, perceptions of tourists on the demand side and motivations for hotels to go green were discussed. Finally, the chapter addresses milestones in recent environmental management history, role players responsible for implementation of environmental management systems, theories addressing green management (including the Stakeholder theory, Resource-Based theory of Firm, Corporate Brand Positioning Grid Model and Ajen's Theory of Planned Behaviour).

2.2 Green Management

Management is an academic field upon which the concept of greening hinges. Several researchers and disciplines have defined it in various ways. For instance, it can simply refer to "... the process that managers follow to accomplish a goal" (Certo, 1994:35). It can also refer to a body of knowledge that furnishes insights on how to manage (Lenderer, 2009:3). Page (2009:23) defines it as "... the process of reaching organisational goals by working with and through people and other organisational resources." Certo (1994:35) explains that management pinpoints the individuals guiding and directing an organisation. Planning, organising, leading and controlling functions are at the centre of management (Page, 2009:23). The importance of these management functions to green management is enshrined in the provisioning and control of various resources that define the business of a given organisation, for example the hotel (Stoner, Freeman & Gilbert, 2005:63). Today's managers consider preserving the natural environment for future generations to be at the centre of development. Early management theorists showed little concern about the natural environment as world citizens simply assumed that the earth's resources were inexhaustible (Stoner *et al.*, 2005:63). In recent decades, however, there has been an increasing realisation of the futility of the earlier theories. This has triggered firms to consider social responsibilities of businesses, covering a wide range of issues that include green management, corporate social responsibility and sustainable development.

Individuals and organisations have adopted a myriad of conceptualisations regarding what green management means to ensure some understanding toward its informed practice (Haden, Oyler & Humphreys, 2009:1041). Green management is defined as "... the process and practice introduced by an organisation for reducing, eliminating or ideally preventing negative environmental effects arising from its undertakings" (Lee *et al.*, 2010:90). The main thrust of green management is to encourage eco-friendly practices and commitment to various ecologically sound practices such as saving water and energy as well as reducing solid waste (Manakatola & Jauhari, 2007:365).

Environmental impacts occur in both internal and external business environments (Jonker & De-Witte, 2006:1). Going green involves buying and selling green products. Green products are those commodities that have a significantly better environmental performance than their competitors or predecessors throughout their life span (Timothy & Teye, 2009:84).

The business world is fast changing. Existing management theories are not equipped to address the quantity and kinds of change occurring in the business environment (Freeman, 1984:4). Initially, environmental issues were a very broad concept and managers and researchers divided this into further sub-categories, namely, sustainability, corporate social responsibility and green management. Haden *et al.*, (2009:1045) note that present-day green organisations have transformed into socially responsible learning organisations and have taken the environmental performance initiatives aimed at achieving competitive advantage, financial profit, increased innovation and sustainability.

In this study, emphasis is on green management, linking it to corporate social responsibility (CSR) and sustainability. In CSR, companies (hotels included) integrate social and environmental concerns in their business operations and in their interaction with their stakeholders (Nijhof & Jeurissen, 2010:620; George & Fray, 2009:11). This concept is consequently discussed in the next section.

2.2.1 Corporate social responsibility (CSR)

Corporate social responsibility (CSR) is gaining currency in business management discourse (Stoner, Freeman & Gilbert, 2005:63). In CSR, companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders (Nijhof & Jeurissen, 2010:620). In its broadest sense, CSR takes as its premise that companies ought to justify their existence in terms of service to the community rather than merely maximising profit (Bohdanowicz & Zientara, 2008:273). Many companies have awakened to corporate social responsibility after public responses to issues they had not previously thought were part of their business responsibilities were ushered in the discourse. For example, some

customers are now holding fast food and packed food companies responsible for obesity and poor nutrition (Porter & Kramer, 2006:2). Moreover, corporate social responsibility is, in fact, about the attitude firms adopt towards such stakeholders as workers, consumers, the broader society or even future generations (Bohdanowicz & Zientara, 2008:273). The initiatives of corporate social responsibility directed at the environment seek to generate positive environmental externalities or to reduce the production of negative environmental externalities associated with producing the organisation's goods and services (Griffin & Prakash, 2010:181). This concern for the natural environment is usually expressed in corporate policy that advances eco-friendly business practices, making it an obligation for stakeholders to use resources responsibly (Jonker & De-Witte, 2006:1). Initiatives can be functional or cross-functional as outlined in Table 2.1. In this case, corporate responsibility involves all aspects of management within the organisation as well as those aspects of management outside the organisation, which form part of the business environment (Griffin & Prakash, 2010:180-181). On the one hand, the functional corporate responsibility initiatives are directed towards factors within the firm's environment that affect the day-to-day operations of business such as human resources, marketing and the supply chain (Dey, Laguardia & Srinivasan, 2011:1244). On the other hand, the cross-functional initiatives are directed at both internal and external company goals such as development of infrastructure and compliance with regulations. Other cross-functional initiatives seek to improve corporate governance (Jeter, 2009:9).

Table 2.1: Corporate responsibility initiatives

Functional	Initiatives
Human resources	The initiatives are directed towards raising the economic, social, political opportunities, contract workers and potential employees, improve employee voice, employee benefits, wages, and working conditions (internal stakeholders) (Graci, 2008:256).
Marketing	Initiatives include consumer oriented corporate responsibility such as product and process innovations, for example, less carbon footprint, water, energy content as well as promotion, advertising and distribution strategies.
Supply Chain	These initiatives are directed at securing the acquisition or accumulation of needed inputs. Needed inputs include access to capital, monitoring and enforcing codes of conduct, developing supplier innovations or securing

	sustainable supplies (Dey <i>et al.</i> , 2011:1244).
Cross-functional/Corporate	Initiatives
Development	Building social capital, creating infrastructure, capabilities in communities to build commerce, improve public health, education, and general welfare. For example, the focus of ISO 14001-2004 includes meeting both internal and external company goals of insuring employees and management that their actions exhibit environmental conscientiousness and assuring external stakeholders of company's compliance with environmental regulations (Jeter, 2009:9).
Environment	Initiatives that seek to generate positive environmental externalities or to reduce negative environmental externalities associated with producing the organisation's goods and services. These activities can be directed at specific actors (e.g. community groups, impacted by contaminated water sources) or institutions (e.g. investors, regulators).
Corporate governance	These initiatives seek to improve corporate governance and voluntarily create new rules regulating the generation and/or the disbursement of the residual or profit (Graci, 2008:263).

Source: Adapted from Griffin & Prakash (2010:180-181)

Both functional and cross-functional corporate social responsibility initiatives illustrated in Table 2.1 are closely linked to the sustainable development discussed in the next paragraphs. CSR and Sustainable development have similarities embedded in the principles on which they are founded, which promote the conservation of resources to benefit both present and future generations (Graci, 2008:254).

2.2.2 Green Management as a Sustainable Development Aspect

The concern for the environment is linked with the notion of sustainable development (Cooper, Fletcher, Fyall, Gilbert & Wanhill, 2005:371). Numerous reports have suggested that human activities are having adverse effects on the environment and are leading to global warming (Jackson, 2010:211). Because of that, in the past few decades there has been growing emphasis on environmental protection and the implementation of principles of sustainable development in corporations (El Dief &

Font, 2010:157). Sustainable development recognises that careless use of the earth's resources results in degradation of resources (Okeiyi, Okrah, Okeiyi & Bryant, 2005:39). One of the Millennium Development Goals adopted by the United Nations in 2001 focused on environmental sustainability whose major recommendations sought to integrate the principles of sustainable development into country policies and programmes in order to reverse the loss of environmental resources (World Bank, 2004:1). Sustainability has become a new order and many scholars and practitioners now argue that, without a significant change towards a more sustainable approach to development, severe damage to cultural and natural resources will accelerate the world over (Okeiyi *et al.*, 2005:39).

There is a close link between the concept of green management and that of sustainable development. Sustainable development combines the development concept with the concept of sustainability, as an equation:

$$\text{Sustainable development} = \text{development} + \text{sustainability} \text{ (Sharply, 2000:3).}$$

Sustainability is, simply, the capacity for continuance (Sharply, 2000:7). Sustainable development is defined as an effort to meet the needs of the present without compromising the ability of future generations to meet their own needs (Hsieh, 2012:2). A more widely accepted definition of sustainable development by the World Commission on Environmental Development is "... development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Okeiyi *et al.*, 2005:34). It is envisaged as leading to the management of all resources in such a way that economic and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems (WTO cited by Okeiyi, Okrah Okeiyi & Bryant, 2005:35).

In 1992, world leaders came together to make their contributions towards sustainable development at the 1992 Rio Earth Summit in Rio de Janeiro (Spenceley, 2008:2; Dey *et al.*, 2011:1242). One of the outcomes of the Rio Earth Summit has been a Global Action Plan called Agenda 21, which was approved by

182 countries. Agenda 21 integrates the goals of environmental protection and economic development into an action plan for sustainable development, based on the free market principles. Agenda 21 promoted the formulation of environmentally sound and culturally sensitive tourism programmes (Spenceley, 2008:2).

African heads of states have made strides towards sustainable development. In July 2001, they came up with a new partnership for Africa's development (NEPAD) which was developed by the Organisation of African Unity (OAU) in order to come up with an integrated socio-economic development framework for Africa (Spenceley, 2008:3). One of NEPAD's primary objectives was to place African countries, both individually and collectively, on a path of sustainable growth and development (Spenceley, 2008:3). In 2002, South Africa hosted the Johannesburg World Summit on Sustainable Development (WSSD) (Page, 2011:358; Spenceley, 2008:3). Major tourism debates were on the impact of air travel and transport on global warming, highlighting the interdependence that exists between different ecosystems and man's damaging effects through tourism and the need for mitigation (Page, 2011:358).

2.3 Components of green management in discursive frames

There has been resurgence among societies in the developed world relating to environmental issues and green practices since the 1970s (Jackson, 2010:213). Consequently, a sharp rise in the proportion of developed and developing nations engaging in various green activities has been noted (Taylor *et al.*, 1994:13). In the United States and other western countries, the rise of the environmental movement was viewed first from a discourse analysis approach, which focused on distinct components, each based on a particular worldview as illustrated in Figure 2.2. Each of the environmental discourse had key components and unique viewpoints which influenced the practices of distinct communities and organisations (Brulle, 2000:6).

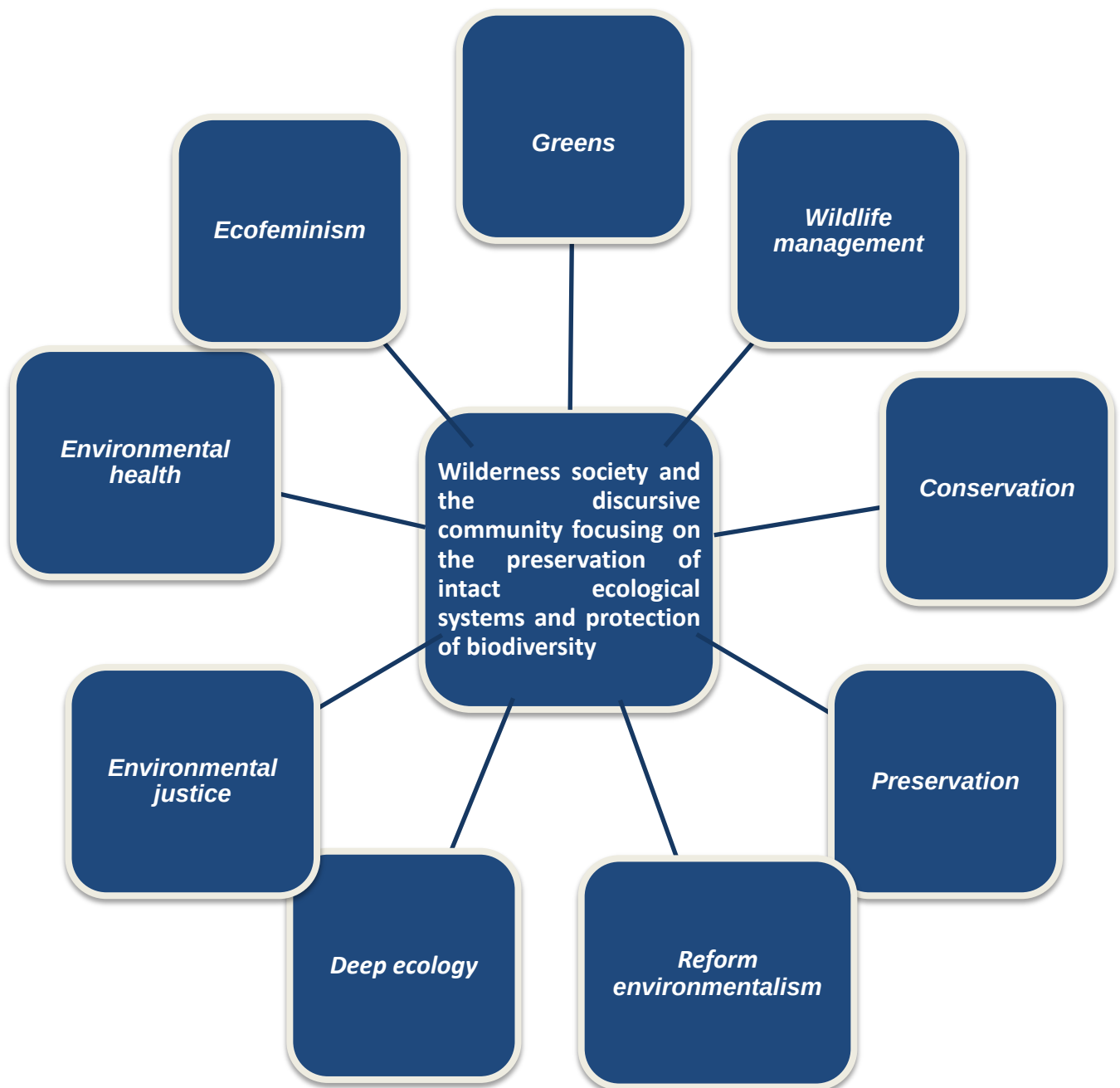


Figure 2.1: Discourse analysis of the US environmental movement in distinct discursive frames

Source: Adapted from Brulle (2000:6)

Within the business sector, there has been increasing awareness of environmental damages (for example, emissions released into the air, water and soil) and the harm they have on the environment (Han, Hsu & Shen, 2010:395). Actors in different

industries are becoming increasingly aware that their businesses contribute considerably towards excessive consumption of resources, climate change and environmental decay (Rogerson, 2012:392). Each theoretical discursive frame represents possible areas of environmental damage and the risks faced in business, thus increasing their awareness and the need for green management in organisations. Each of these components will be discussed separately and the relevance of each concept to hotels will be discussed.

2.3.1 Conservation

The notion of conservation upholds the view that the proper management philosophy for natural resources is to realise the greatest good for the greatest number of people over the longest period of time (Brulle, 2000:6). Because of that, corporate entities voluntarily take courses of action to demonstrate that they are conscious of their responsibility to society (Indowu & Papasolomou, 2007:136). Moreover, nature can be managed by humans through the application of technical knowledge used by competent professionals, for example, to conserve water, energy, wildlife, flora and fauna and other natural resources (Brulle, 2000:6). In addition, some firms channel money into conservation charities (Taylor *et al.*, 1994:13). In this vein, this discourse has influenced the business establishments (hotels included) to focus on key areas requiring conservation which include energy, water and clean air (Graci, 2009:7).

2.3.2 Preservation

The concern for loss of wilderness and animals, flora and fauna, scenic areas and aesthetic beauty has influenced the development of this discursive frame. One of the key components of this perspective is that human action can impair the ability of natural systems to maintain themselves or to evolve further (Brulle, 2000:6). Accordingly, corporates are influenced to use eco-friendly biodegradable materials in running their business (Allen, 2007:61). This has influenced some businesses (such as Marriot Hotels) to initiate reduce, reuse and recycle programmes to preserve the environment (Hesieh, 2012:8). Preservation promotes aesthetic beauty in the hotel establishments as well as the surrounding environment.

2.3.3 Reform Environmentalism

Reform Environmentalism upholds the view that ethical human actions (which promote the good of life for humankind) necessarily promote action towards all life on earth in an ecologically responsible manner. In this view, all levels in management have to commit themselves to stimulating ethics for environmental issues (Bohdanowicz, 2011:803). In addition, companies are urged to do business with companies committed to sustainable business practice and are influenced to choose providing ethical services (Allen, 2007:20). Ultimately, this frame influences a company to map out its impact on the environment throughout the value chain (Porter & Kramer, 2006:8). This discursive frame is critical for greening of inbound logistics, operations, outbound logistics and marketing of goods and services throughout the value chain of the business establishment, thus maintaining the ethical standards and quality expectations.

2.3.4 Deep Ecology

The deep ecology discursive framework asserts that maintenance of the diversity of life on earth mandates a decrease in human impact on the natural environment and substantial increases in the wilderness areas of the globe. To this end, green activities preferences include such sedentary activities as walking in the countryside or watching environmental programmes on television (Taylor *et al.*, 1994:13). Moreover, sharing a car to and from work and use of public transport helps a company cut pollution and traffic congestion (Allen, 2007:59). This discourse has also influenced business organisations to place importance on ecological issues and to influence all members of the organisation to value the environment and to increase their propensity to act in the best interest of the environment (Jackson, 2010:224).

2.3.5 Environmental justice

Environmental justice upholds that environmental destruction in low-income distinct communities or developing countries originates from the exploitation of people who

live in these areas by dominant social institutions (Brulle, 2000:6). Accordingly, The World Wide Fund for Nature (WWF) suggests that initiatives such as the trans-frontier conservation areas have the capacity to develop sustainable tourism strategically that may support the costs of entrepreneurial conservation management, while also providing employment opportunities for poor communities in developing countries (Spenceley, 2006:649). In addition, companies ought to buy from a green supplier such as Green Your Office that only sells products that promote ecological sustainability, social justice and fair trade principles (Allen, 2007:61).

2.3.6 Environmental health

The environmental health discursive frame considers that ensuring community health requires a liveable and healthy community with adequate social services, and the elimination of exposure to toxic or polluting substances (Brulle, 2000:6). It also acknowledges the precautionary principle that no technology or material can be used unless it is proven environmentally harmless. The philosophy, thus, guides industrial development. Hence, it is now common practice for organisations in certain industrialised parts of the world to install environmentally friendly machinery and to use recyclable raw materials (Indowu & Papasolomou, 2007:137). Such a frame is critical for this study on a green management framework that is seeking to establish managers' perceptions on issues related to the environmental health discursive frame.

2.3.7 Ecofeminism

The ecofeminism philosophy advocates that both male and female human beings must recognise the earth as their mother and should contribute to the wellbeing of all lives, people and animals alike (Brulle, 2000:6). In developing countries, men move to the city to obtain jobs and women remain in homes to fend for the family. To the woman, the focus is not on saving trees, water, air, energy, flora and fauna as these are considered unimportant. Nonetheless, focus is on survival of the family (Brammer, 1998:1). Hence, there is a need for women and some disadvantaged

groups to think green. The present study on green management framework seeks to establish the perceptions of managers, taking into consideration their demographics.

2.3.8 Greens

The greens discursive frame espouses that all human beings deserve to live in an equitable and environmentally sustainable world. This frame arose in the 1990s and focuses on the rise of a global economy and its impact on the environment and quality of life. The ongoing process of greater interdependence among countries and their citizens is complex and multifaceted. As such, this discursive frame views globalisation as a cause of nations lowering their standards to attract business. This weakens national labour and environmental standards and is unsustainable (Brulle, 2000:11). This discursive frame influences this study on a green management framework concerning perceptions of managers on the awareness of human resources through training on green management. The role of human resources in environmental management systems is to support environmental management systems through activities such as providing training and motivating employees, thus developing competencies for environmental management (Bohdanowicz, 2011:801). Environmental dimensions included are in job description, recruitment and selection, all based on environmental criteria (Bohdanowicz, 2011:801).

2.3.9 Wildlife Management

Wildlife Management is a strategy focused on both reducing demand and increasing supply of wild animals. It has worked successfully since its development. One of its key components is the scientific management of ecosystems, which ensures stable populations of wildlife (Brulle, 2000: 12). Wildlife is attractive and it is human nature to be curious about beautiful and mysterious creatures. Educating guests on the way they can help sustain biodiversity and ecosystem conservation is one of the most important activities of greening. In addition, the training of staff to have knowledge and respect for wildlife into a tour experience, thus making the experience rich and exciting is very important (Sustainable Travel International, 2010:67). This discursive

frame guides this study in assessing managers' perceptions with regard to educating the customers and staff on sustaining biodiversity and ecosystems.

The discursive frames outlined in the foregoing paragraphs portray the dynamics on which tourism and hospitality businesses can base their decisions in their efforts to come up with mitigation initiatives to curb the environmental challenges that they are facing today with regard to corporate greening.

2.4 Environmental challenges necessitating corporate greening

There are specific environmental challenges faced by corporations (Robbins, 2001:1). Key of these are changes in the atmosphere, dumping of toxic chemicals and waste, shortage of freshwater, land pollution, oceans pollution, biotechnology and biodiversity (Page, 2011:317). Each of these challenges is discussed in more detail in the forthcoming paragraphs.

2.4.1 Changes in the atmosphere and their effect on business

Compared with other environmental issues, the atmosphere is an area on which most corporations focus their attention (Robbins, 2001:2). According to the World Health Organisation (WHO), smoke from burning solid fuels is responsible for a high toll on health, causing approximately 1.6 million deaths each year in the world's developing countries (WHO, Report on Atmosphere and Air Pollution 2012:1; Robbins, 2001:2). Air pollution also affects the environment and economies of developing countries with the transport sector in particular being responsible for rapidly increasing vehicle emissions from the use of fuels and old vehicles (UNEP, Lusaka Agreement, 2008). Air quality and atmospheric protection are regulated intensely, for example, in the United States; the Clean Air Act is perhaps the most wide ranging set of environmental regulations in the world, used to reduce global warming (Robbins, 2001:2). All states that have developed environmental regulations have tended to consider air pollution more than the other environmental problems and this has caused air pollution to become a particularly important part of the corporate agenda.

The Environmental Protection Agency (EPA) projects that the Clean Air Act amendments is reported to prevent over 230000 early deaths by 2020 (Clean Air Act/US EPA, 2012:1). In addition, ozone issues have become an important part of the corporate agenda. This is because half of all greenhouse gases are at some level related to the activities of corporations (Robbins 2001:2; Taylor *et al.*, 1994:38). Estimated involvement of corporations in the generation of human produced greenhouse gases is illustrated in Table 2.2.

Table 2.2: Estimated involvement of corporations in the generation of human-produced greenhouse gases

Gas	Amount of gas generated by corporations (appropriate percentage of total amount)	Significant sources of greenhouse gases generated
Carbon dioxide (CO ₂)	50%	Emissions from automobiles; most of the oil and gas use in developed countries; half of coal use in developed countries; half of fossil fuel use in developing countries. One of the major contributors to climate change are greenhouse gases which include carbon dioxide (Moreo, 2008:1).
Methane (CH ₄)	10-20 %	Half comes from oil and gas production and use; half from emissions from coalmines.
Chlorofluorocarbon (CFCs)	60-70%	Use of aerosol sprays, car air conditioners, solvents, foam products and refrigerators in developed countries.
Other, Nitrogen oxides (NO _x) Sulphur dioxide (SO ₂) ⁴ , Methane (CH ₄) and tropospheric ozone (O ₃) which cause acid rain & City Smog	50%	Emissions from automobiles; three quarters of oil and gas used in developed countries, half of coal used in developed countries half of fossil fuel used in developing countries.

Source: Adapted from Robbins (2001:2)

The directions of global climate change and global warming are leading to increased debates on the agenda of the “greening” of business and marketing of carbon neutral destinations (Rogerson & Sims, 2012:291). The fourth Climate Change Assessment Report by Intergovernmental Panel on Climate Change (IPCC) shows that the “commercial residential construction” sector such as hotels has the biggest potential for greenhouse emissions reduction (Chen & Hesieh, 2011:2). There is an increasing number of buildings being constructed in developing countries. Consequentially, there is an increase in the carbon footprint, resulting from accommodation and catering within businesses (Rogerson & Sims, 2012:291).

Food preparation in hotels makes the biggest contribution to the carbon footprint, accounting for 70% of ecological footprint on the average, across the board in star rated hotels, while accommodation accounts for 25% of the carbon footprint in star-rated hotels (Chen & Hesieh, 2011:7). Carbon footprint refers to the amount of carbon dioxide gas (CO₂) emitted individually in a one year period. Carbon dioxide is the primary gas responsible for global warming and the resulting alarming changes in climate worldwide. Other greenhouse gases such as Methane (CH₄) are emitted into the air from anthropogenic sources such as fossil fuel exploitation, landfills and biomass burning (WMO, 2012:2). There is also the ozone depleting chlorofluorocarbons (CFCs) and Nitride oxide N₂O that are emitted into the air from biomass burning and natural sources (WMO, 2012:3). To that end, several scholars argue that developing countries have a responsibility to reduce greenhouse emissions and hence be at the forefront of planning for sustainable investment (Rogerson, 2012:392).

2.4.2 Dumping of toxic chemical and hazardous waste

Since 1900, around 10 million chemicals have been created in laboratories around the world. Chemicals are used to manufacture millions of products, many of which are toxic (Robbins, 2001:4). Toxic chemicals are discharged into the environment, in some cases directly as fertilisers, pesticides and some solvents. In some countries, hotels quite freely dispose of liquid waste directly into the sea or rivers (Page, 2011:

319; Cooper *et al.*, 2005:409). Hazardous chemicals can be released in gaseous form into the air, water and land.

Hazardous waste includes such waste that contains metallic compounds, halogenated organic solvents, acids, asbestos, organo-phosphorous compounds, organic cyanide and phenols (Robbins, 2001:7). Corporate responses to toxic chemicals and hazardous waste have been brought about by highly publicised accidents in chemical factories; hence corporations are now putting such issues at the top of their corporate agenda in both developed and developing countries (Robbins, 2001:7).

2.4.3 Freshwater shortage

Worldwide, a number of countries are facing fresh water shortages due to continuous growth in world population. Fresh water is crucial to economic development and to the survival of ecosystems, but more than 1 billion people lack access to safe water and more than 600 billion people live in economies facing water stress (The World Bank, 2004:43). If human population reaches 10 billion by 2050 as has been predicted, the current patterns of fresh water use are unsustainable (Robbins, 2001:7). This is an important issue for corporations in industries with a very high water consumption rate. Some of the ways in which industries use water are cooling, processing, cleaning, and removing industrial waste and agriculture. Green or nature based tourism requires water for nature based tourism activities, for example, scuba diving (Page, 2011:317). In addition, the accommodation units use water for baths and showers, in swimming pools, golf courses and maintaining green and attractive gardens (Cooper *et al.*, 2005:408). When industries use water, the water is often returned to the water cycle, heavily polluted with chemicals and heavy metals.

However, the pollution of freshwater from waste discharged into the environment is continuing. In certain areas, there is a sewage outfall into shallow waters. This causes nutrients to build up and lead to algae growth that adversely affects coral reefs (Page, 2011:317). Most developed countries now require industries to meet

specific quality standards before releasing wastewater to the environment. Consequently, one of the Millennium Development Goals of 2001 on environmental sustainability sought to reduce by half, the proportion of people without sustainable access to safe drinking water (The World Bank, 2004:1). In developing countries, the discharges of industry into the water cycle are, for the most part, uncontrolled, and water contamination is a severe problem which greatly affects water quality (Robbins, 2001:8). Pollution control laws have therefore not only helped clean up rivers, lakes and streams but have promoted conservation and efficient water use (Robbins, 2001:8). This is quite effective in tourism and hospitality where business operations have to comply with prescribed state legislation and city byelaws.

2.4.4 Land pollution

Land resources are extremely important to society the world over, yet land exploitation has wide-ranging consequences (Robbins, 2001:10). The natural carbon sink provided by forests can be lost through deforestation (Robbins, 2001:10). This leads to the destruction of habitats and ecosystems (Page, 2011:317). The main site for the disposal of hazardous wastes and other toxic materials, including heavy metals dioxin, is the land. These wastes, when disposed illegally close to communities, have often caused people to become ill. Overall, there tends to be a mixed corporate response to land challenges, hence, more than 70% of companies have not established comprehensive land management policies (Robbins, 2001:11).

2.4.5 Pollution of oceans and rivers

The main impact of corporations on oceans is in the areas of oil exploration, dumping, transportation of hazardous substances and effluent discharges (Robbins, 2001:12). In many parts of the world, there is rapid degradation of marine resources because of human activities on seas and rivers (Cooper *et al.*, 2005:201). The released pollutants get into rivers and find their way to the oceans. In the process, the pollutants contaminate the water bodies with nutrients, *inter alia*, from urban sewage, and urban runoff (Nhapi & Gigzen, 2005:135). Other challenges include microbial contamination from sewage, plastic dumped on land, which eventually finds its way to rivers and the sea (Robbins, 2001:12). In addition, synthetic organic

compounds (e.g. pesticides and industrial chemicals) as well as oil from transportation and sea dumping of sewage, pollute the oceans and rivers (Timothy & Teye, 2009:82; Robbins, 2001:12). Plastics and pesticides harm marine mammals even in remote areas of the ocean (Robbins, 2001:12). Sea dumping is banned in many areas of the world; however, despite such efforts; the North Sea and the Atlantic have become the major areas of pollution (Robbins, 2001:12).

2.4.6 Biotechnology and Biological Diversity Disruptions

The diversity of biological species is important to sustaining life on earth (Robbins, 2001:13). Biodiversity refers to the variability among living organisms from all sources including, *inter alia*, terrestrial, marine and other aquatic ecosystems and the ecological complexes (Spenceley, 2008:13). 25% of species are expected to be extinct or in serious danger by 2050 through, for example, the clearing of forests for cattle production (Robbins, 2001:13). Nearly 34000 plant species, comprising 12, 5% of the total, are threatened with extinction (The World Bank, 2004:43). Species are important for future technologies and products; for example, the agriculture industry is increasingly dependent on genetic diversity to maintain disease resistance in commercial crops (Robbins, 2001:13). There is also a possibility of devastating the environmental effect from biotechnologies. Many of the largest pesticide corporations are attempting to develop pesticide tolerant plants. This could result in greater chemical dispersal into the environment, thus adding to degradation and pollution (Page, 2011:317). Scientists suggest that herbicides tolerant crops can cross-pollinate with weeds that are problematic, particularly in developing countries. Genetic variety in the natural world is the main source of new crops, medicines, fibres and foods and therefore should be important to corporations. The deterioration of nature is a concern mainly to the developed world, whereas a large part of this nature falls under the jurisdiction of developing countries. They generally are confronted with many social and economic problems, which are felt to be more urgent than environmental and ecological ones (Van der Duim & Caalders, 2002:745). There is a warning that the poor often have little choice, but to choose immediate economic benefits at the expense of the long-term sustainability of their livelihoods (Page, 2008:14).

Some industries, particularly tourism, rely largely on the natural environmental resources and the loss of any of these resources is against the industries' survival (Eldief & Font, 2010:157). A summary of the challenges affecting the various environmental resources as discussed on environmental challenges necessitating corporate greening are provided in Table 2.3.

Table 2.3: Summary of environmental challenges necessitating corporate greening

Environmental issue	Challenge(s)
Atmosphere	• Smoke from burning solid fuels causing death • Air pollution from vehicles affects the environment • Use of high sculpture fuels and old vehicles
Toxic chemical & Hazardous waste	• Chemicals used to manufacture chemical products • Toxic chemicals discharged into the environment directly such as fertilisers, pesticides, solvents • Liquid waste from accommodation establishments
Fresh water shortage and pollution	• Lack of access to safe water/water stress
Land pollution	• Main site for disposal of hazardous waste • Illegally disposed waste causing illness
Oceans & rivers pollution	• Pollutants released into rivers eventually get to the ocean • Microbial contamination from sewage • Industrial chemicals and pesticides • Plastics harm marine life • Cross pollination of herbicide tolerant crops with weeds • The poor often choose immediate economic benefits at the expense of the long-term sustainability of their livelihoods

Source: Author's own compilation based on the discussed literature.

In the next section, tourism environmental impacts which include economic impacts, social impacts and environmental impacts are discussed.

2.5 Tourism Environmental impacts

The link between tourism and the environment has been emphasised as one that has been assuming greater significance with the rise of the sustainability debate (Page, 2009:492). Since the Rio Earth Summit in 1992, the environmental and social impacts of tourism industry have come to the forefront of global discussion (Graci, 2009:39). The modification of swamps on lowland areas to create harbours or marinas, or for development such as land reclamation, and building construction leads to loss of ecological diversity and a rich environment for wildlife (Page,

2009:494). Deteriorating conditions of the world's natural resources inspired an agreement amongst world leaders that sustainable development be the central target of governments' private institutions and organisations. Because of that, the 1987 World Commission on Environment and Sustainable Development became a major global concern (Graci, 2009:39).

Literature reveals that the tourism environmental impacts include environmental degradation and pollution, impacts on ground water and coastal pollution (Page, 2009:494). The impact of the accommodation sector on the environmental terms is varied and complex (Cooper *et al.*, 2005:408). Often, there is architectural pollution. This owes to the effect of inappropriate hotel development on traditional landscape. Good quality agricultural land may be lost to tourist development. Local ecosystem may be polluted from sewage (Page, 2009:495). Such negative impact is experienced in the accommodation sector the world over. As a component of tourism, the hospitality sector has played a decisive role in ecological deterioration, although its impacts have not been as profound as those of automobiles, airlines, and cruise ships (Timothy & Teye, 2009:81). Developments such as hotel construction often have negative ecological impacts, as there is disruption of wetlands and habitats for genetic diversity, resulting in the extinction of species (Gossling, 2011:7). In certain instances, there is pollution of rivers, lakes and coastal water due to improper development of sewage and solid waste disposal systems in business organisations (Mansah, 2006:416).

In many parts of the world, accommodation-based sewage and waste materials are dumped directly into lakes, rivers and seas without any kind of processing beforehand, creating health hazards, and an aesthetically unpleasant environment (Timothy & Teye, 2009:82). An increased burden on solid waste is another key environmental impact of hotel operations (Taylor *et al.*, 1994:173). A typical hotel solid waste production comprises 46% food, and non-recyclables, 25% paper, 12% cardboard, 7% plastics, 5% glass and 5% metals. Approximately 47% of waste is recyclable (Allen, 2007:56; Kasim, 2006:15). As a result, it is a characteristic of good ecological stewardship for hotels to take action in greening the physical environment (Timothy & Teye, 2009:81).

2.5.1 Economic impacts

Tourism is one of the largest industries in the world; in Africa, it is seen as having the potential to address many of the socio-economic challenges facing the continent (George & Frey, 2009:13). There are practical problems of establishing baseline studies and dissociating the impact of tourism from other economic activities (Page, 2011:306).

Some of the positive impacts of tourism include employment opportunities. These benefit both adults and youths. In addition, the sector is a stimulator of the development process in resorts and localities (Page, 2009:481; Spencely, 2008:296). In 2000, tourism-related business generated 2 trillion US dollars and provided employment to approximately 15% of the world's economically active population (Kasim, 2006:3). Tourism also encourages entrepreneurial activity and generation of income for local economy (Page 2009:483). It also induces infrastructural development as hotels are constructed for the accommodation of visitors (Spencely, 2008:296). Nevertheless, there is also a range of costs associated with tourism development. These include, among other things, dependence on the size and nature of the local economy, growing dependence on imported rather than locally produced goods and services and labour as the development facilities and infrastructure proceeds (Page, 2009:484). Often, there is an increase of the tax burden on the local residents in order to meet the growing demands for better infrastructure (roads, water supply, sewage treatment) (Cooper *et al.*, 2005:237).

High consumption of energy in the accommodation sector due to the nature of the operations in these establishments is a critical feature, too. Indeed, electricity is required in the heating of water, air conditioning and food preparation in hotels. In some instances, there is increased use of fossil fuels for energy consumption and water desalination, the construction of roads, airports and seaports to cater for the travel of tourists (Cooper *et al.*, 2005:265). There is also high consumption of water in hotels and lodges (Rogerson and Sims, 2012: 394). In many instances, there are leakages of tourism expenditure from the local economy (Page, 2009:485). Unfortunately, most of the revenues associated with tourism service do not remain in

the host country. The money spent leaks out of the local economy. Finding appropriate conservation strategies like amelioration/mitigation measures to reduce the adverse impacts and the depletion of these resources from the environment (Page, 2009:477) and sourcing of goods and services (hence emphasis is on the need to buy local produce so as to reduce food miles) (Rogerson & Sims, 2012:394) are important measure.

2.5.2 Social Impacts

In many instances, when tourists visit a destination, they are geographically isolated. Since visitors stay in resort enclaves where hotel companies meet all their needs, there is usually lack of engagement with the locals. This creates a relationship lacking in spontaneity and is characterised by an unequal and unbalanced experience (Page, 2009:490). On the part of the local people, there is often migration from rural to urbanised resort areas to secure jobs in hotels, for example, and this often modifies the population structure in destinations, putting pressure on services. Changes in social values occur with greater levels of community turnover and, potentially, negative effects related to the increase in sex tourism, prostitution and gambling to meet visitor needs (Cooper *et al.*, 2005:239; Page, 2009:490). Residents-tourist relations are often affected. They go through stages of tensions as tourists outlive their welcome in destinations and anti-tourism feeling becomes widespread (Page, 2009:491). As well, there are social impacts in the accommodation industry, which emanate from air pollution, often leading to social problems such as respiratory problems as well as noise pollution, particularly in city hotels and lodges. Green education and training, particularly amongst employees and customers are some of the mitigation strategies important for ameliorating the situation (Rogerson, 2012:294).

2.5.3 Environmental impacts

In the absence of an attractive environment, there is little tourism. The sun, the sea, the sand and other attractions are the major attractors in historic sites (Page, 2011:317). Industrial systems use water, energy and resources to produce goods and services. In the production process and once the goods and services are used, they too are disposed of and become wastes. Contrastingly, ecological systems are

powered by renewable energy ultimately derived, through photosynthesis, from the sun (Taylor *et al.*, 1994:38). Tourism environmental impacts create environmental degradation and pollution, destruction of habitats and ecosystems, coastal pollution and loss of coastal marine resources (Page, 2011:317). Impacts of human activities and the effects they cause are illustrated in Figure 2.2.

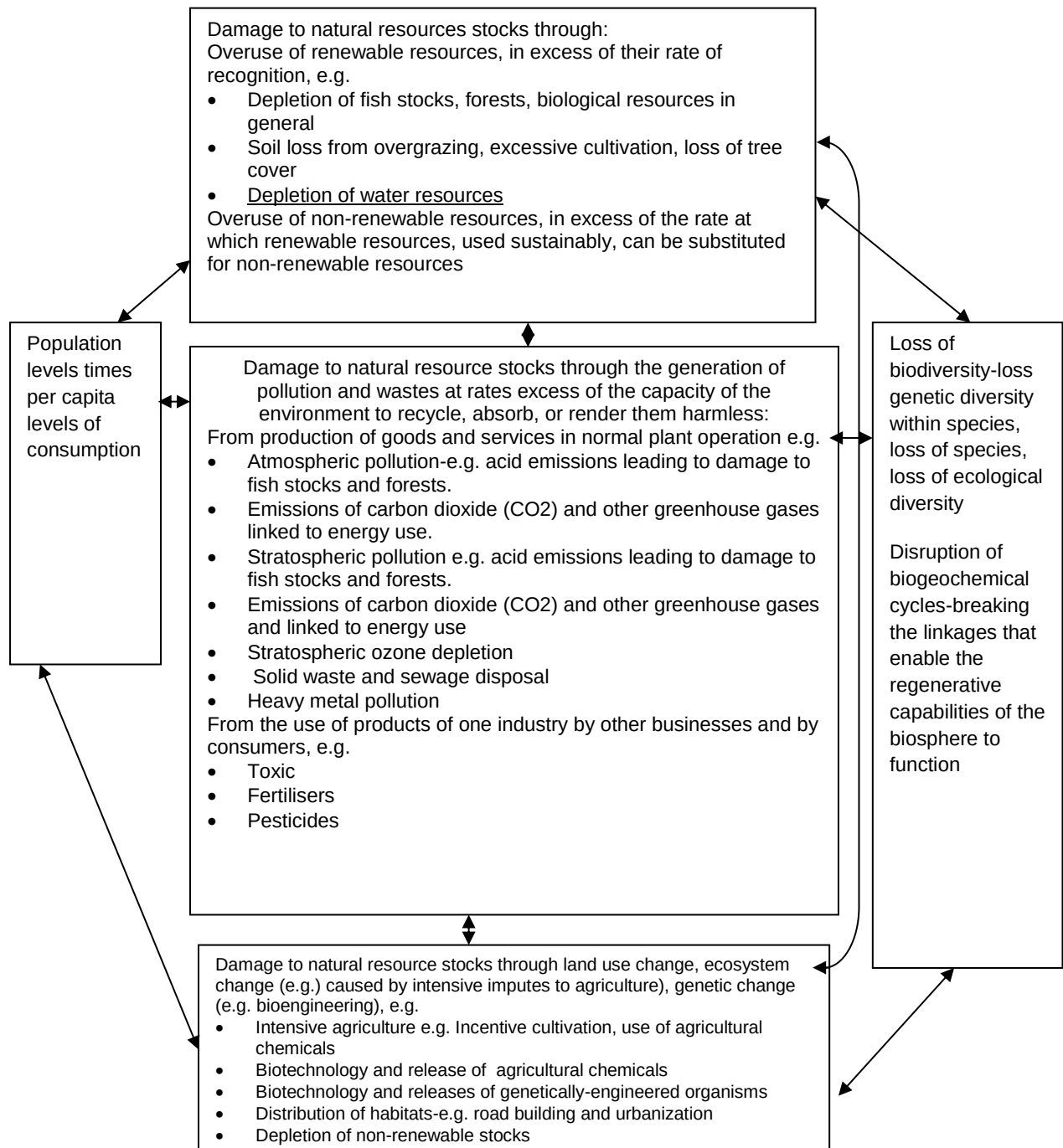


Figure 2:2: Impacts of human activity on the environment

Source: Adapted from Taylor *et al.* (1994:38)

The accommodation sector has a hand in ecological deterioration, particularly in hotels. However, comparatively, hotels' environmental impacts have not been as profound as those of automobiles, airlines and cruise ships (Timothy & Teye, 2009:81). In some coastal areas, architectural pollution is common, owing to the effect of inappropriate hotel development (Page, 2011:319). With regards to destinations, thinking more strategically about the risk assessment associated with climate change in terms of their physical environment is a must (Page, 2009:543).

An effect such as a drop in summer rainfall in many arid locations (such as small islands) makes technological solutions to water supply (for example, desalination) critical, making tourism growth dependent upon the viability of technology (Page, 2009:543). All these impacts require mitigation as there is increasing environmental concern among scientists of a considerable increase in world's global warming inducing climate change that, in turn, will affect weather patterns in the world's major tourist destinations by 2050 (Page, 2009:543).

2.6 Green management in tourism

The world tourist industry is growing at an annual rate of 4%. It participates considerably in the world economy (Chen & Hsieh, 2011:1). As the industry flourishes, tourism activities also create environmental challenges such as traffic congestion and over-exploitation of natural resources and negative social impacts created by inappropriate tourist behaviours. The increase in environmental awareness has influenced the tourism industry as in all other sectors of the global economy (Jackson, 2010:212). The United Nations World Tourism Organisation (UNWTO) defines tourism as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year, for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. The impacts on the environment that include global warming and climate change must be confronted by both tourism destinations as well as tourism enterprises (Rogerson & Sims, 2012:291).

In an industry such as tourism, made up of various businesses, it is important for owners and managers to understand how to manage each business (Saayman, 2007:21).

2.6.1 Tourism industry supply of products and services

Green management in the accommodation sector, as in other enterprises in tourism and hospitality, is generally focused on mitigating the negative effects associated with the supply of goods and services. This is crucial because the accommodation sector has played an important role in ecological deterioration albeit less so than the impact of the travel sector, especially of air transport or cruise ships (Timothy & Teye, 2009:81). In the accommodation sector, there is excessive energy and water consumption, deterioration of indoor air quality and waste generation (Jackson, 2010:215). Tourism and its component industries has endeavoured to take up environmental education, energy management, water conservation, and green supply and purchase for the production of their goods and services (Hsieh, 2012:3). This is because tourists need boarding facilities as they travel and the accommodation sector has a great deal of diversity in the types of accommodation available to the travelling public (Lockyer & Roberts, 2009:31). Overall, the concern on the impact of tourism on the environment started increasing in the late 1980s (Andereck, 2008:1). Companies in the hospitality sector, which is an inseparable component of the tourism industry, started setting up their environmental objectives and setting targets for green management during this time. The concept has been placed even further centre-stage following the Earth Summit in 1992 with the emergence of Agenda 21 that encouraged the formulation of local-based and sector-specific strategies for translating sustainable development into practice (Okeiyi *et al.*, 2005:34). Green management entails a shift in attitudes towards embracing environmentally responsible practices and procedures into all aspects of tourism as explained in the immediate forthcoming paragraphs.

2.6.1.1 Hospitality

The hospitality sector comprises accommodation sector, foodservice, leisure, travel industry, events and attractions. Concurring with this assertion, Pizam (2011:1)

defines hospitality as an industry consisting of businesses that provide accommodation, food and beverages, meetings and entertainment to tourists, travellers and local residents. Accommodation is an important component of the hospitality sector, making a significant contribution to carbon footprint and environmental damage.

2.6.1.2 Accommodation

The accommodation sector comprises hotels, lodges, motels, bed and breakfast, camps, guesthouses, safari lodges, farmhouses, inns, conference centres, rest camps, country clubs, sport clubs, nightclubs, casinos, Backpackers and villas (Walker & Walker, 2011:481). The accommodation sector is the most environmentally harmful component of the hospitality industry (Rahman, Reynolds & Svaren 2012: 720). One estimate by the World Tourism Organisation (2009) is that in 2005, the accommodation sector accounted for 21% of the carbon dioxide emissions from tourism (Rogerson & Sims, 2012:29; Page, 2011:176). Areas of concern in the accommodation sector include recycling of waste generated in the production of goods and services, waste management, clean air energy and water conservation. Consideration of environmental health, maintenance of permits (such as building policies), and compliance legislation, purchasing policy and environmental education are very crucial (Mensah, 2006:415). Accordingly, the management of environmental practices in the accommodation sector is of central concern, including performance assessment and benchmarking (Kirk, 1995:3; Timothy & Teye, 2009:27; Chen & Hsieh, 2011:8; Chan, 2012:305). As such, sound practices and commitment to reversing and reducing the negative impact on the environment, such as saving water, saving energy, and reducing solid waste are at the centre of the development debate. Environmental issues affecting the accommodation business, education, mitigation and reduction strategies are indicated in Figure 2.3. Figure 2.3 shows three principal areas of accommodation management to embrace environmental improvement in their operations. This can be achieved through educating tourists on environmentally-friendly activities and environmentally-friendly consumption behaviour (Han *et al.*, 2010:325).

Educating the tourists	Purchasing	Management
•Less towels •Using less water •Ecotaxes •Information for guests on green days out	•Buying green in the supply chain •Certified suppliers •Changing green and organic products •Using local products so as to reduce food miles	•Training and educating staff •Waste management •Energy reduction e.g. solar power •Water conservation •Sustainable building technology •Environmental certification

Figure 2.3: Environmental issues affecting accommodation business: Education, mitigation and reduction strategies

Source: Adapted from Page (2011:177)

In order to attract green consumers, accommodation providers have undergone voluntary accreditation based on an independent environmental assessor (Page, 2011:177). In purchasing, environmental protection can be achieved through using local foods and beverages to reduce transport related carbon footprints. Environmental protection can also be achieved when management has made a commitment to drive forward, environmental management systems, training and motivating staff incorporating environmental friendly practices in the company culture (Bohdanowcz, 2011:801). Other greening efforts include training staff and encouraging guests to take up some simple steps to protect the environment such as switching off lights and television sets when leaving rooms (Bohdanowcz, 2011:801).

2.6.1.3 Tour operators

Tour operators in the tourism industry are now putting more effort and applying more resources towards green initiatives. Tour operators that engage in such practices are reaping the benefits. For instance, in 2000 Exodus, a UK based tour operator developed a responsible tourism policy which formalises the company's commitment to environmental, social and economic sustainability for the entire operations (Sustainable Travel International, 2010:10). This development has led to increased bookings, attracting positive publicity in the media, industry recognition and

destination stewardship. There has been increased market strength and customer loyalty because of green products. Responsible travellers are attracted to travel companies that employ sustainable business practices. Chitra (2007:174) adds that consumer health and well-being are important elements of green marketing management through “designing, developing and delivering products and services that are eco-friendly” and less harmful to the environment and the consumer.

2.6.1.4 Transportation

In recent years, global climate change, the negative environmental and socio-cultural effect of tourism has become more apparent (Jackson, 2010:213). There is ample evidence to support the fact that transportation affects global climate change. Vehicles and other recreational modes of transport are commonly used during tours in forest ecosystems, which can create noise disturbance, landscape damage and pollution. Transportation is said to contribute about 75% of carbon dioxide (CO₂) emissions generated by global tourism of which air traffic contributes 40%, car traffic, 35% and travel by bus or train 13% (Sustainable Travel International, 2010:35). Accordingly, green management mitigation strategies have become imperative throughout the world. This is because, by definition, greening is focused on generating a positive impact for places a company visits and the planet at large (Krahenbuhl & Mulles, 2008:1). Thus, towing a caravan versus other holiday alternatives based on carbon output (especially versus flying) becomes a preference in order to reduce the carbon footprint through transportation. Nature walks, camping, rock climbing and mountain hiking are some examples of activities popular for green management in tourism (Sustainable Travel International, 2010:35).

2.6.1.5 Wildlife

Wildlife is attractive and it is human nature to be curious about the beautiful and mysterious creatures. Educating guests on how they can help sustain biodiversity and ecosystem conservation is one of the most important activities of greening. Another important thing that needs to be addressed by business is training staff and

incorporating knowledge and respect for wildlife into tour experience, thus enriching the tourist experiences (Sustainable Travel International, 2010:35).

2.6.2 Perceptions of tourists on green management (demand side)

An increasing number of tourism and hospitality customers is considering various environmental issues and seeking to buy eco-friendly products over alternatives, sometimes even paying more for green products (Han *et al.*, 2010:326). The consumers are becoming aware of the benefits of engaging in environmentally-friendly practices in the lodging industry. Eighty five percent (85%) of leisure travellers consider themselves environmentally conscious, that is, “green” consumers (Millar, Mayer & Baloglu, 2012:395). The positive attitude towards the green practices has a strong relationship with positive behaviour on green practices (Mankatola & Jauhari, 2007:373). Many lodging customers, being aware of environmental damages (for example, emissions released into the air, water and soil) and the wasting/harming of environmental resources caused by hotels, for example, excessive consumption of non-durable goods, energy and water, now look for hotels that follow eco-friendly practices (Han *et al.*, 2010:325). If hoteliers understand their customers and what services and attributes are most important to them, they can position their products (for example, hotel room) to target guests that are most suited for that product (Millar *et al.*, 2012:397).

There have been a number of surveys in the past few decades in an attempt to identify consumer attitudes to hospitality and the environment. Kirk (1995:5) and Brown (2009:19) assert that green tourists will demand green accommodation. In a survey of frequent travellers, 75% of customers said they were environmentally minded consumers (Kirk, 1995:5). The consumers expect rewards for patronising hotels that adopt green practices (Manaktola & Jauhari, 2007:373). Despite a growing concern for a green hotel in the eyes of customers (Chan & Ho, 2006:303), it is worth noting that visitors’ perceptions of green innovations have not been well documented (Andereck, 2009:497).

2.6.3 Motivations for hotels to go green (supply side)

Hoteliers admit that hotels have a significant impact on the environment, which makes green practices essential, rather than optional (Sukey & Issac, 2014:315). Hotels seek to implement green practices in order to comply with government regulations (Zengeni, Zengeni & Muzambi, 2013:64). In some countries, penalties are imposed on hotels that fail to comply with green policies (Mensah quoted in Zengeni *et al.*, 2013:66). Implementing green practices is seen as a source of competitive advantage in hotels (Cortes, 2007:665). Hotels that implement green policies or sustainable tourism policies preserve their destinations and consequently their first competitive level (Cortes, 2007:665). This is also related to the need for hotels to attract customers who are increasingly becoming green conscious and fostering positive relations with the public (Zengeni *et al.*, 2013:66). Overall, hotels implement green management practices to mitigate environmental impacts associated with their operations (Jackson, 2010:226).

2.7 Milestones in recent environmental management history and role players responsible for implementation of environmental management systems

There is increasing concern for the natural environment. A vast range of literature regarding environmental commitment and the need for implementation of environmental management systems is growing (Graci & Dodds, 2008:253). Some of the milestones and events in recent environmental history include the, Clean Air Act (1956), formation of Green Party (1973), Control of Pollution Act (1974), Montreal Protocol CFC emissions (1998), Earth Summit Conference(1992) and UK National Sustainability Plan (1993) (Kirk 1995:4). At the Kyoto Conference in 1997, a legally binding agreement was created demanding that industrialised countries reduce their collective emissions of six greenhouse gases by 5.2 percent by 2008-2012 (Brown 2005: 177). To encourage corporate participation in the endeavours, the then United Nations' Secretary-General, Kofi Annan, initiated the Global Compact in 2000. In the area of the environment, the three principles guiding such participation were as follows:

- 1) Business should support a precautionary approach to environmental challenges.
- 2) Business should undertake initiatives to promote greater environmental responsibility.
- 3) Business should encourage the development and diffusion of environmentally friendly technologies (Brown, 2005:178).

Tourism businesses also embraced the concept of environmental sustainability, taking a precautionary approach to environmental challenges and engaging in environmentally friendly programmes such as the green globe.

2.7.1 Green Globe

The Hotel Catering and Institutional Management Association (HCIMA) and World Travel and Tourism Council (WTTC) established the “Green Globe” programme (Kirk, 1995:3). The main aim of the Green Globe programme is to provide practical and low-cost means by which hospitality companies can commit themselves to undertaking environmental improvements based on international guidelines. These companies receive expert help in environmental management based on international best practices (Sharma & Henriques, 2005:1).

2.7.2 Implementation of environmental management systems

One of the most widely used voluntary environmental initiatives, the International Standards Organisation (ISO) 14001, emerged in 1996 (Wilcox 2007:5). The ISO 14001 offers a systematic approach to compliance and continual improvement. It is applicable to a variety of organisations such as service providers, manufacturers and government agencies (Hsieh, 2012:91). The intent of the ISO 14001-2004 services is to provide a framework for a holistic strategic approach to a firm’s environmental policy, plans and actions and is not industry-specific (Jeter, 2009:9). Implementation of environmental management systems in hotels is gaining popularity worldwide. The ISO 14001 is the only certifying document in the ISO 14000 series, which provides guidelines and sets up an environmental management system (EMS) (Chan, 2009:2). EMS was developed as a management tool to effectively deal with

environmental issues arising from business operations, unlike government regulations that impose the external structure (Hesieh, 2012:99). It (the environmental management system) undertakes to protect the environment by setting objectives, measuring targets, developing programmes and activities and evaluating activities. The ISO 14001 could be used as a guideline to evaluate a company's performance towards environmental management. Segarra-Ona (2012:244) argues that empirical evidence suggests that implemented ISO 14001 improves both environmental and economic results by reducing costs, improving quality or improving reputation.

2.7.3 The International Union for Conservation of Nature and Natural Resources (IUCN)

The escalating needs and the soaring numbers of human beings have often driven people to take a short-sighted approach when exploiting natural resources. The International Union for Conservation of Nature and Natural Resources (IUCN) observes the existence of a long list of challenges and hazards that include soil erosion, desertification, loss of cropland, pollution, deforestation, ecosystem degradation and destruction, and extinction of species and varieties (IUCN, 1980:1). IUCN seeks to conserve biodiversity. The situation calls for the need for conservation of nature, and ecologically sound management with an intellectual framework and practical guidance for conservation actions (IUCN, 1980:2; IUCN 2013:1). Accordingly, the aim of IUCN is to implement the World conservation strategy with three main objectives:

- 1) To maintain essential ecological and life support systems,
- 2) To preserve genetic diversity and,
- 3) To ensure sustainable utilisation of species and ecosystems.

The IUCN's object of conservation is to ensure the earth's capacity is capable of sustaining development and supporting all life.

2.8 Theories addressing green management

Green behaviour in corporations is often guided by theories that address environmental concerns that are likely to affect the day-to-day operations of

business. Theories equip individuals and groups to develop a culture and ethos for the respect of the natural environment, its flora and fauna, thus influencing attitude and behaviour change (Walker & Hanson, 1998:634). Different theorists have different philosophies that influence their interpretation of specific situations in life. These theories were not developed for tourism specifically, but they address environmental management issues in general. In this study, five theories were considered to influence managerial decision making regarding environmental management and development of a framework for green management in hotels. These theories are the Stakeholder Theory; resource-Based Theory, CSR Brand Positioning Grid Model, Ajen's Theory of Planned Behaviour and a Model of Industrial Ecosystems. Each of these theories is subsequently discussed in the forthcoming paragraphs.

2.8.1 Stakeholder Theory

The Stakeholder Theory is highly popular in business (tourism business included) (Wagna, Alves & Raposo, 2011:228). It suggests that the needs of shareholders cannot be met before the needs of stakeholders are met, hence a broader network and interaction with stakeholders is necessary (Oruc & Sarikaya, 2011:381). Managers need to consider all of those groups and individuals that can affect or are affected by the accomplishments of the business enterprise (Freeman, 1984: 25).

The Stakeholder Theory upholds that organisations enter into relationships with many groups, which influence or are influenced by the company. Freeman (1984:25) fully articulated on the stakeholder theoretical framework of CSR, arguing that existing management theories were not equipped to address the quantity and kinds of change that are occurring in the business environment. Freeman (1984) has further considered that the environmental shifts were occurring among both internal stakeholders (owners, customers, employees, and suppliers) and external stakeholders (government, competitors, consumer advocates, environmentalists, special interest groups and the media).

The Stakeholder Theory explains the reasons why firms adopt environmental protection activities, as they respond to multiple stakeholders on environmental

issues. In that regard, they pay attention to recyclable materials in consumer packaging, educating employees on environmental issues, participating in community efforts to clean up the environment and appealing to investors who want to invest in green companies (Stoner, 2005:86). The stakeholders include internal and external stakeholders as summarised in Table 2.4.

Table 2.4: Internal and external stakeholders

Internal stakeholders (Primary)	External stakeholders (Secondary)
Human resources	Local community
Shareholders	Environmentalists, professionals organisations
Internal interest groups	Consumer defence organisations & special interest groups
Outsourcing & suppliers	Government authorities, the media

Source: Author's own compilation

2.8.1.1 The importance of the Stakeholder Theory to the study

The Stakeholder Theory focuses on the characteristics and behaviour of organisations (Lorente, Jimenez & Gil, 2003:336). It is especially suitable as a way of approaching environmental management issues regarding stakeholders as a part of the overall social responsibility of firms (Lorente *et al.*, 2003:336). Already, studies within the Stakeholder Theory that touch on the natural environment may be classified into six streams of research as illustrated in Table 2.5.

Table 2.5: Studies within Stakeholder Theory that may touch on the natural environment

Class of research	Stream of research
1.	Some studies emphasise the role of external stakeholders in assessing environmental performance and environmental risks.
2.	Other works focus on the importance of pressure on environmental reporting practices and communication programmes in firms.
3.	Some works have identified the more relevant stakeholders in relation to environmental issues and study their influence on the environmental strategy of firms.
4.	Some studies have stressed the managerial perception of stakeholders' pressure statistically in companies with different environmental commitment profiles.
5.	Other studies examine the extent to which firms should develop a cooperative relationship with their stakeholders.
6.	Data gathered from case studies has aimed at investigating how environmental cooperation with stakeholders has ultimately brought about a significant impact on long-term corporate performance.

Source: Adapted from Lorente *et al.* (2003:338)

While the studies on the Stakeholder Theory listed in Table 2.5 have focused on the listed streams of research, the study on a framework of green management in hotels will establish the implications of the Stakeholder Theory on the management's perceptions of green management in hotels.

The three main reasons why firms adopt environmental protection activities, according to the stakeholder theory, are to gain legitimacy, as a response to stakeholder demands and as a response to different strategies that stakeholders use to influence the environmental protection activities of firms (Lorente *et al.*, 2003:339).

The legitimacy aspect of the Stakeholder Theory is described as “a generalised perception or assumption that the actions of an entity are desirable, or proper or appropriate within some socially constructed systems of norms, values, beliefs and definitions” (Lorente *et al.*, 2003:339). Accommodation companies such as hotels may acquire legitimacy by conforming to institutional pressures such as coercive pressures stemming from the actions of the state, for example, by enacting environmental regulations, which the firm should take cognisance of as it operates (Alsos, Hytti & Ijunggren, 2011:607). This is power which has the ability to make someone do something that would not otherwise have been done; the power of the stakeholder over the organisation may be coercive (strength or threat), normative (legislative, the media) or utilitarian (holding resources or information) (Mainardes, Alves & Raposo, 2011:236). The use of power by stakeholders is regarded as a driving force behind the influence of stakeholders on the decisions of firms and this applies to environmental management activities as well (Alsos *et al.*, 2011:609). Stakeholders may influence a business' environmental management through a variety of mechanisms such as incentives, penalties and advice to varying degrees. Thus, the stakeholders have the capacity and responsibility to reduce a company's negative environmental impact (Lorente *et al.*, 2003:341). Normative pressures arise from the activity of the professions and professional associations. Mimetic pressures involve the limitation of practices employed by other successful firms in the industry. For example, in the hotel industry, tourism networks diffuse successful managerial practices and act as enablers of organisational learning (Lorente, *et al.*, 2003:340).

This happens when less successful organisations tend to imitate successful firms that participate in green management activities.

Legitimacy is regarded as an organisational resource, which may align business with laws or prominent norms. Hotels may acquire legitimacy by linking social responsibility practices to financial performance and may generally be perceived as having actions that are desirable or appropriate in accordance with the socially consulted context and may be individual, organisational or social (Mernades *et al.*, 2011:236).

Economic legitimacy suggests that the driving force behind activities is the positive impact they have on financial performance and that compliance of an organisation, for example, hotels with stakeholder's environmental demands is attributed to their ultimate intention to increase their competitive advantage (for instance, savings in water consumption reduce costs) (Lorente, *et al.*, 2003:342). The normative Stakeholder Theory also assumes that organisations adopt environmental management practices to align their overall strategy with environmental norms and beliefs, for example, stakeholders such as ecologists, employees or public opinion at large. The theory also has an aspect known as ethic of care, which involves three components namely; being open to others, accepting other creatures and supporting others when they need help (Oruc & Sarikaya, 2011:385). Accordingly, compliance with stakeholders' environmental demands ultimately reflects a moral commitment that seeks social recognition through the protection of a common good, namely, the environment; such commitment is not necessarily linked to financial reasons (Lorente *et al.*, 2003:342). The urgency with which the business entity reacts to stakeholder requests renders the theory dynamic (Mernades *et al.*, 2011:236). The Stakeholder Theory is important to this study in that it will seek to explain perceptions of managers with regards to hotel stakeholders' influences on organisational decision on green management in a hotel organisation and the implications of the theory in coming up with a green management framework for hotels.

2.8.1.2 Shortcomings of the Stakeholder Theory

The content of the Stakeholder Theory is relatively vague, as terms such as stakeholder management and Stakeholder Theory are used in different ways and are based on contradicting arguments (Mernades *et al.*, 2011:237). In addition, the Stakeholder Theory incorrectly approaches the environment as something static and disregards the element of change that takes place over time and how to manage such change (Wagna *et al.*, 2011:239). This aspect contradicts the study on a framework for green management in hotels, which is based on the premise that changes in the environment are inevitable.

2.8.2 The Resource-Based Theory of the Firm

The identification and explanation of the benefits of implementing environmental initiatives in the hotel industry can be explained using the Resource-Based Theory of firm developed by Hart in 1995. The Resource-Based Theory of firm explains the pertinence of internal factors such as competitive advantage and financial considerations that motivate the actions of an organisation. There is also resource heterogeneity to consider, referring to the differences between one firm to another and amongst competitors with regards to human, physical and intangible resources (Graci & Dodds, 2008:256). Thus, the theory explains the benefits of increasing environmental commitment in the organisation. This theory is particularly important in analysing the strengths and weaknesses of organisational resources in taking up green management initiatives in hotels.

2.8.2.1 The importance of Resource-Based Theory to this study

This theory places emphasis on the importance of internal factors motivating the actions of the organisation to implement environmental initiatives. Its significance is seen in the fact that it places focus on human resources, particularly on training, in order to develop employees that are able to attain the goals of the organisation. These resources constitute the internal motivating factors for environmental management, which are unique to each hotel establishment and have a bearing on

the quality of service delivery (Bohdanowicz *et al.*, 2011:803). These internal factors are illustrated in Figure 2.4.

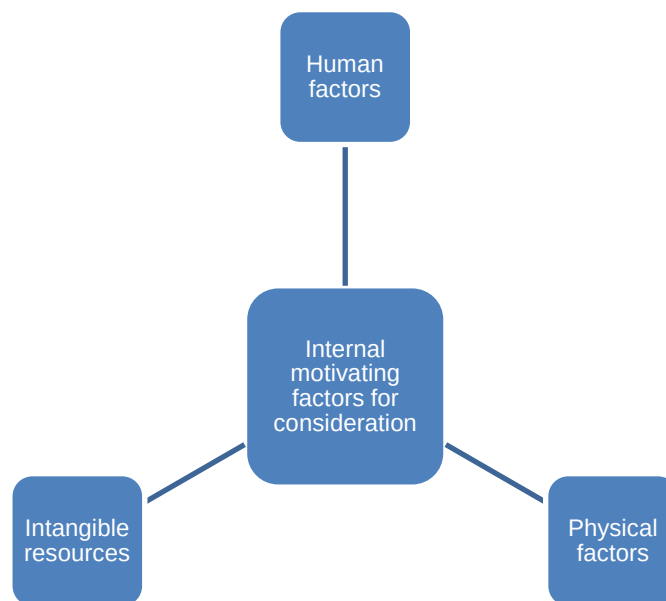


Figure 2.4: Internal motivating factors for environmental management

Source: Author's own compilation; adapted from (Bohdanowicz *et al.*, 2011:803).

The implications are that human resources are to support environmental management systems having been provided with training, motivation and evaluation of performance and with a reward-based environmental strategy (Bohdanowicz *et al.*, 2011:803). This Resource-Based Theory is particularly important in the service industry that is labour intensive where the human factor will always affect the quality of service.

2.8.2.2 Shortcomings of the Resource-Based Theory

Firms want to realise their competitive advantage from the resources they possess. The resources vary from one firm to another and so are training needs. These create potential challenges.

2.8.3 The CSR Brand Positioning Grid Model

The CSR Brand Positioning Grid Model is very important to this study. It holds that in all green-oriented companies (which are often driven by their ideology), the focus on sustainability is the primary choice and can in itself be described as their value

proposition. Green-oriented companies often operate in niche markets and CSR play an important role in branding. The population segments in which these companies operate include food preparation sectors that are concerned with green consumption behaviours of customers. In addition they target those customers who are environmentally conscious. However, a green company that wants to attract a larger clientele can choose personal benefits for the consumer, such as quality, body care, health or lifestyle to position its brand. That way, CSR can be integrated within the company's marketing strategy (Jonker & de Witte, 2006:140). Important to understand is that the CSR brand positioning grid model illustrated in Figure 2.5 is based on the reasons underlying consumers' purchasing decisions, hence it is considered a right tool that offers a framework for differentiating products, thus influencing a consumer to buy products or services they prefer (Jonker & de Witte, 2006:140).

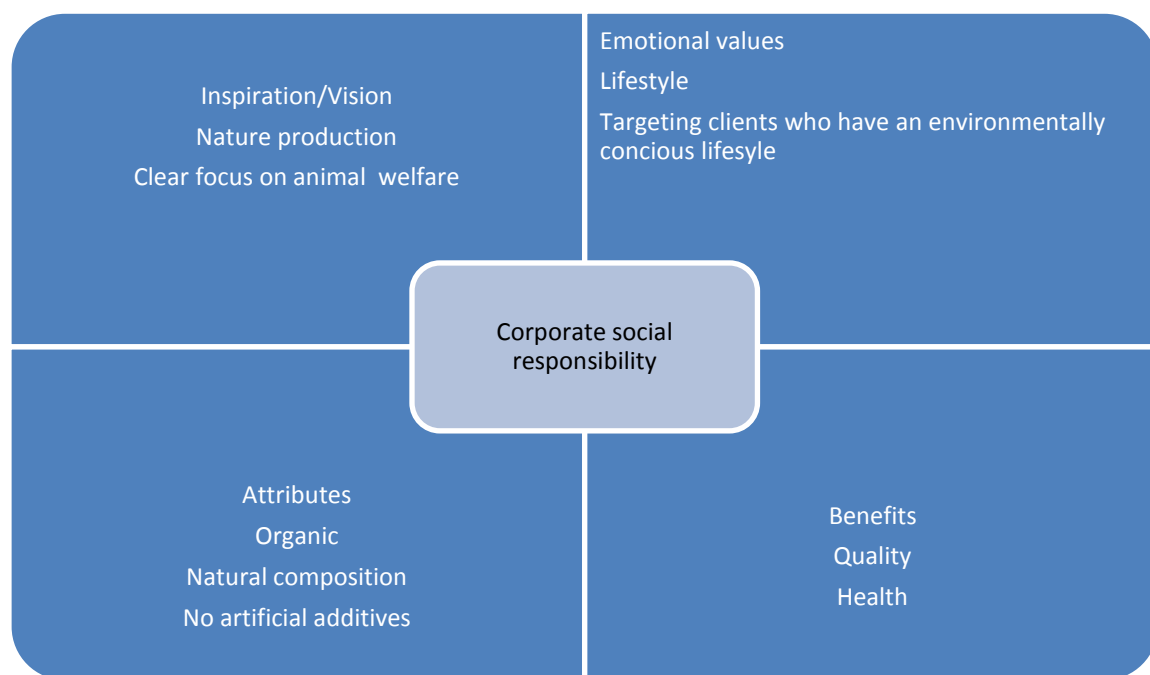


Figure 2.5 Personal benefits of consumers implied in the CSR brand positioning grid model. Source: Adapted from Jonker & de Witte (2006:140)

The CSR grid offers a framework to explore the strengths and opportunities for a product or company and benefits such as quality and health on the bottom right are answering questions such as “what is it for me?” hence they are market-based (Jonker & de Witte, 2006:140). Attributes or characteristics of the product are on the

bottom left and they include organic or natural composition with no artificial additives (Pharmaceutical & Review March, 2011:18). The customers who place emotional value on an environmentally conscious lifestyle are portrayed in the upper right hand grid. Inspiration/vision elements represent the nature of production and have clear focus on animal welfare and the environment. The elements which are on the top left of the grid represent customers who prefer products whose production process takes cognisance of animals' welfare (Jonker & de Witte, 2006:140).

When consumers make a decision to buy a product, they take into consideration personal benefits found in the product of their choice (Goldstein, 2008:472). Figure 2.5 illustrates a range of benefits for each specific niche market, representing emotional values placed on preferred products such as quality and health. The CSR brand positioning grid's theoretical view explains the role of branding and the need for differentiation of green products and services in order to attract a larger clientele.

2.8.3.1 Importance of the (CSR) brand positioning grid model

This theoretical view is important in this study as it influences the marketing strategies which are used to attract a larger clientele for a specific niche market sympathetic to the environment. The model focuses on important aspects to green consumers who have environmentally conscious lifestyles whose emotional values are placed on the nature of production of a product (Jonker & de Witte, 2006:140). The model is also important because it takes cognisance of the attributes of products such as organic, natural composition with no artificial additives as well as benefits to the end user such as quality and health (Jonker & de Witte, 2006:140; Pizam, 2008:1).

2.8.3.2 Shortcomings of the CSR Brand Positioning Model

The CSR brand positioning model tends to support environmental initiatives that focus on niche markets that desire specific environmental brands, thus limiting the consumer base to environmental friendly products and services on offer in an organisation, for example, in a hotel.

2.8.4 Ajen's Theory of Planned Behaviour (TPB)

The Ajen's Theory of Planned Behaviour (TPB) explains the formation of hotel customers' intentions to visit a green hotel (Hsu & Sheu, 2009:1). This theory is of the view that environmental friendly activities are some of the key aspects influencing customer behaviour to visit a hotel. However, Griskevicius, Tybur and Bergh (2010:395) argue that buying pro environmental "green" products often costs more and the products are of lower quality than their conventional counterparts, but green goods benefit the environment for everyone. Griskevicius *et al.* (2010:395) observe that status and competition can be used to promote pro environmental behaviour.

2.8.4.1 The importance of Ajen's Theory of Planned Behaviour to the study

This theory explains the formation of hotel customers' intentions to visit a green hotel as some customers want products that can easily be recycled or that are made from recycled paper rather than those made from new pulp (Stoner, 2005:86). This is because environmentally-friendly activities influence customers' behaviour to visit a hotel (pro-green products).

2.8.4.2 Shortcomings of Ajen's Theory of Planned Behaviour

This theory has its own shortcomings. Issues such as green washing are not taken into consideration when the formation of hotel customers' intentions to visit a green hotel is explained using the Ajen's Theory of Planned Behaviour. Green-washing is when a company spends time and resources claiming to be green through advertising and marketing rather than actually implementing initiatives to minimise environmental impact (Environmental Media Social Marketing, 2013:1).

2.8.5 A Model of an Industrial Ecosystem

The other model which is meant to be the base for developing policies and systems for environmental management in industrial society, suggesting limited energy and limited resources as inputs and limited waste as its final output is described as 'A

Model of an Industrial Ecosystem' (Taylor *et al.*, 1994:216). This model upholds that the main areas of activity in an industrialised society are identified as the raw materials producers, the processing and manufacturing industry, the consumers, and the waste handling industry. In each of the four areas, there is unravelling of activities that can help improve on environmental performance. For example, there are activities related to the recycling of used products (Taylor *et al.*, 1994:216).

2.8.5.1 The importance of a Model of an Industrial Ecosystem

The industrial ecosystems model is important for developing environmental management systems and policies. Figure 2.6 demonstrates how the inputs from the environment comprise limited energy and limited resources. This model is important in this study on a framework for green management as it upholds the systems approach throughout the production process of products and services aimed at limited waste as outputs.

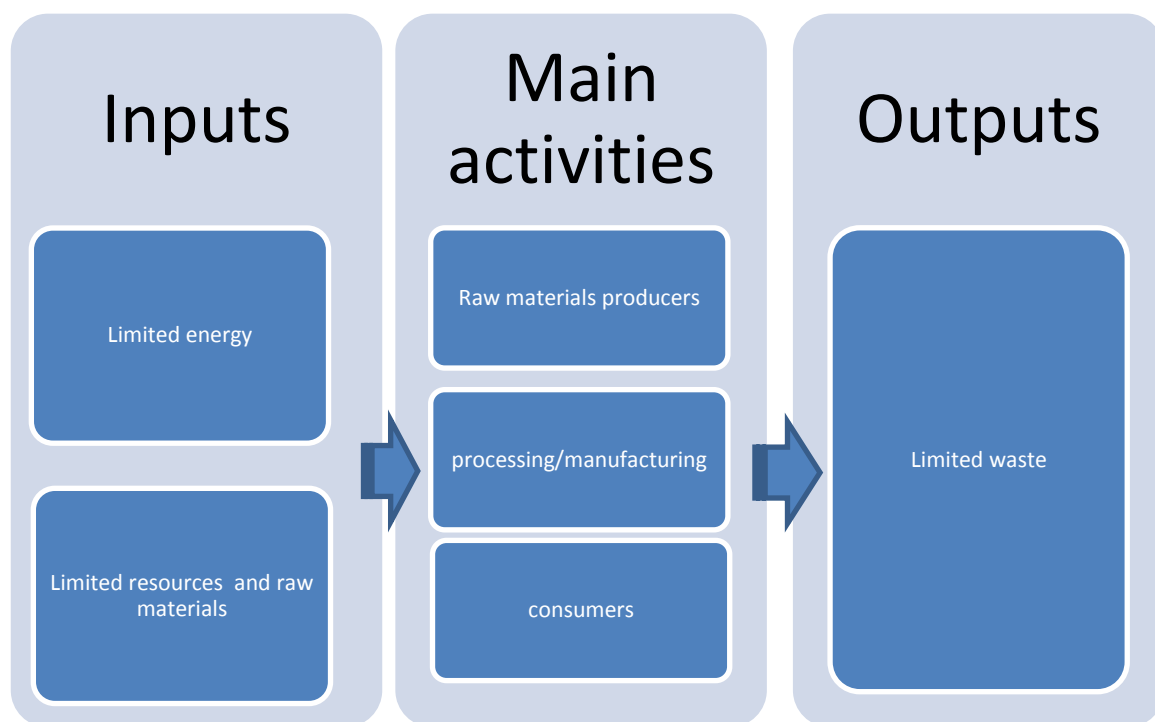


Figure 2.6: The importance of an industrial ecosystem

Source: Author's own compilation; adapted from Taylor *et al.* (1994:216)

2.8.5.2 Implications of the industrial ecosystem's theory in the hotel's value chain

The industrial ecosystems theoretical model can be applied throughout the value chain in the production process of goods and services in business for a sustainable supply chain as illustrated in Figure 2.7

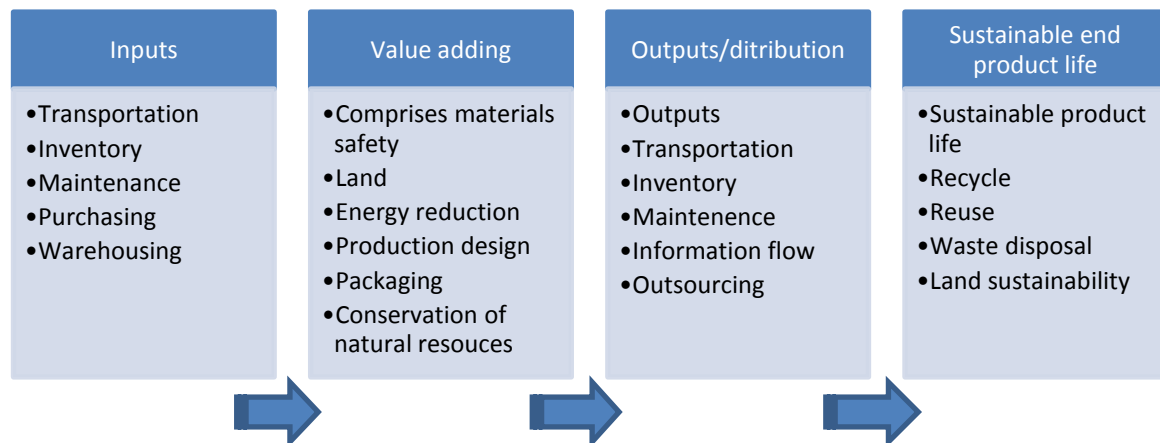


Figure 2.7: Sustainable supply chain, adapted from Dey *et al.*, (2011:1242)

The model on industrial ecosystems suggests the centrality of green management strategies in ensuring conservation of limited resources while adding value with limited waste in the production of goods and services (Porter & Kramer 2006:8).

2.9 Conclusion

From this chapter, it is learnt that green management is an aspect of management. Early management theorists showed little concern about the natural environment as world citizens assumed the earth's resources were inexhaustible. The literature revealed that there are environmental challenges which necessitate corporate greening. These include, among others, atmospheric pollution, toxic and hazardous waste, fresh water stress, land pollution, ocean and river water pollution, effects on biotechnology and biodiversity disruptions. Literature also revealed that the tourism environmental impacts include economic, social and environmental impacts. In the absence of an attractive environment, there is little tourism. The accommodation sector (hotels included) had a hand in ecological deterioration. However,

comparatively, hotels' environmental impact has not been as profound as those of automobiles, airlines and cruise ships.

As the tourism industry flourishes, its activities also create environmental challenges such as traffic congestion and overexploitation of resources. The impacts on the environment that include global warming and climate change must be confronted by tourism destinations as well as tourism enterprises.

Perceptions of tourists on green management are such that customers are being aware of environmental changes and the wasting or harming of environmental resources caused by hotels. They now look for hotels that follow environmentally friendly practices. On the supply side, hoteliers admit that hotels have a significant impact on the environment which makes green practices essential rather than optional. Hotels seek to implement green practices in order to comply with government regulations.

There are theories addressing green management which equip individuals and groups with the necessary skills to develop a culture and ethos for the respect of the natural environment, flora and fauna. In this study, the stakeholder theory is the major theory referred to. The stakeholder theory explains the reasons why corporations adopt environmental protection activities as they will be responding to multiple stakeholders on environmental issues. The other theories included in the study are resource based theory of firm, CSR brand positioning grid model, Ajens' theory of planned behaviour and a model of industrial ecosystems.

The next chapter comprises of an analysis of green management in hotels. Greening trends in hotels are discussed as well as green policies and practices. Green management models in hotels are also discussed. A discussion on policies within the hospitality sector is also provided, followed by green initiatives in hotels, first internationally then in Zimbabwe and in South Africa. Finally, role players responsible for implementation of environmental management systems are discussed.

CHAPTER THREE:

A REVIEW AND ANALYSIS OF GREEN MANAGEMENT IN HOTELS

3.1 Introduction

The importance of the perceptions of tourists towards saving the environment has caused researchers to seek to understand the environmental behaviour of hotels. Tourists are becoming more conscious and concerned about the impact they have on the environment (Lee *et al.*, 2010:901). This has influenced hotel managers to seek to provide goods and services, remaining environmentally friendly as much as possible in order to attract green customers (Dief & Font, 2010:58). The purpose of this chapter is to provide a review of literature on the development of green management in hotels. To understand the development of green management in hotels, it is important to first look at tourism, hospitality, accommodation and then hotels as indicated in Figure 3.1.

A discussion then follows to bring out greening trends as well as green policies in hotels. This is followed by a discussion on green practices. Furthermore, green management models in hospitality and hotels are discussed. These include a schematic overview of a typical lodging facility's interaction with the environment; a proposed model of the drivers and barriers of corporate greening as well as a three step strategic approach to waste water management. Policies within the hospitality sector are discussed as well as green initiatives in hotels. Finally, role players responsible for implementation of environmental management systems are discussed.

3.1.1 Green management in hotels

Figure 3.1 demonstrates that hotels form part of the tourism and hospitality industry. This includes the accommodation sector, of which hotels are the major component (Bohdanowicz *et al.*, 2011:804).

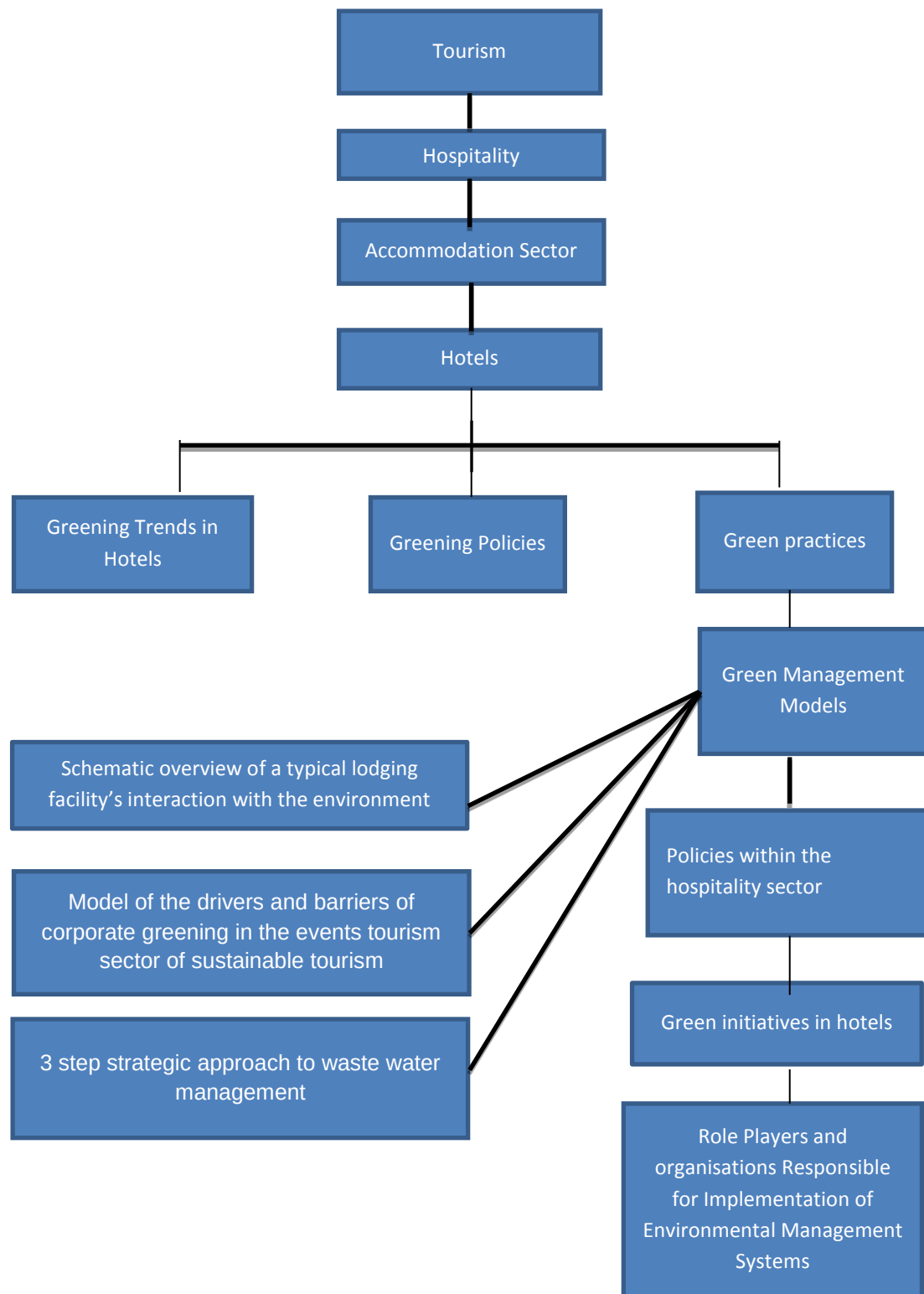


Figure 3.1: Green management in hotels

Source: Author's own compilation

All sectors of the tourism industry have attempted, over the years, to incorporate environmental friendly practices in its various segments of the economy (Jackson, 2010:214). As such, hoteliers' environmental awareness and concern for providing

environmental friendly products and services has caused hoteliers to recognise that their personal decisions of production of goods and services have power to affect environmental change (Miller *et al.*, 2012:396). In addition to that, the customers who are interested in purchasing green products or services such as a green hotel room also have purchasing decisions, which affect environmental change (Jackson, 2010:214; Miller *et al.*, 2012:396). It is therefore necessary to explore the way corporations in the tourism industry and its component sectors have assumed responsibility and commitment to environmental practices as indicated in the following sections.

3.1.2 Tourism

Tourism is one of the world's largest industries. It continues to expand at a rapid rate (Graci & Dodds, 2008:252). Around the 1990s, green issues became evident after a number of environmental issues such as deforestation, energy use, toxic reduction and water management began to surface (Mair & Jago, 2012:78). There has been an increasing loss of the wilderness and wild animals, flora and fauna, scenic areas and aesthetic beauty. Tourism developers have realised that in as much as tourism is an economic tool, however, many negative effects such as air and water pollution as well as degradation of natural resources also accompany its benefits (Graci & Dodds, 2008:252). Some tourism activities such as recreation and special events have led to changes in the quality of environmental attributes, resulting from overuse of natural resources, deforestation, river and coastal pollution, elimination of animals, aquatic and plant species which are of interest to the tourists (Walker & Walker, 2011:17). Given that an unspoilt environment is both a vital constituent of service quality and a significant factor behind the attractiveness of any tourist destination, it is in the interest of tourism companies to ensure the long-term environmental sustainability of tourist activity (Bohdanowicz *et al.*, 2011:798). In addition, ways are being sought to reverse the increasing negative effects on climate change, also referred to as global warming, which is increasingly becoming an issue of great concern to tourism planners. Mitigating greenhouse gases derived from transportation and accommodation activities from the tourism sector as well as adapting tourism businesses and destinations to changing climate conditions are important steps in green management for hotels. This environmental concern has

translated into a movement for green management in the tourism industry. On one hand, green management aims to mitigate the environmental effects of excessive non-durable goods consumption, energy use, water wastage and increase of pollutants into the air, water and soil (Lee *et al.*, 2010:901). On the other hand, customers would choose to pay more for eco-friendly products without negative impacts to the environment (Barber, 2012:3). Tourism companies around the world therefore sought to implement programmes that improve the environment. The tourism supply components that need to be considered for green management are illustrated in Table 3.1.

Table 3.1: Tourism supply components

Attractions	Theme parks (Man-made) Beaches Cities Cultural sites and Traditional communities (Alan Lew cited in Walker 2011:262)
Accommodation	Hotels, Resorts, Casinos, Bed Breakfast
Travel	Airline, rail, auto bus, cruise, travel agents, tour operators
Assembly Management	Meetings, conventions, expositions
Food service	Restaurants, catering, beverages
Recreation & Special events	Clubs, games, special events, mega events

Source: Adapted from Walker (2011:262)

In all the tourism supply components, besides high consumption of goods and services, there is remarkable carbon footprint, which calls for environmentally friendly mitigation strategy. As such, properly planned components of tourism such as lodging facilities, combined with protection of the environment, supports the concept of green management in tourism (Walker & Walker, 2011:16). Some recreational activities have an impact on the environment and threaten the existence of biodiversity. To this end, green management activities in recreational areas include sedentary tourism activities such as walking in the countryside, lift share activities and the use of public transport to help cut on pollution (Kathleen, 2009: 496). In certain instances, there is site stress for example at a beach or community village due to tourism and other sector cumulative stresses which increase the need for environmental friendly tourism initiatives that strategically support and provide employment opportunities for the poor communities especially in developing countries (Spenceley, 2008:109). This was a goal in reducing negative impacts at

the destination / location / site and at the same time improving the quality of life of the host communities (Walker & Walker, 2011:23).

Environmental management serves to protect local and natural resources to benefit the tourists who respect the local environment and society as they gain increasing awareness of environmental friendly practices (Walker & Walker, 2011:213). However, emphasis needs to also be placed on assessing, monitoring and disclosing impacts of tourism development (Spenceley, 2008:109). In addition, there is also need to emphasise on training of staff in tourism companies to incorporate knowledge and respect for wildlife into a tour experience for the reduction of negative impacts in tourism (Spenceley, 2008:109). Another important aspect in green management is that of educating tourists on the way they should help sustain biodiversity and ecosystem conservation. In addition to that, other green management strategies include compliance with labour law requirements such as hours of work and overtime policies (Walker & Walker, 2011:226). Each component of tourism contributes to environmental damage; hence, the environmental concerns within the hospitality sector cannot be ignored.

3.1.2.1 Hospitality

Hospitality is an industry comprising businesses that provide accommodation, food, beverage, meetings and entertainment to tourists, travellers and local residents (Pizam, 2011:1). Because the hospitality sector is such a large component of tourism industry, more focus is placed on the impact it has on the environment. This impact has proved to be negative and substantial. Accordingly, the expectation for companies in hospitality is having environmentally friendly business practice, taking responsibility for the community and the environment (Bohdanowicz & Zientara, 2008:272). Moreover, there is need to uphold ethical human actions which promote the good life of humankind in the hospitality sector. Hospitality core components include accommodation, food service, leisure, events, transportation, travel, fairs and attractions as illustrated in Figure 3.2.

As demonstrated in Figure 3.2, hospitality is a rather broad, multi-disciplinary construct that extends beyond basic food and shelter (Ottenbacher, *et al.*, 2009:265). The components of hospitality can genuinely be separated into different segments which include; catering during travelling, events, accommodation, food service, leisure and attractions (Ottenbacher *et al.*, 2009:268). Each of these segments of the hospitality industry makes a fair share in polluting land, air and water bodies as well as contribution to climate change. The events sector of hospitality, for example, are generally criticised for their tendency to creating more waste. These range from meetings, conferences, tradeshow, expos, fairs, parades, baby showers, christenings, weddings, to even funerals. A standard event planning results in unnecessary physical waste, including by-products such as pesticides, carbon dioxide emissions, garbage, plastics and most events leave large, unfriendly carbon footprint (Walker & Walker, 2011:311). Due to the high waste disposal costs in many industrial countries through mechanisms such as landfill and incineration taxes, many companies now view the costs relating to waste disposal as lost profits (Kim *et al.*, 2012:200), hence many businesses consider environmentally friendly initiatives or green management, and so it is a desirable act for events to go green.

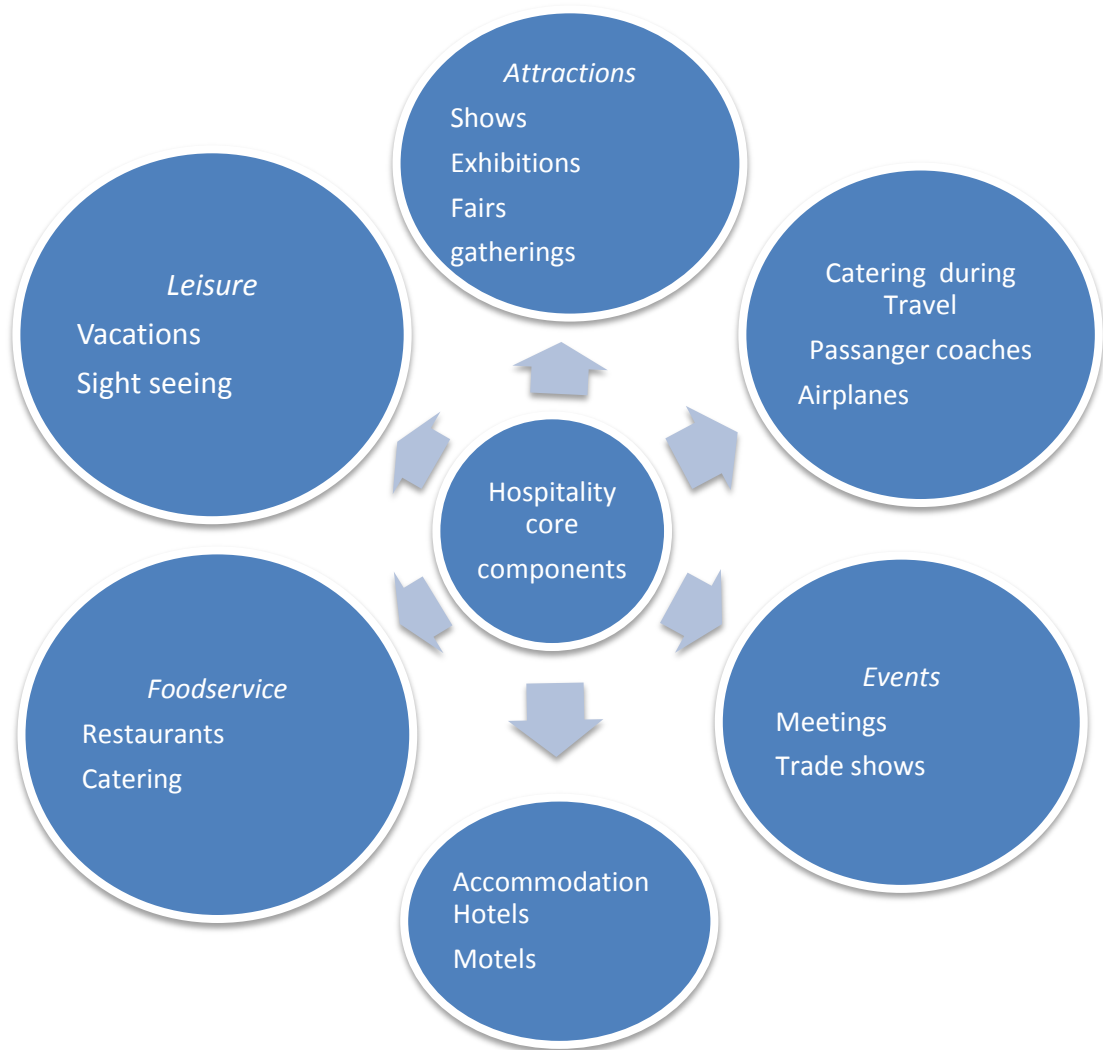


Figure 3.2: Green management in hospitality core components

Source: Adapted from Ottenbacher *et al.*, (2009:268)

Walker and Walker (2011:311) have provided a checklist that can in principle guide events planners and managers to reduce accumulation of waste as well as reduce resource consumption when running an event. As illustrated in Figure 3.3, green events in a hotel should focus on each component of event planning and implementation to include, but not limited to those cited in Figure 3.3.

- Choose a green hotel with commitment to the environment.
- Eat green; look for a green caterer when planning your event.
- Save trees, go digital and use eco-friendly procedures such as electronic registration.
- Avoid bottled water and practice filling water glasses only when asked.
- Use fair trade items which promote healthy work environment.
- Conserve energy; mitigate the energy consumption related to guest travel by using carbon offsets.
- Use more environmentally friendly transportation, e.g. biodiesel car rentals and eco-buses.
- Use reusable bags and promote reusable bags.
- Use real dinnerware, advocate use of real china, glass or promote virtues of biodegradable disposables.
- Donate unused food-donate unserved food to local food banks or shelters.
- Compost food scrapes-composting reduces both financial and environmental costs.

Figure 3.3: Components of green events and other hospitality gatherings

Adapted from Walker and Walker (2011:311)

Walker and Walker (2011:310) argue that green events ought to focus on reducing carbon footprint on each component of an event. As indicated in Figure 3.3, both the customer and the hospitality establishment have to be active in reducing the negative impacts on the environment and to make a commitment to mitigate environmental damage. As such, each component of the hospitality sector's contribution to the environmental damage cannot be ignored, hence the environmental concerns within the accommodation sector are discussed in the next section.

3.1.2.2 Accommodation

Many accommodation providers have started responding to global concerns associated with environmental issues. Figure 3.4 illustrates few of the different accommodation options whose negative impacts on the environment cannot be ignored.

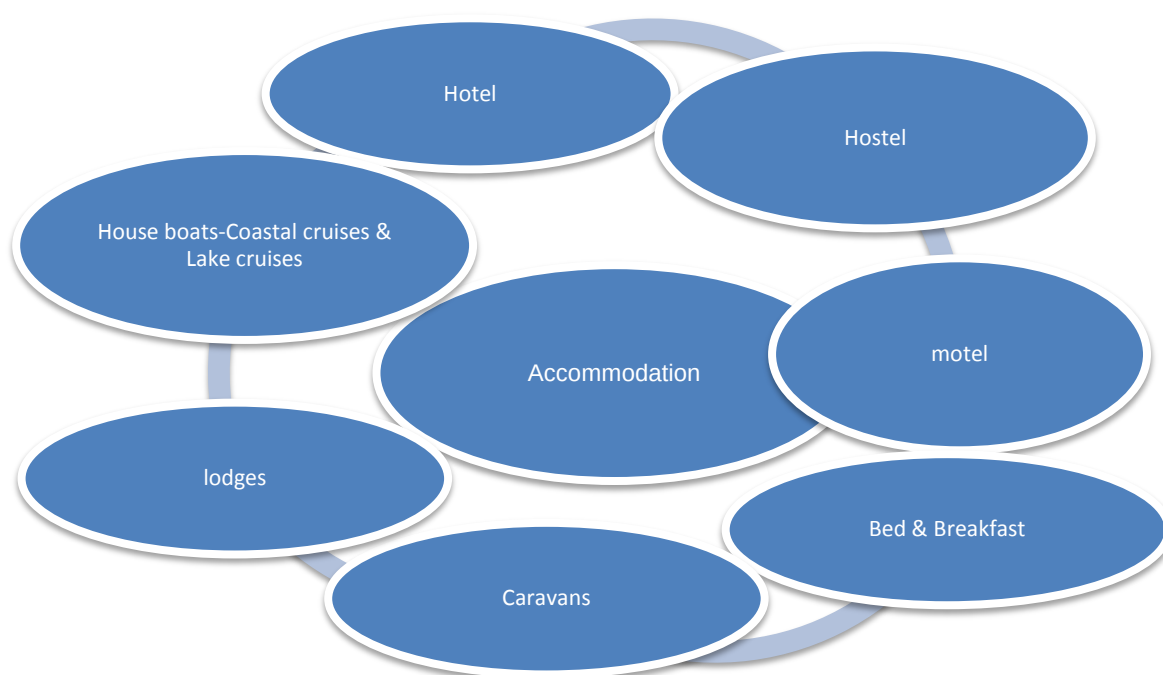


Figure 3.4: Alternative forms of accommodation to consider for greening options
Adapted from Walker and Walker (2011:481)

Several terms have been used to describe accommodation facilities in countries the world over. Walker and Walker (2011:481) use the following classification for the accommodation industry: hotels, motels, bed and breakfast, caravans, cruise ships, coastal cruises, river cruises, youth hostels, pensions, resort condominiums and vacation ownership (timeshare). These segments of the accommodation sector contribute to the carbon footprint in different ways (Walker & Walker, 2011:481). A carbon footprint is the total greenhouse gases emitted by a company, event or product (Walker & Walker, 2011:299). When cruise ships are driven, they emit carbon dioxide (CO₂) which is a major contributor to global warming. The amount of carbon dioxide is increasing rapidly over the last century (Clark, 2006:1013). All the forms of accommodation in Figure 3.4 contribute considerable amounts of solid and liquid waste. Environmentally friendly accommodation should make deliberate and concerted efforts to reduce or eliminate negative environmental externalities associated with their operations (Jackson, 2010:226). Several steps should be taken to decrease carbon footprint. These include the following: recycling, decreasing the use of plastic bags and using green bags, adjusting thermostats and water heaters to use less energy, only running full loads of dishes and laundry, eating locally,

reducing bottled water use and filtering your own, switching to more efficient vehicles, using public transportation, carpooling, avoiding unnecessary packaging (Walker & Walker, 2011:299). Hotels are an important component of the accommodation sector making a significant contribution to carbon footprint and environmental damage as discussed in the next paragraphs.

3.1.2.3 Hotels

When green management was first introduced in hotels in Europe and North America, the major reasons for a hotel to go green centred on complying with government regulations and saving money by reducing waste and energy usage (Lee *et al.*, 2010:902; Shieh, 2012:537). However, hotels later started making a commitment to buy or sell products that promote ecological sustainability and fair trade principles, thus making an effort to become green. A green hotel is a lodging establishment that has made a commitment to diverse, ecologically sound practices such as saving water, energy and reducing solid waste (Kim, Palakurthi & Hanger, 2012:198). It was realised by hoteliers that collectively, the hotel industry exerts a significant impact on global resources (Graci & Dodds, 2008:252). Such realisation of the impact hotels have on environmental resources sets precedence for the development of green hotels, to conserve and preserve water, reducing energy waste and solid waste (Alexander, 2002:2). If the hotel industry can put the idea of green management into practice, not only will it benefit environmental and ecological protection, but it would also reduce hotel operation cost (Chen & Chen, 2012:211).

During the past 20 years, small and large multinational hotel corporations have become involved in making efforts to develop a culture of ecological awareness, cleaning, and greening the organisation (Timothy & Teye, 2009:82). The hotel catering and institutional management association (HCIMA) and world Travel and Tourism Council have established a programme known as Green Globe (Kirk, 1995:3). Green Globe has providing practical and low cost means by which hospitality companies (hotels included) can commit themselves to undertaking environmental improvements based on international guidelines as its main aim. These companies will receive expert help in environmental management, based on

international best practice (Sharma & Henriques, 2005:164). The green hotel business is a growing niche because not only do these establishments differentiate themselves from similar non-green hotels, but they also fulfil a need in the market for less environmentally damaging hotels (Manakatola & Jauhari, 2007:365). Hotels began incorporating “green innovations” into their business. Requests for towel reuse and water conservation have become common in rooms (Andereck, 2008:1).

3.2 Greening trends in hotels

At the heart of green behaviour lies a fundamental environmental philosophy or ethos that leads to the respect for the natural environment, its flora and fauna and its innate and inherent value (Walker & Hanson, 1998:631). Within the hotel sector, the areas of concern for the environment include pollution through solid and liquid waste, high energy consumption and the increasing release of greenhouse gases causing changes in the atmosphere. Consequently, practices such as recycling of waste, waste management, clean air, energy and water conservation, environmental health, adopting a purchasing policy and environmental education are being considered in different hotels in mitigation of negative impacts on the environment (Mansah, 2006:415). Quite a number of best practices are undertaken in the hotel sector for mitigation of the negative impacts hotels have on the environment. This will make the sector more sustainable and environmentally friendly. Given that 85% of leisure travellers consider themselves environmentally conscious, that is, “green” consumers (Millar, *et al.*, 2012:395), some hotels have embraced the principles of sustainable development to mirror customer concerns and have thus attempted minimizing the energy consumed during the customers’ stay through the introduction of minor measures such as recycling and re-using linen and towels (Page, 2009:287). Major measures have also been undertaken by hotels which have run environmental audits to assess the environmental costs of their activities in relation to energy consumption, transport, waste, purchasing health and local environment (Page, 2009:288). Environmental sustainability is considered to be amongst the major aspects to consider for general sustainability (Jeter, 2009:9; Page, 2009:287).

Previous studies suggest that corporate motives for adopting sustainable practices in hotels included regulatory compliance, competitive advantages, pressure from stakeholders and ethical concerns (Jackson, 2010:214). Demands from governments or regulators require hotels to implement green practices (Kim & Choi, 2013:159). A discussion on green policies' guidance to hotels in adopting the green management trends is given in the next section.

3.2.1 Green policies in hotels

Green policies are environmentally friendly policies. An environmental policy is top management's declaration of its commitment to the environment (Hsieh, 2012:105). Few hotels have written environmental policies (Chung & Parker, 2008:274). Other environmental management practices in hotels include policy formulation (Mensah & Emmanuel, 2013:1215). Where an environmental policy has been formulated, everyone in the hotel organisation should understand the policy and what is expected of employees to achieve the organisation's environmental objectives and targets (Hsieh, 2012:105). Hotels in some parts of the world have started implementing environmental policies and programmes addressing such issues as energy saving, waste management and water conservation as indicated in Table 3.2.

Table 3.2: Issues addressed by some environmental policies in hotels

Organisations	Issues addressed by policies to become green
Marriot's	"Reduce, Reuse, Recycle" programme;
Red Roof Inns	"Staying Red, Going Green" programme
Rezidor's	"Responsible Business" programme
Taj Hotel Group	EARTH, (Environmental Awareness & Renewal at Taj Hotels) programme
Fairmount hotels	Green Partnership
Eco-meet	Greening our Greens "REACH (Rendering, Encouragement, Assistance, Care and Hope)"

Source: Hsieh (2012:105)

Many other hotels have adopted the self-initiated environmental policies and programmes which are designed to meet the special needs of the customers, regulators and the public, and have made their commitment to environmental protection (Hsieh, 2012:105).

3.2.2 Green Practices

Environmentally responsible hotel companies seek to green all their operations, thereby minimising their negative environmental impacts through sustainable management of resources such as water, energy, air and land (Bohdanowicz *et al.*, 2011:297). Accordingly, the following sections are on environmentally friendly practices (green practices) usable in green hotels. Green practices are ways to use products and methods that would not negatively impact on the environment through pollution or depletion of natural resources (Robinson, 2008:1 cited in Smith & Perks 2010:3). These green practices include sustainable management of water, energy conservation, solid waste management, air quality, environmental purchasing, community awareness and maintenance of permits.

3.2.2.1 Sustainable management of water

Within the accommodation sector, water plays a very important role. The average daily water consumption per guest is about 500 litres (Tang, 2012:1). It is further estimated by Mungai and Urungu (2013:42) that the standard consumption pattern of hotel guest would range between 170-360 litres. Therefore, the saving of water is of utmost importance when striving to be greener. Research reveals that green hotel initiatives include the implementation of measures for reduced water consumption (Rogerson, 2012:402). Low flow fixtures can be used to conserve water in hotels. Detection and repair of drips and leaks in guests' rooms as well as use of water saving-devices such as diverter valves is also crucial (Nhapi & Jijzen, 2005:137; Heish 2012:116). For grey water management, one of the principles for wastewater management is that wastewater flows need not be combined (urine and faecal matter), grey and black water. After disposal into the sewer, this waste is mixed further with industrial effluents, and often times it is combined with urban runoff. Obviously, this practice makes reuse of specific components in the mixed waste flow less attractive and less feasible (Nhapi & Jijzen, 2005:136). To reduce waste, simple steps such as putting a glass jar in the toilet tank that reduces the amount of water used per flush can make a difference (Allen, 2007:57). Rainwater harvesting is one

way hotels can keep their operations waste free, by using it to flush toilets (Allen, 2007:57; Moreo, 2008:2).

There is a strong movement to persuade resorts and hotels to use reclaimed or grey water for irrigating golf courses and landscaping (Timothy & Teye, 2009:87; Moreo, 2008:2). Water from bathrooms, washing machines, dish washers and kitchens could be collected separately and be reused for purposes that do not require drinking water quality, such as gardening or car washing (Nhapi & Jijzen, 2005:137). Concerns about careless use of water resources led to the linen and towel reuse efforts adopted by most of the world's brand names (Timothy & Teye, 2009:87).

3.2.2.2 Energy conservation

To increase energy efficiency, green hotels implement measures for reduced energy consumption through operating as much as possible during daylight hours (Hsieh, 2012:99). Environmental management systems (EMS) were developed as a management tool to effectively deal with environmental issues arising from business operations. Unlike government regulations that impose external structure, EMS is an approach an organisation undertakes to protect, enhance or reduce its impacts on its environment by setting objectives, targets and developing programmes and activities which are audited and evaluated. Saving energy can be made possible through using energy saving light bulbs such as compact efflorescent light bulbs and energy star efficient HVAC (Moreo, 2008:2). It is also advisable to switch to a green supplier, ideally one that is investing in new renewable energies, which will make a difference to the hotel's carbon footprint (Allen, 2007:55), for example, renewable energy such as sunlight and wind energy (Rogerson, 2012:402). To reduce waste and keep a hotel waste efficient, one solution could be to avoid printing paper unnecessarily and keeping business as electronic as possible (Allen, 2007:57). Occupancy sensors are also used in hotels to use energy in occupied rooms only.

3.2.2.3 Solid waste management

Recycling is one way through which hotels have begun participating in important waste management programmes as well as composting (Timothy & Teye, 2009:86). Recycling just one ton of paper can save 3700 pounds of timber and 24 gallons of water, thus going green (Kettles, 2007:120). Composting at the establishment is encouraged or municipal refuse collection can merge refuse at the composting depot that processes organic waste for use in the community gardens (Swilling & Annecke, 2006:324). Refillable amenities are also considered important.

3.2.2.4 Air quality management

Use of low volatile organic compounds of lead free petrol in cars is recommended as one of the early indicators of environmental activism, though international tests have not proven the effectiveness of this recommendation (Taylor *et al.*, 1994:12). In addition, air filtration can be done in hotels. Passing of decrees requiring that restaurants instil ventilation and create smoking sections would have a mitigatory effect (Dearlooe, Bialous & Glanantz, 2002:96; Moreo, 2008:2). This is important as involuntary exposure to second hand smoke can cause premature deaths and diseases, including cancer and cardiovascular and respiratory diseases. This protects workers in bars, pubs and restaurants in the hospitality industry. Hotels can cut vehicle pollution through lift sharing, thus, also cutting on congestion. In addition, use of bikes or public transport can reduce pollution and congestion on the roads (Allen, 2007:58).

3.2.2.5 Environmental purchasing

For guest rooms, administrative offices and kitchens, hotels can purchase recycled eco-friendly packaging such as take out boxes and bags, stationery, toilet tissue and other items made from previously recycled goods/ biodegradable packaging (Timothy & Teye, 2009:84; Taylor *et al.*, 1994:21). It is advisable to avoid using plastic based packaging, which is highly polluting and rather use paper made from recycled products (Allen, 2007:61). In certain instances, there is need to ensure that paper is bleached without chlorine. Some establishments charge higher prices to

offset the cost of recycling and buying green, but research shows that most environmentally aware guests are willing to pay a little extra, purchasing organic food for the assurance that the business they support is green business (Timothy & Teye, 2009: 84).

Hotels should purchase locally grown food. Locally produced food items are fresh, indigenous, and representative of the area, reducing significantly economic leakages in hotels, thus supporting the local economy as much as possible. In addition, green purchasing from environmentally responsible purveyors is encouraged (Miller *et al.*, 2012:51). Green buying for hotels involves buying biodegradable products such as eating utensils, cleaning solutions, soaps and shampoos toilet tissue and other items made for guest houses or hotel environmental programmes (Timothy & Teye, 2009:84). There is also need to buy an environmentally friendly product even if it is more expensive (Taylor *et al.*, 1994). It is also important to buy from a green supplier, which only sells products that promote ecological sustainability, social justice, and fair trade principles (Allen, 2007:57; Moreo, 2008:2).

3.2.2.6 Community and awareness

Being a member of an environmental group in an organisation, for example, green teams, will increase community awareness (Taylor *et al.*, 1994:15; Moreo, 2008:2). Hilton employees are referred to as team members. The idea is to reinforce the atmosphere of partnership, and once an employee is genuinely concerned about the environment and believes that businesses should take action against climate change and environmental degradation, he or she will naturally be more likely to identify with the company and pay due regard for the environment (Bohdanowicz *et al.*, 2011:800). In addition, green information can be made available to the society using sources such as TV, radio news programmes, newspaper articles, magazine articles and leaflets in libraries. Conservation training activities should involve participation in local environmental initiatives, for example, cleaning a beach or park and financially supporting an association for the protection of the environment (Taylor *et al.*, 1994). It is important for managers to make effort visible to guests as a growing number of customers are now demanding green hotels. Green management has become

directly associated with quality, employee morale, customer satisfaction and demand (Lee *et al.*, 2010:902).

3.2.2.7 Managing permits

Building permits, for example, green buildings seem to show noticeable improvement in the health and productivity of people working in them. Beneficial features include better siting, for example avoiding locating air intake next to outlets such as parking garages, better ventilation, reducing use of toxic materials and use of low emission adhesives, sealants, paints carpet and other materials (Butler, 2008:239). Environmental education is also important within the organisation as well as within the community (Mansah, 2006:415). Another important consideration is compliance with legislation. When green management was first introduced, the major reasons for a hotel to go green was centred on complying with government regulations and saving money by reducing waste and energy usage (Lee *et al.*, 2010:902). Codes of conduct tend to be general in nature, and self-regulated, their existence in a company may allow a company to claim the higher ground of environmental and social sensitivity and responsibility (Miller *et al.*, 2012:56). Eco-labels are based on recognition that independent standards are an effective means of promoting value and quality of a given product (Miller *et al.*, 2012:56). In tourism, these include certification and accreditation, which are both relevant to consumers and green consumers in particular, who wish to make informed purchasing decisions where it is extremely difficult to inspect the product in advance (Miller *et al.*, 2012:57). Consequently, tourism services and products, for example, in hotels, are difficult establishing credible certification programmes (Miller *et al.*, 2012:57). Laws and regulations may include recycling requirements building codes, zoning issues and mandatory worker benefits (Miller *et al.*, 2012:57). They may also include incentives such as tax exemptions and credits for installing renewable energy source or desirable process for green building plans (Miller *et al.*, 2012:58).

3.2.3 Challenges in implementing green initiatives in hotels

Research carried out by Hillary (1995) and Smith Kemp (1998) noted that many hospitality operators have a limited knowledge of their environmental footprint, which in essence is hampering their ability to implement environmental practices. Tzschentke, Kirk & Lynch (2008:131) believe that limited awareness amongst hotel owners of their environmental footprint has been identified as a barrier to change. In addition to that, Fukey and Issac (2014:317) assert that lack of knowledge in relation to environmental issues and strategies compounded with lack of support has widely been identified as a major constraint in business organisations that do not have the necessary expertise to introduce environmental management systems or the resources to access it. Savage (2007:31) believes that implementing a programme is not about having an environmental policy or management policy in place, but it is about having a workforce or human resources with expertise in environmental management. The challenge is that, getting these human resources has implications with regard to additional labour costs for any business. The adoption of environmental practices comes with a financial crunch. The infrastructure cost increases by about ten to fifteen percent in case of green building (Fukey & Issac, 2014:319). To overcome this problem, hoteliers should resort to implementing and adopting low cost, simple projects rather than adopting complicated measures.

3.2.4 Green Management and Hotel Performance

There is a very strong connection between green management and hotel performance. The relationship between green management and hotel performance can either be positive or negative. Green hotels conserve and preserve by saving water, reducing energy use, and reducing solid waste (Zengeni *et al.*, 2013:67). They have seen benefits such as reduced costs and liabilities, high return and low-risk investments, increased profits, and positive cash flows. Furthermore, there are monetary benefits or financial gains that can be realised from green practices (González & León, 2001:181). Hotels can enjoy financial benefits through the implementation of green management practices. For example, Hyatt Regency International Hotel in New Zealand installed an energy saving system. The cost of

the system was \$16,000, yet in only a 14-month period, a savings of \$14,000 was realised (Alexander, 2002:32). The Global Voice of Quality (2010:11) which argues that when energy is saved, money is also saved also supports this.

Hotels adopting green practices end up fostering positive public relations and marketing (Zengeni *et al.*, 2013: 67). The term “green hotel” aids in attracting more business. Thus, hotels can enjoy competitive advantage by going green. Various reports show that corporations want to hold their business meetings at green hotels. The number of firms that considered green facilities for their meetings increased by 10 percent between 1997 and 1998 (Mensah, 2004:2). Furthermore, Mungai & Urungu (2013:41) affirm that, saying many corporations want to hold their business meetings at green hotels. This significant growth in attention paid to green practices in the hotel industry is clearly demonstrated in the case of the Saunders Hotel Group, which estimated that its promotion of the term “green practices” contributed to bringing over \$2 million of new group business (Glanzrock, 1995). Green management measures such as certified environmental management systems (EMS) or tools like life cycle assessment activities are considered to improve corporate environmental performance by mandating companies to introduce environmental goals or management structures and programs to achieve them (Nogareda & Ziegler, 2006:2).

3.2.5 Previous studies on green management in hotels

A study was carried out on the environmental management in hotels in the city of Edinburgh in the United Kingdom. A questionnaire was used to gather data from managers of hotels. The issue raised was “Do hotels have policy statements?” Of the hotels that had established a policy, the most frequently stated improvements resulting from this policy were savings on heating, recycling bottles and cans, purchasing of biodegradable detergents, changed policy on towel provision and installation of low-level lighting (Kirk, 1995:6).

Another study was carried out in Canada focusing on Canadian hotels and the findings of the study revealed that in the Canadian context, cost savings associated

with implementing environmental initiatives are similar to other regions in the Western world as the cost of resources such as energy; water and waste disposal are high (Graci & Dodds, 2008:251). The measures that hoteliers can take to improve energy or water efficiency require little if any capital investment. The findings of that study also revealed that cost savings, improved competitive advantage, employee loyalty, regulatory compliance, managing risk and social responsibility are beneficial to a hotel that implements environmental initiatives (Graci & Dodds, 2008:251).

Another study was carried out to evaluate and analyse Hilton's *We Care Programme* to improve environmental performance of Hilton hotels in Europe. The research assumed a case study analysis. It explored the practical dimension of greening hotel operations in the context of corporate social responsibility (CSR). The main premise and effects of Hilton's *We Care Programme* was reducing resources use while at the same time enhancing guest experience and gaining employee loyalty (Bohdanowicz *et al.*, 2011:804).

A study carried out by Chen and Chen (2012) investigated the advantages of green management for hotel management in Taiwan. They interviewed senior hotel managers from two hotels. The findings revealed a reduction of operating costs after the implementation of green management practices. They concluded that hotels benefit from green management in terms of gaining an enhanced reputation and attracting quality customers. The researchers also concluded that hotels could achieve the standard of green business through examining five key areas such as green purchase, environmental policy, management system, employee education & consumer education respectively (Chen & Chen, 2012:1).

In South Africa, Van der Merwe and Wocke carried out a study in 2007 to investigate responsible tourism practices in South Africa's hotel industry. The findings revealed that many hotels were not participating in responsible tourism initiatives. This was mainly because of lack of awareness of such initiatives (Van der Merwe & Wocke, 2007:1). In that study, it was suggested that additional research be carried out to

establish why there was lack of participation in responsible tourism initiatives in hotels in South Africa.

Another study was carried out in urban Gauteng hotels in South Africa. The findings of the study established that there was low level of support for responsible tourism initiatives in the hotel industry (Rogerson & Sims, 2012:405). The key argument was that, in the absence of any government regulatory measures, progress of hotel greening initiatives is limited in scope.

In Zimbabwe, a study was carried out by Zengeni in 2012. The purpose of the study was to determine possible relationships of green management and operating costs. The study looked at practices in hotels and their effect on operating costs and also awareness levels in employees on the subject. The study revealed that there is both negative and positive relationship between green management and operating costs and that employee awareness is important in the greening process and in controlling costs (Zengeni *et al.*, 2013:1).

The current study is focussing on green management practices in hotels in Zimbabwe and South Africa. There is limited documentation of information on green management efforts in Zimbabwe and South Africa's hotel sectors, yet the number and range of impacts hotels have on the environment suggest an urgent need for mitigation actions (Dondo *et al.*, 2002:198; Rogerson & Sims, 2012:401; Spencely, 2005:7; Van der Merwe & Wocke, 2006:30). As far as the researcher could ascertain, a few studies in South Africa and Zimbabwe have been carried out in this area. The current study therefore adds to the growing body of knowledge on the important subject on green management from a Southern African perspective.

3.3 Green management models in hospitality (hotels)

A model is an example to follow or imitate (Oxford dictionary 2010:953). There are quite a number of models which are important to the hospitality sector, some of which are discussed in the following sections.

3.3.1 Schematic overview of a typical lodging facility's interaction with the environment

There has been increasing need for research on green supplies and alternative energy systems (for example, solar and wind practice in the hospitality industry in recent years). Jackson (2010:14) came up with a schematic overview of a typical lodging facility's interaction with the environment, negative externalities generated and technical and behavioural solutions as illustrated in Figure 3.5.

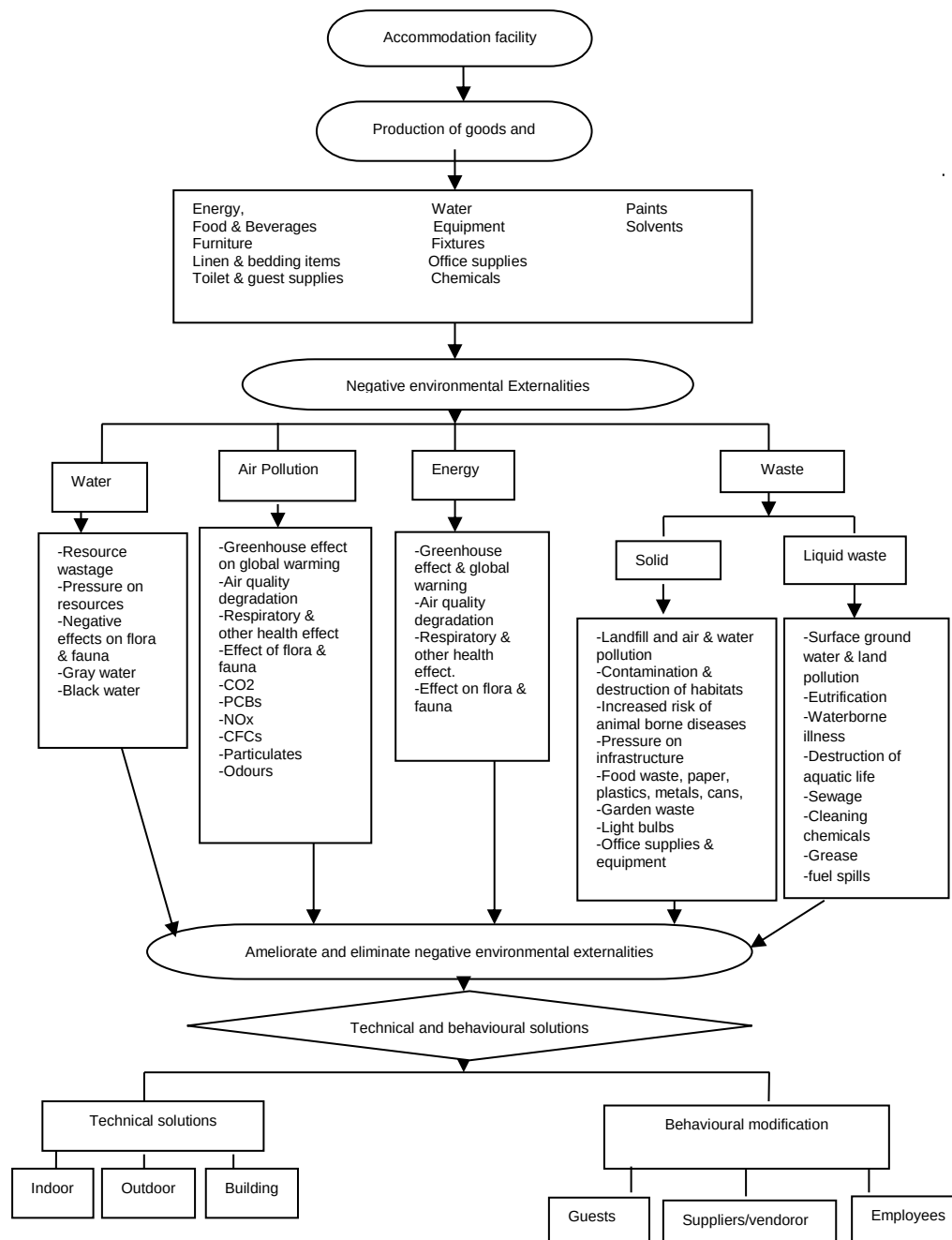


Figure 3.5: Schematic overview of a typical lodging facility's interaction with the environment, negative externalities generated and technical and behavioural solutions (Adapted from Jackson, 2010:220)

3.3.1.1 The importance of the schematic overview of a typical lodging facility's interaction with the environment in green management

The schematic model demonstrates the interactions of a hotel facility with the physical environment in the production of goods and services (Jackson, 2010:219). The consumption and use of the resources in the production of goods and services invariably create negative externalities that manifest in water consumption, energy consumption, air pollution and waste generation. This model is important to hotels because it provides the technical and behavioural solutions geared towards ameliorating and eliminating the negative environmental externalities associated with the lodging operations (Jackson, 2010:219). The technical solutions refer to adopting and using fixtures, facilities, amenities, supplies, equipment, services and consumables that minimise or eliminate the negative externalities (Griffin & Prakash, 2010:181). The model is important because it also suggests that there is need for certification of equipment to meet or exceed the standards of fixtures and equipment that are classified or certified as green or eco-friendly. Jackson (2010:219) notes that there are three levels of certification which are first part certification, that is, self-certification, based on the organisation's internal assessment of its products and services; second part certification which refers to assessment and certification of products and services by outside entities that are in the same industry and third part certifications which are conducted by independent, neutral parties based on predetermined criteria and are conducted offsite. Examples of third part certification bodies are shown in Table 3.3

Table 3.3: Major third-party certification bodies

Country/region	Eco label	Description
Canada	Eco Logo programme	This provides certification for products and services based on compliance with environmental criteria focused on lifecycle impacts of products and services. Certified products include office equipment, paper products and printing services
European Union	Eco-label programme (the EU flower)	The EU flower programme is a Europe-wide programme that awards eco-labels to products that have been found to have less of an environmental impact than other similar competing products based on lifecycle.
Germany	Blue Angel	The Blue Angel programme is a voluntary eco-labelling programme that certifies products that are particularly beneficial to the environment in a life cycle and which also fulfil high standards of occupational health and safety and fitness for use.
Sweden	TCO development	TCO development provides certification and environmental labelling of office equipment designed to improve both the work and external environment.
Norway, Sweden, Denmark, Finland and Iceland	Nordic Swan	The Swan is the official Nordic eco-label and is the collective effort of five countries: Norway, Sweden, Denmark, Finland and Iceland. Products that satisfy the strict environmental standards are allowed to display the environmental product label
Japan	Eco Mark Green purchasing Network	Eco Mark provides product certification for several product types based on the certification criteria consider environmental impacts throughout the life cycle of each product The green purchasing network was an established governmental Organisation in Japan to promote green purchasing amongst consumers, companies.
Taiwan	Green Mark and Energy label	These programs provide certification and eco-labelling for green and energy efficient products
US programmes	US Environmental protection agency (EPA) Energy star Green seal	The US EPA's comprehensive procurement guideline programme promotes the use of materials recovered from solid waste by designated products that are or can be made from recovered materials Energy star is a voluntary partnership between the US department of energy, the US EPA, product manufacturers Green seal provides certification of products and services based on the international standards for environmental labelling programmes (ISO 14020/14024)
EU	EU Eco management and audit scheme.	EU Eco management and audit scheme and ISO standard 14001 are important certification tools that provide guidelines for certification of hotels

Source adapted from Jackson (2010:221)

The behavioural component of green lodging programme refers to deliberate efforts by lodging operations to communicate their property's green programme, its goals and objectives to their stakeholders. The purpose of this effort is to encourage stakeholders to engage in practices that support the property's green efforts. This might entail behaviour modifications in stakeholders such as employees, suppliers

and guests (Jackson, 2010:221). However, the schematic overview of a typical lodging facility has got its shortcomings as explained in the next section.

3.3.1.2 Shortcomings of the schematic overview of a typical lodging facility's interaction with the environment

Some hotels may not have financial resources to fully adopt and embrace all aspects of a full and comprehensive green lodging programme, especially those prescribed by the jurisdictional or other green certification bodies. Moreover, the schematic overview of a typical lodging facility's interaction with the environment, negative externalities generated and technical and behavioural solutions was targeted at two states in the US and may not necessarily be applicable in other states in the world (Jackson, 2010:221). Accordingly, it becomes necessary to develop a green management framework for Zimbabwe and South Africa in this study. Furthermore, the model has a general focus on the lodging/accommodation and is not specifically on hotels; hence, some specific considerations such as the star grading of hotels were not included.

3.3.2 Proposed model of the drivers and barriers of corporate greening

Figure 3.6 suggests that the organisation (size, type, sector, etc.) provides the context for the process of greening in the events tourism sector. The organisation is faced with a number of the drivers (both internal and external) that exert pressure towards greening. Some or all the drivers may be relevant in any given case. The organisation is also faced with a number of barriers (lack of time and resources or lack of skills or knowledge) which may impede greening (Moir & Jago, 2010:85). Even when all the relevant drivers and barriers have been considered, the salience of the environment at a given time (affected by the extent and content of media coverage) may exert a positive or negative effect on the organisation's intention to become greener, leading to either a lower or higher degree of greening within the organisation (Moir & Jago, 2010:85). The proposed model of the drivers and barriers of corporate greening model also incorporates the additional dimensions of barriers to greening and the influence of media on levels of sustainability (Moir & Jago, 2010:85). This is because going green has popularity in the media (Moreo, 2008:8).

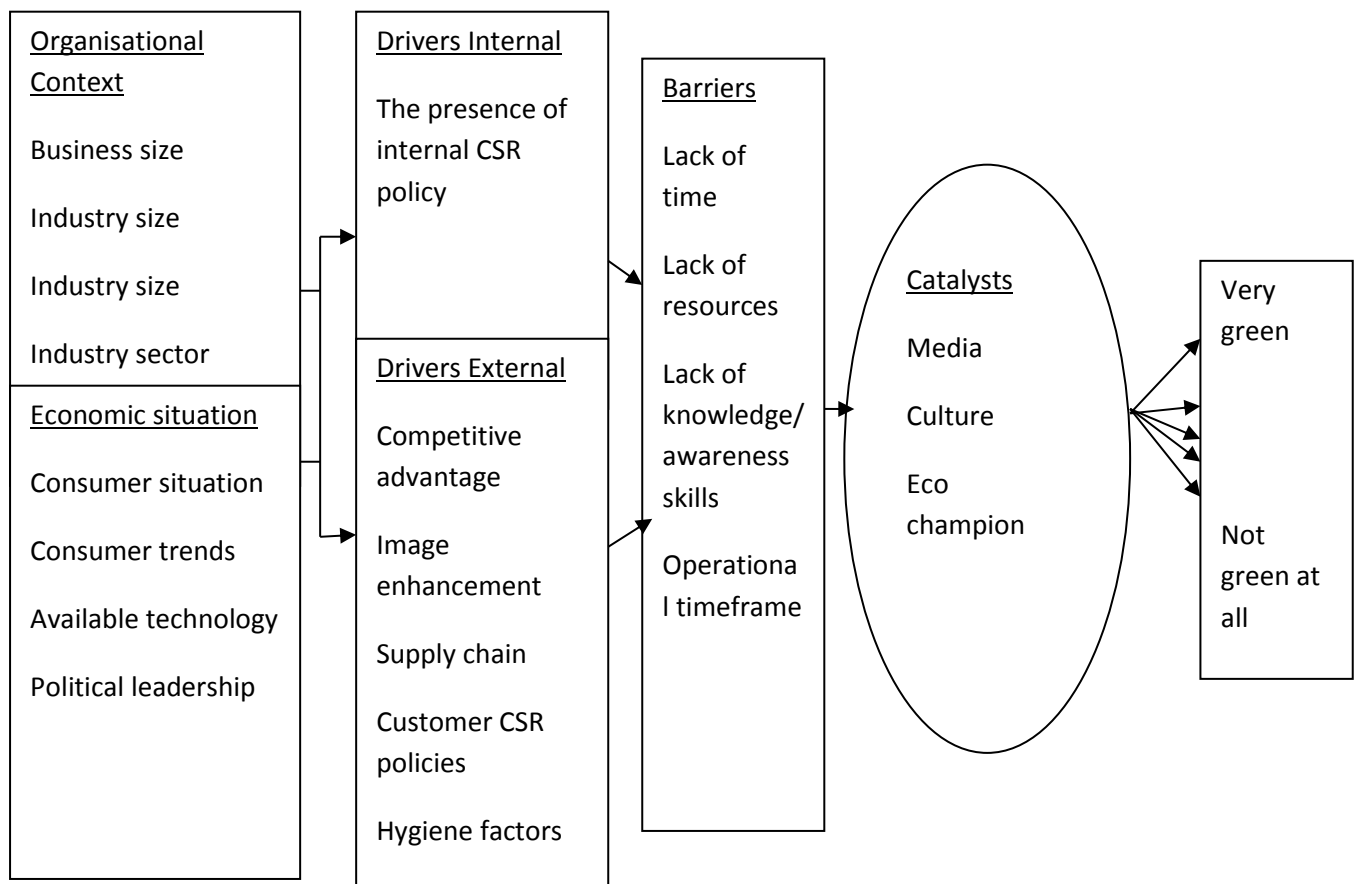


Figure 3.6: Proposed model of the drivers and barriers of corporate greening in the events tourism sector of sustainable tourism. Adapted from: Moir and Jago, 2010:85.

3.3.3.1 The importance of the proposed model of the drivers and barriers of corporate greening

The model includes both internal and external drivers of corporate greening and thus some important variables relevant to the study were drawn from it. It also includes barriers to corporate greening in events tourism sector; hence, it is relevant to hotels as many hotels include events tourism as part of their products and services. Therefore, constructs applicable to star graded hotels were drawn from this model

3.3.3.2 The shortcomings of the proposed model of the drivers and barriers of corporate greening

The proposed model of drivers and barriers of corporate greening in the events tourism focuses on events, which is a component of hospitality, but not specifically on hotels.

3.3.5 Schematic Representation of the three-step strategic approach to waste water management

The levels of water consumption in some parts of the world mean that large quantities of wastewater will be generated, requiring huge investment in collection and treatment infrastructure (Nhapi & Gijzen, 2005:136). Options that were developed systematically in this model include prevention and reduction of waste production, treatment and recovery of waste components, safe disposal of any waste components not recycled or reused as illustrated in Figure 3.7.

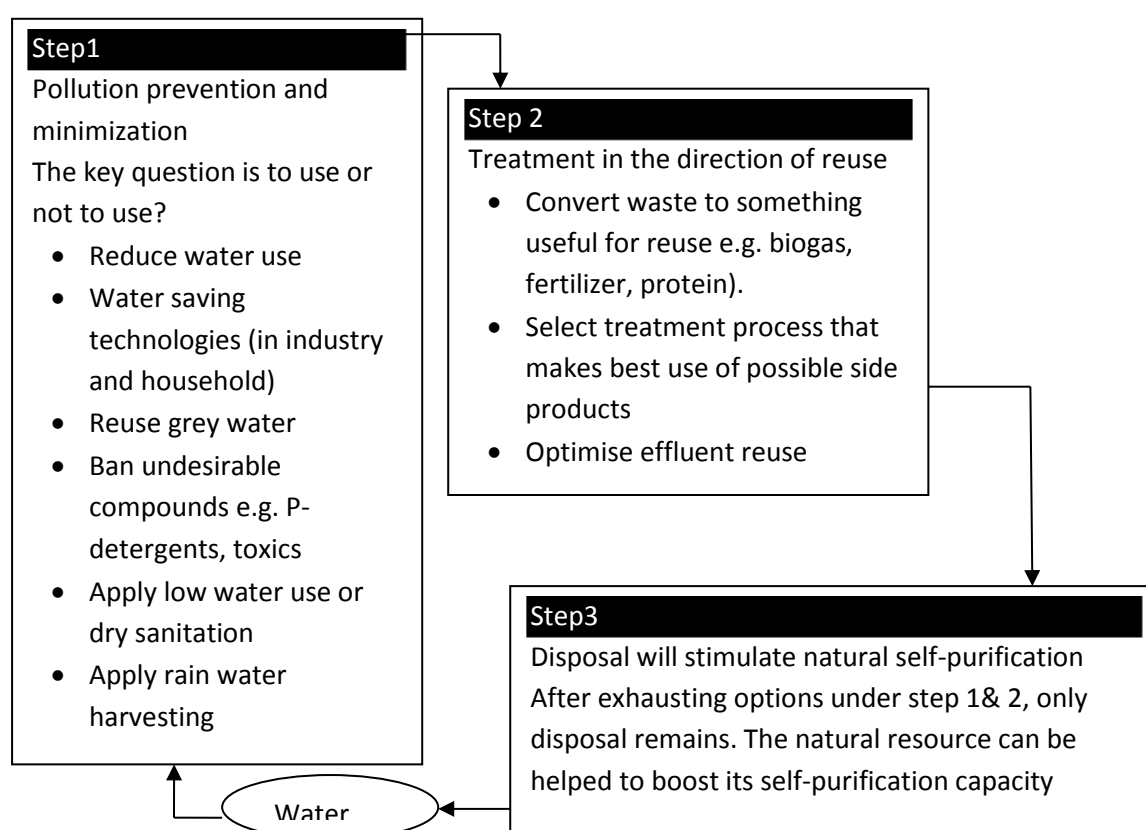


Figure 3.7: Schematic Representation of the 3—step Strategic Approach to waste water management. Adapted from: Nhapi& Gijzen (2005:136)

3.3.5.1 Importance of the schematic representation of the 3-step approach to waste water management

The model on schematic representation of the 3-step approach to waste-water management is limited to wastewater management. It focuses only on pollution minimisation, reduction of water use, water saving technologies, reuse, for example, grey water and biogas, application of rainwater harvesting and application of low

water use or dry cleaning/ dry sanitation. In addition, the model also includes prevention and reduction, treatment and recovery, safe disposal of waste components not recycled or reused (Nhapi & Gijzen, 2005:136).

3.5.5.2 Shortcomings of schematic representation of the 3-step approach to waste water management

This model is limited to waste water management; therefore, constructs for this study on a green management framework drawn from this model will be limited to water issues.

3.4 Policies within the hospitality sector

One important aspect in green management in the hospitality sector is compliance with policies. Policies state the ends to be pursued and they define formally the business' approach and its attitude in its dealings with customers, employees, shareholders and its suppliers (Medlik, 1994). Policies suggest that green practices reflect an interest in amelioration of environmental impacts in a hotel (Miller, 2012:51). It is possible to consider environmental management as a hierarchy of policies and actions, that is, global environmental policies, national policies and responsibility of business policies and local action policies (Kirk, 1995:4). Policies may also suggest benchmarks for quality control in a hotel. Despite the increasing focus on the environment, many hospitality operations are confronted with two diametrically opposed issues. On one hand, operations such as hotels are trying to create and implement environmental policies, whereas on the other hand, customers seeking services also expect to be pampered with hot water, high pressure showers, freshly laundered linen, an ample supply of towels, abundant supplies of food and drink and airport shuttles (Barber, 2012:2).

3.4.1 Guiding principles for environmental policy

Some of the key principles that should govern environmental policy for the implementation of any tourism development include, among other things:

- 1) Recognition of a two-way relationship between tourism and the environment, yielding possibilities of conservation through tourism.

- 2) Visitor management to reduce pressure.
- 3) Environmental improvement for the benefit of residents and visitors.
- 4) Sensitive development that respects and if possible, enhances the environment.
- 5) Responsible operation through ecologically sound practice in tourism businesses and the means of travel (Cooper *et al.*, 2005:371).

The environmental policy acts as a guideline for setting environmental objectives and targets (Hesieh, 2012:3). Environmental policy strategy in hotels outlines the environmental principles and philosophy underpinning these principles (Hesieh, 2012:3). Some policies include practices, which can be undertaken in the hotel industry so they can be more environmentally friendly as shown in Table 3.4.

Table 3.4: Summary of best practices undertaken in the hotel industry to become more sustainable

<i>Item</i>	<i>Environmental best practice undertaken</i>
Water	-Low flow fixtures -Grey water -Rain water -Reuse programmes (Moreo, 2008:2) -Reduce waste
For energy	-EMS -Compact efflorescent lights -Energy star efficient HVAC -Renewable energy (Rogerson, 2012: 402) -Occupancy sensors -Reduce waste
Solid waste Management	-Recycling (Timothy & Teye, 2009:86). -Compositing -Refillable amenities
Air Quality	-Low volatile organic compounds -Air filtration -Cut vehicle pollution
Environmental purchasing:	-Paper bleached without chlorine -Paper made from recycled product -Purchase of organic food -Purchase locally grown food -Purchase from environmentally responsible purveyors
Community awareness	-Green teams -Conservation training -Participate in Leed -Make effort visible to guests
Maintenance of permits	-Building permits -Compliance with legislation -Policy -Environmental education (Mansah, 2006:415).

Adapted from Moreo (2008:31)

3.5 Green initiatives and practices in hotels

Specific environmental endeavours on the hotel companies' websites include energy management, environmental education and water. Quite a number of cases of hotel groups in the world have embarked on green initiatives as shown in Table 3.5.

Table 3.5 Cases of green initiatives

Hotel group	Initiative
Wyndham hotel group	Initiated the Wyndham Green Engage (Hsieh, 2012:8)
Accor's hotel group	The earth guest programme (Hsieh, 2012:8). Environmental awards/recognition
Marriot	Initiated the reduce reuse, recycle programme (Hsieh, 2012:8). Marriot uses a tracking system to measure electricity and gas consumption in guest rooms and public areas (Hsieh, 2012:9)
The Taj Hotel group	Initiated the earth programme. This is an environmental awareness and renewal at Taj Hotel
Fairmount group of hotels	Initiated the green partnership initiative (Hsieh, 2012:8)
Hilton Environmental Reporting	Hilton Environmental Reporting (HER, a performance monitoring tool) Hilton we care programme Europe 2006-2008 (Bohdanowicz, 2011:805)
	Green marketing is concerned with new products (carbon offsets, etc.).
	Supply chain initiatives are directed at enforcing codes of conduct; carbon, water, or energy, developing supplier innovations securing sustainable supplies (e.g. minimising packaging, reforestation). Also included in this is securing permits to operate) (Griffin & Prakash, 2010:180).

Source: Author's own compilation adapted from Hsieh (2012)

3.5.1 Green initiatives in Zimbabwe

Concerns have been expressed about the negative environmental impact of Tourism in Zimbabwe. These include among others unsightly infrastructural developments such as accommodation construction and the increasing use of electric energy (Feresu, 2010:45). This has caused some major hotel groups to embark on some green initiatives such as those described in the next sections.

3.5.1.1 Green Initiatives in African Sun Hotels in Harare

The African Sun Limited is a group of hotels formally known as Zimbabwe Sun Limited. Its operations portfolio currently comprises 13 hotels in tourism and hospitality industry including three resort hotels. As the greening of hotel is fast becoming an important factor in customer choice, African Sun group of hotels seeks

to uphold ecologically responsible practices which are considered essential as well as laws and regulations which have to be observed (African sun, 2010).

African sun's main source of energy is electricity from coal, fired power stations and hydroelectricity (Feresu, 2010:45). Generation of electricity from fossil fuels contributes to climate change. Thus, African Sun hotel business operations may, in the near future, be sustained through biodiesel and solar energy to mitigate the impacts of climate change (Feresu, 2010:46). Waste generation by the hotel group is increasing, while waste collection and transportation of waste, its deposition and management is decreasing. The waste management system in Zimbabwe is shown to concentrate more on collection and disposal of waste without controlling its generation (Feresu, 2010:12).

3.5.1.2 Rainbow Tourism Group Corporate Social Responsibility Initiative

In the Rainbow Tourism Group, Zimbabwe, corporate social responsibility programmes are guided by a cause branding approach and philanthropic approach with regard to environmental issues primarily, then health as a secondary focus. Rainbow Tourism Group, as a corporate citizen, yields sustainable and effective social investment programmes through partnerships at grass root level and effective allocation of resources with regard to the environmental health issues within its immediate surroundings.

The Rainbow Tourism Group (RTG) takes note of the fact that its business is dependent on the sustainable development and conservation of the environment as a major pulling factor generating the necessary tourist traffic. Rainbow Tourism Group adopts sustainable tourism development practices through the incorporation of the group's environmental policy and waste management initiatives into its operational framework (Sustainable Development RTG – 2012).

The following are some of the initiatives currently being undertaken by Rainbow Tourism Group:

- 1) Environmental management and sustainability
- 2) Health
- 3) Local communities' sustainable development

RTG Corporate Environmental and Corporate Social Responsibility Status

The Rainbow Tourism Group with hotels and lodges located in some of the most beautiful natural areas around the country and the region is in the forefront of fostering a culture of environmental reciprocity through adopting eco-friendly strategies (Sustainable Development RTG – 2012). They have adopted reuse and recycle strategy, and implemented an environmental policy with effect from 2008 (Sustainable Development RTG – 2012).

The organisation has realised that there are benefits of adopting lasting solutions to waste management. The tourism industry business is dependent on the environment and it is mainly about green issues and sustainable conservation of the environment which is a major pulling factor in generating the necessary tourist traffic (Feresu, 2012:43).

The Rainbow Tourism Group has engaged in sustainable clean up campaigns which have made significant changes within communities, industry and institutions. The campaigns range from:

- Community Waste recycling income generating projects
- Bio-degradable waste recycling composts for organic farming
- Invasive species eradication from the Victoria Falls Rainforest in conjunction with National Parks and community volunteers.
- Greening of dumpsites in communities and schools through cleaning waste heaps then tree planting
- Industrial Waste Reduction and Recycling programmes that are implemented with the assistance of E-Africa (Sustainable Development RTG – 2012).

3.5.2 Green initiatives in South Africa

Much concern has been shown towards the negative impacts hotels have made on the environment in South Africa. Rogerson and Sims (2012:292) note that in South Africa, there is a rising awareness of risks that climate change and global warming potentially pose to the country's expanding tourism economy. As a result, a number of major hotels have engaged in environmental responsibility initiatives.

3.5.2.1 Environmental responsibility initiatives-Tsogo Sun Hotels

Tsogo Sun Hotels division, a member of the Tsogo Sun group in South Africa, recognises its responsibility for the impacts it has on its surrounding communities and the environment (Tsogo Sun Hotels, 2012:1). These hotels have embarked on the following environmental impact management practices:

- 1) Ensuring that at all times, they identify, evaluate and comply with local, regional or national environmental laws and regulations applicable to their operations within the areas in which they conduct business.
- 2) Continuously evaluate and manage their environmental risks, targets and objectives.
- 3) Actively seek to minimise pollution, emissions and effluents emanating from their operations.
- 4) Work to minimising their waste through reducing, reusing and recycling programmes and adoption of a zero waste policy.
- 5) Strive to reduce consumption of natural resources through the responsible use of energy, gas and water and the identification and implementation of sustainable energy solutions.
- 6) Manage biodiversity through the protection of flora, fauna and land associated with or impacted by their operations.
- 7) Communicate policies and achievements openly and transparently to their employee's suppliers, contractors, investors and guests.
- 8) Collaborate with suppliers and business partners to actively reduce the environmental impact of their business activities.
- 9) Continually improve and innovate on environmental performance standards
- 10) Report annually on environmental performance.
- 11) Provide support for the sustainable development of communities (Tsogo Sun Hotels, 2012:1).

Energy and waste conservation form part of the mitigation efforts in South African hotels. At present, the consensus is that stand-alone renewable energy supplies and alternative energy systems (for example, solar and wind) can supply power to a large-scale accommodation property's energy needs, including air conditioning and

heating (Timothy & Teye, 2009:86). Water conservation is equally important, particularly in areas where water demands are high but supplies are low (Timothy & Teye, 2009:87). Rogerson (2009:402) notes that interviews confirmed that there are no green legislative requirements for hotels in South Africa and pressures for initiating green initiatives came either from high-level management or from international guests who considered themselves as green travellers and opt to stay in green hotel establishments. Concerns about the careless use of water resources led to the linen and towel reuse efforts adopted by most of the world's brand-name lodging during the past 15 years (Timothy & Teye, 2009:87). Some hotels in South Africa have achieved green globe certification (Rogerson, 2012:401). However, in South Africa there is need to measure certification programmes against standards as several certification and award schemes currently operating have been criticized by NGOs, academics and activists for various reasons, including non-independent nature (that is, many are created and run by the tourism industry with no participation from other stakeholders (Spenceley, Goodwin & Maynard, 2004: 285). There is need for an independent third party evaluator and there is no independent accreditation body to coordinate certification efforts (Spenceley *et al.*, 2004:282).

3.5.2.2 Green initiatives at Sandton Sun Hotels

Sandton Sun (South Africa) has embarked on green initiatives as demonstrated in Table 3.6.

Table 3.6 Green initiatives at Sandton Sun Hotels

Water	Mineral water is provided as part of packages of the hotel's day conference packages, however, delegates are encouraged to choose jugs of safe tap water provided instead of bottles to reduce wastage and preserve mineral water reserves
Recycling	The hotel offers the option of placing a paper-recycling bin in the conference venue; please advise your coordinator should you wish to make use of this. Also ask us to recycle any unpacking material and or boxes from your event collateral
Paper and collateral	- To reduce paper wastage, the hotel prefers to e-mail copies of their marketing and promotional collateral all hotel information is available in electronic format. - Because pencils are a much greener option than pens, in lieu of this, the hotel has replaced our pens where feasible, with pencils in the boardrooms and conference centres. The hotel is kept in touch with the relative suppliers
Energy	- In an effort to conserve energy the hotel asks customers to permit them to dim the lights during your tea and lunch breaks - Air conditioning is set to 22 degrees, which is the recognised comfort zone. - The hotel avoids using the heating function and requests that clients wear appropriate clothing in the colder winter months
Sustainable food	- All seafood is selected from the approved SSSI (Southern African Sustainable Seafood Initiative) listing - The hotel is also able to source organic, local or carbon neutral wines when required
Carbon footprint	The hotel is located just 1km within easy walking distance of the Gautrain. Where appropriate, delegates are encouraged to make use of this transport option when attending an event. Alternatively, car pools or a bus can be set up to assist in reducing the carbon footprint of the event

Source: Green initiatives at Sandton Sun hotel, 2012:1

3.6 Role players and organisations responsible for implementation of environmental management systems in Zimbabwe and South Africa

There is an increasing demand for governments and corporations not only to follow environmentally conscious principles in their daily operations, but also to be role players in green management. In Zimbabwe and South Africa, there are role players who have taken lead in environmental management.

3.6.1 The Environmental Management Agency (EMA)

In Zimbabwe, the ministry of tourism through the Environmental Management Agency (EMA) is responsible for the environmental management, giving guidance to industrialists and operators on environmental protection, noting that rapid growth of accommodation sector puts enormous pressure on the natural environment (EMA CAP, 2012:27). The Zimbabwe Tourism Authority (ZTA)'s standards control section is responsible for certification of businesses throughout the tourism industry.

3.6.2 Fair Trade in Tourism South Africa (FTTSA)

In South Africa, Fair Trade in Tourism South Africa (FTTSA) was launched in 2002 as an independent initiative of IUCN (the world conservation Union) that aims to encourage equitable conservation and sustainable tourism growth and development in South Africa (Spencely, 2004:3). FTTSA does this by promoting the concept “Fair trade in tourism”. Fair trade in tourism is an independent trademark, a symbol of fairness in tourism. There are currently seven accommodation products certified as fairly traded and using the FTTSA trademark in South Africa (Spencely, 2004:3). Hotels that are fairly traded use the FTTSA trademark. In their studies, Bansal (2005) and Chan (2005) came up with environmental integrity items, which include among others reduced operations in environmentally sensitive locations, reused waste, use of renewable sources and reducing environmentally damaging inputs. As an obligation, the corporate, for example, a hotel, will use its resources such as water, energy and raw materials with explicit care and if possible recycle or replace it by renewable alternatives (Jonker & De-Witte, 2006:1). There is also Qualitour, a private South African company that is linked to Green Globe, which is partnered with AJA South Africa, the registered Green Globe auditors for the region. Qualitour launched the heritage programme, designed to offer certification to business throughout the tourism industry. However, the company believes that Green Globe is not suitable for South African realities as it does not operate at the community level (Spencely, 2004:3). All enterprises controlled by Heritage programme automatically receive Green Globe affiliate status while qualification for Green Globe certification takes longer.

3.7 Conclusion

Hotels form part of the tourism and hospitality sector. All sectors of tourism and hospitality have attempted to incorporate environmental friendly practices in their operations. Hotels first introduced green management through compliance with government regulations and saving money by reducing waste and energy usage. However, in recent years, hotels now have environmental philosophies that lead to the respect of the natural environment, its flora and fauna. Other issues of concern

include pollution through solid and liquid waste and high consumption of energy and release of greenhouse gases which is rising. Literature revealed that some green policies are being put in place in hotels with guidelines and directives on greening the organisation. In addition, there are green practices that would not negatively impact the environment which include, among others, sustainable management of water, energy conservation, solid waste management, air quality, environmental purchasing, community awareness and maintenance of permits. Some green management models in hotels were discussed showing the ways in which the hospitality organisation interacts with the environment. The importance of each of the models to the study as well as the shortcomings were discussed. This chapter also has the discussion on policies within the hospitality sector with aspects dealing with the guiding principles which govern environmental policy and setting environmental objectives and targets. Green initiatives in Zimbabwe and South Africa were discussed focusing mainly on large hotel groups. Lastly, some role players and organisations responsible for implementation of environmental management systems in Zimbabwe and South Africa were discussed.

CHAPTER 4:

RESEARCH METHODOLOGY

4.1 Introduction

This chapter lays out the aspects of design and methods used in this research. The chapter consists of three main parts that comprise of the research design, data collection and data analysis followed in this study. The first part starts with the research goal followed by the research objectives. This part also comprises the research design, research philosophy, research strategy and justification of the case study strategy. The second part discusses the data collection, both secondary data and primary data. This part also comprises of a discussion of the preparation necessary for data collection including the case study protocol, use of digital voice recorder, triangulation of methods and pilot study. Research instruments are also discussed which include interview guide, personal interview, use of documents and archival records as well as observation. The last part of this chapter is on the discussion of data analysis.

4.2 Focus of the study

The study focused on the environmentally friendly practices in star graded hotels. This was achieved through guidance by the research objectives which sought to determine hotel managers' perceptions about green management in hotels in South Africa and Zimbabwe.

4.3 Research Methodology

According to Babbie (1986:6), methodology is 'the science of finding out'. Methodology provides the philosophical and theoretical underpinnings of research that affect evidence from the perspective of the researcher. This knowledge about what methodology is (and perhaps is not) is important in the laying out of what informed this study for evidence gathering.

4.3.1 The research goal and objectives

The goal of this study is to develop a green management framework for hotels in South Africa and Zimbabwe. To ensure that the goal of the study is reached, the researcher has been guided by the following objectives:

Objective 1

To conduct a literature study on green management trends and practices in tourism and hospitality by investigating previous studies.

Objective 2

To contextualise the research problem through background information obtained from a literature search relating to South Africa and Zimbabwe green management strategies and policies in hotels and the involvement of stakeholders in this process.

Objective 3

To determine how hotel managers in Zimbabwe and South Africa perceive the concept and implementation of green management within their establishments.

Objective 4

To draw conclusions and make recommendations regarding the application of a green management framework for hotels in these two developing countries.

The research approach adopted was meant to address these objectives, which emanated from the research questions presented in the first chapter.

4.4 Research design

A research design is a detailed framework or a plan that helps to guide the researcher through the research process, allowing a greater likelihood of achieving research objectives (Wilson, 2010:102). The sections that follow constitute the research design on a green management framework for hotels.

4.4.1 Research philosophy

There are two types of research designs to be discussed in the next section; qualitative and quantitative.

4.4.1.1 Quantitative research

Quantitative research is a process that is systematic and objective in its ways of using numerical data from only a selected subgroup population to generalise the findings to the universe that is being studied (Maree, 2007:8; Cormach, 1991:140). Objectivity, generalisability and numbers are features often associated with quantitative research (Simon, 2006:37). A quantitative methodology is informed by positivism and post positivist paradigms or hypothetic-deductive paradigm (Jennings, 2010:231). Quantitative research is a structured systematic, replicable research design where there is use of random sampling, numerically based data collection and representation of findings using statistical tables and graphs. Findings are generalizable to the wider population (Jennings, 2010:231). Quantitative research was not used in this study because of the types of variables the researcher was working with. The variables the researcher was working with would not bring data that was numerical in nature. The sample size for the study was small and not suitable for quantitative data analysis.

4.4.1.2 Qualitative research

Qualitative research, on the other hand, studies the real-world behaviour as it occurs naturally in a natural setting (Ary *et al.*, 2006:452). It is concerned with qualitative phenomena, that is, phenomena involving quality or kind. For instance, when a researcher is interested in investigating the reasons for human behaviour, that is, why people think or do certain things (Kothari, 2004:3). The researcher, then, physically goes to the people, the setting or the institution to observe behaviour (Ary *et al.*, 2006:453). An inductive approach is used whereby a study starts by collecting data to explore a phenomenon and the researcher generates or builds a theory (Saunders, Lewis & Thornville, 2012:145). Qualitative research involves an

interaction process whereby the research design, 'tools' and even the research questions can evolve as the project unfolds (Barbour, 2008:29).

The researcher has the capability to use both quantitative and qualitative paradigms without any challenges. Qualitative research avoids statistical techniques of the quantitative methods. This is because this study is concerned with exploring people's life histories or everyday behaviour and qualitative research is the most appropriate choice (Silverman, 2001:1). As such, it provides a deeper understanding of social phenomena such as green management in hotels (Silverman, 2000:8). In the present study on a green management framework for hotels, a qualitative research approach has been assumed in order to reach the goals of this study. However, the selection of the qualitative research paradigm and the case study as research strategy was based on the appropriateness to the nature of study.

4.4.2 Research Strategy

There are a number of research strategies available to the researcher when dealing with qualitative research. These include ethnographic studies, phenomenological studies, grounded theory studies, basic interpretive studies, content or document analysis, historical studies and case study (Ary *et al.*, 2006:465; Creswell, 2003:14-15).

4.4.2.1 Ethnographic study.

Ethnography is the study of cultural or social groups (Ary *et al.*, 2006:458; O'Leary 2010:116). Ethnographic studies are premised on the belief that how an individual processes the world is constructed and constrained by cultural experience (O'Leary, 2010:116). It seeks to understand the relationship between culture and behaviour, with culture referring to the beliefs, values and attitudes of a specific group of people (Ary *et al.*, 2006:458). The researchers immerse themselves in the lives of the people they study, using primarily participant and non-participant observation and occasionally in-depth interviewing to gain clarification and more detailed information (Ary *et al.*, 2006:458). In this study ethnography was not used as it requires a long period of data collection which makes it difficult for students carrying out research (Collins & Hussey 2009). Furthermore, ethnography was not used because the

method involves researcher's participation in activities taking place in a natural setting for example in a hotel and the researcher was not prepared to spend that much time in the hotels that were studied.

4.4.2.2 Phenomenological Studies

Phenomenological study is designed to describe and interpret an experience by determining the meaning of the experience as perceived by the people who participated in it (Ary *et al.*, 2006:460). Phenomenological studies are highly dependent on individuals through interviews or their cultural products, that is, what they write or paint. They are used to draw out the experiences of a particular phenomenon (O'Leary, 2010:120). The participants in a phenomenological study are chosen because they have been through the experience being investigated and can share their thoughts and feelings about it (Ary *et al.*, 2006:461). The distinguishing data collection method in a phenomenological study is the personal, unstructured interview (Ary *et al.*, 2006: 461).

4.4.2.3 Grounded theory studies

The aim of a grounded theory study is to discover or build a theory in an area. This emphasis on theory distinguishes it from other qualitative approaches (Ary *et al.*, 2006:462). The purpose of grounded theory is to build theory that is faithful to the phenomena under investigation and which illuminates the research problem or issue (Collins & Hussey, 2009:157). The personal open-ended interview is the primary method of collecting data. The sample chosen comprises individuals who have had the experience and can contribute to theory development (Ary *et al.*, 2006: 462).

4.4.2.4 Basic interpretive studies

Interpretive studies are basic qualitative research. They may use data collected through a variety of means: interviews, observations, review of documents, focus groups and the like (Ary *et al.*, 2006, 463). Data analysis typically involves categorisation and development of patterns, interpreted by the researcher through his or her own disciplinary lens (Ary *et al.*, 2006:464).

4.4.2.5 Content or document analysis

Content or document analysis is a research method applied to written or visual material for the purpose of identifying specified characteristics of the material. The materials analysed can be textbooks, newspapers, speeches, television programs, advertisements, and any other types of documents (Ary *et al.*, 2006:264). Content analysis is widely used in education.

4.4.2.6 Historical Studies

In a historical research, the researcher looks into an event in the past utilising whatever sources may be available, either to shed light on a particular event or to shed light on a contemporary issue (for example Catholicism and French revolution) (Hofstee, 2006:125). Historical research is included in qualitative research because of its emphasis on interpretation and its use of nonnumeric data (Ary *et al.*, 2006:466). Historical research has an advantage of offering the past data under the then prevailing conditions and affords an opportunity to the researcher to view these observations in the past setting (Mustafa, 2010:48). A limitation of Historical method is that any past situation cannot be matched to an existing situation (Mustafa, 2010:49).

4.4.2.7 Case Study

A case study provides an intensive description and analysis of a phenomenon or social unit such as an individual, group, institution or community (Ary *et al.*, 2006:456). A case study provides an in-depth analysis of a specific problem (Wilson 2010:108). Yin (2003:13) defined a case study as an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. Wilson (2010:108) goes on to say that a case study research can be divided on the basis of single and multiple case studies. A single case study examines a single case while multiple case analyses several cases (Wilson, 2010:108). The decision to undertake a multiple-case study cannot be taken lightly as every case should serve a specific purpose within the overall scope of enquiry. Here, a major insight is to consider

multiple cases as one would consider multiple experiments, that is, to follow replication logic (Yin, 2003:47). Cases need to be carefully selected so that they either produce similar results (literal replication), or produce contrasting results (theoretical replication) but for predictable reasons (Wilson, 2010:109).

4.4.3 Justification of the case study strategy

In this study, case study strategy was used to collect the data. Case study is used mainly to collect data when answering how and why questions (Yin, 2003:1). Case study research uses narrow lens to build a rich or thick description of a single group, organisation or individual (Smith, Todd & Waldman 2009:60). The emphasis is on representing an accurate picture of the individual case and does not seek to propose generalizable results from a sample to the population.

In this study, by uncovering a significant finding in one case, the objective is to replicate the findings in other cases. This replication logic, whether applied to experiments or to case studies, must be distinguished from the sampling logic used in surveys (Yin, 2003:48). Evidence from multiple cases is often considered more compelling and strengthens the overall study.

4.5 Data collection

For the successful execution of the study, the researcher had to do data collection in the form of secondary and primary data.

4.5.1 Secondary data

As argued by Andersen, Prause and Silver (2011:57), using secondary data "... is not a replacement for personal data collection; we maintain that it is most useful in conjunction with other methodologies, such as experimentation, survey." For this study, a considerable number of relevant books and journal articles were read to understand the topic under study. This enabled the researcher to identify gaps in literature. The research gaps were important in the construction of measurement tools on the topic under study. Literature review was specifically on components of

green management, tourism impacts and theories addressing green management. In addition literature reviewed included green management models in tourism, hospitality sector and specifically in hotels. The literature review showed how past studies are related to each other and how this study is linked with them. The researcher adopted a critical approach to literature review.

4.5.2 Primary data

Primary data is the data collected directly from first-hand experience. In this study, primary data was collected from a sample drawn from a population comprising managers in star graded hotels in South Africa and Zimbabwe where through personal interviews.

4.5.3 Population

A population is a clearly defined group of research subjects that is being sampled (Wilson 2010:190). In this study, the target population was made up of general managers in 3-5 star graded hotels in South Africa and in Zimbabwe. These hotels are spread throughout the two countries in both urban and rural areas.

4.5.4 Sample

A sample is a subset chosen from the entire population (Wilson, 2010:191). In qualitative research, the samples are likely to be chosen in a deliberate manner known as purposive sampling (Yin, 2011:88). Yin (2011:88) goes on to say that the goal or purpose for selecting the specific study units is to have those that yield the most relevant and helpful data given the topic of the study. Purposive or judgemental sampling was used to determine the sample. Purposive or judgemental sampling is a strategy in which particular settings, persons or events are selected deliberately in order to provide important information that cannot be obtained from other choices. In other words, participants in the sample are included based on the researcher's personal judgement (Wilson, 2010:199). The sample chosen comprised four hotel managers in Zimbabwe and four hotel managers in South Africa. These were general managers who have the knowledge of all policies and practices within their

hotels. These general managers would give the most appropriate information on green management within their hotels.

South Africa and Zimbabwe hoteliers were selected mainly because these two developing countries in Southern Africa have no legislations that make environmentally friendly initiatives mandatory in hotels. Hotels in these two countries have a range of impacts on the environment which need to be addressed urgently. The environmental management initiatives in these hotels are scantily addressing these environmental issues, hence it was found compelling to select Zimbabwe and South Africa in carrying out this study.

4.6 Preparation for data collection

Preparation for data collection included quite a number of issues as revealed in the following discussion:

4.6.1 The case study protocol

The protocol is a major way of increasing the reliability of a case study research and is intended to guide the researcher in carrying out the data collection from a single-case study (even if the single case is one of several in a multiple case study) (Yin, 2003:67). The instrument was divided into four sections as follows: The overview of the case study project, field procedures, case study questions and the case report. Due to the importance of this tool, the researcher employed it in all the cases. However, since the thesis document comprises the case study report, the protocol for this study was only divided into three key areas as follows:

Overview of the case study project

This is a statement on background information about the research project including its purpose, context, issues being investigated, and the rationale for selecting the hotels in question. The overview statement accompanies a letter of introduction from the researcher's supervisor that was sent to all respondents prior to interviews. The objective was to inform the interviewees of the importance of the project and therefore facilitate access to sites.

Field Procedure

This part of the protocol covered access issues and documents relating to green management issues which were collected from hotels. On access, the protocol spelt out how and when interviews would be conducted. Since the interviews were conducted in two countries, the researcher had to provide for unanticipated events including changes in the availability of interviewees. The protocol also has to address issues relating to personal computer, writing instruments audio recorder and paper.

Case study questions

The heart of the protocol is a set of substantive questions reflecting one's actual line of enquiry (Yin, 2003:73). The interviews were based on specific open ended questions on interview guides. The open ended questions were meant to get diverse views on opinions, attitudes and perceptions of respondents. The open ended interviews could uncover complex behaviours without imposing limits on the field of enquiry.

4.6.2 Use of digital voice recorder

There are three reasons for using audio recorders as identified by Silverman (2000:149). These include the fact that transcripts capture actual occurrences in their sequence. Secondly, transcripts are public records available to scientific community in a way field notes are not. Thirdly, one can inspect sequences of utterances as given in the voice recorder (Silverman, 2000:149). It was for these reasons that the researcher chose to employ digital voice recorder in this study. While the researcher took field notes, the main tool for recoding interviews was a digital voice recorder. It is desirable that data be transferred onto a computer compact disc later.

4.6.3 Triangulation of methods

Triangulation is the use of multiple sources of data and different research methods (Collins & Hussey, 2009:85). In this study, interviews of managers in star graded hotels are the main sources of information. However, in addition to interviews, other methods of data collection were employed. Observations were done to complement

interviews. These included observations of any green management practices in the hotel establishments where interviews were carried out. In addition, use of secondary data in the form of document reviews such as green management policy and projects documents was also considered necessary. Different methods corroborate each other so as to use some form of methodological triangulation (Silverman 2000:98).

4.6.4 Pilot Study

A final preparation for data collection is the conduct of a pilot case study in order to refine data collection plans with respect to both content of data and the procedures to be followed (Yin, 2003:78). The pilot study for this study was conducted at New Ambassador hotel, one of the four star hotels in Zimbabwe. The hotel was selected on the basis of its convenience and geographical proximity to the researcher. To give more strength to the interview guide, the researcher carried out a pilot study using questionnaires which were sent online to hotel managers and 39 hotel managers in Zimbabwe and South Africa responded. Of these despondences, 21 were South African while 18 were Zimbabwean. The responses showed that the questions were well structured and respondents found it easy to comprehend the questions. From the same questions, semi-structured interview questions were formulated for the interview guide which was then pretested at New Ambassador hotel.

4.6.5 Research instruments

The key instruments used were (a) the interview guide and (b) personal interview.

4.6.5.1 Interview guide

The structure of the interview follows the extent to which the questions to be asked are developed prior to the interview, justifying the need for the interview guide. (Ary *et al.*, 2006:480). Ary *et al.*, (2006:480) go on to say that the qualitative interview is typically more probing and open ended and less structured than the interview used in quantitative. In this study semi structured interviews were used. An interview guide, also referred to as interview schedule was used to provide a line of enquiry. In the

semi structured interview, the researcher had a list of questions to be covered. The order of questions may be varied depending on the flow of the conversation (Saunders *et al.*, 2012:312). The interview guide for this study comprised of questions seeking to elicit demographical information from the respondent. This was made up of open ended questions which sought to gather information to address the objectives of the study and were well aligned with the research questions and objectives.

4.6.5.2 Personal interview

Interviews are face to face forms of interaction involving a direct meeting between an interviewer and an interviewee or interviewees. Given the personal nature of face to face interviews, they are also referred to as personal interviews (Wilson 2010:138). Several advantages are associated with personal interviews, among the most salient are:

- the ability to engage in verbal and non-verbal communication;
- the respondent's feedback can often be recorded thereby providing accurate information
- the greater flexibility regarding the delivery of questions (Wilson, 2010:138).

Personal interviews allowed information to be supplemented through observation.

4.6.5.3 Telephone interviews

Telephone interviewing has come to the fore in the past decade largely because it offers some of the virtues of face to face interviews (Gillham, 2000:77). The advantages of telephone interview are that the interview is without cost in terms of time and money. It is of course perfectly feasible to record telephone interviews, enabling the researcher to focus on responding to the person being interviewed. In this study telephone interviews were used to gather data from hotel managers in three to five star hotels in South Africa who are part of the sample.

4.6.5.4 Observation

Observation is normally associated with a qualitative research and involves recording the behaviour of one's research subjects (Wilson, 2010:159) Observation was used to supplement interviews. This was non-participant observation that sought to establish observable green practices at the hotels where interviews took place. This was covert observation, in which research subjects were unaware that they were being observed (Wilson, 2010:159). The advantage of this is that research subjects are more likely to carry out their tasks in a natural way.

4.7 Data Analysis

In this study, data analysis was carried out through use of data display tables and detailed write ups as recommended by Miles and Huberman (1994:10). According to Wilson (2010:255) the qualitative data analysis may take the following analytical steps

- Transcribing data;
- Reading and generating categories, themes and patterns;
- Interpreting findings; and
- Writing the report

In this study, however, data took the following steps formulated by Creswell (2009). These include: Step 1 organise and prepare data for analysis; Step 2: Read through all data, gain a general sense of the information and reflect on the meaning; Step 3: Conduct analysis based on the specific theoretical approach and method. (This often involves coding or organising related segments of data into categories); Step 4: Generate a description of the setting or people and identify themes from the coding. Search for theme connections; Step 5: represent data within a research report; Step 6: Interpret the larger meaning of the data (Cresswell, 2009).

4.7.1 Limitations from data collection

There were some limitations arising from data collection through interviewing. For instance, one of the general managers did not set up a very conducive environment

for interviews, resulting in some very disturbing noise in the background during the tape recording of the interview.

4.7.2 Ethical Issues

Research participants were able to trust the researcher to protect their welfare (Darlington & Scott, 2002:26). Accordingly, the onus was firmly on the researcher to show that the research caused no harm and that adequate safeguards are put in place to ensure this. Ethical approval was obtained from the ethics committee of the North West University (Potchefstroom Campus: NWU-00115-12-A 4). The main purpose of research ethics was to protect the welfare of the research participants (Wassenaar, 2006). Therefore, ethical considerations were taken into account by respecting the rights, values and desires of the participants (Cresswell, 1994). Consent was obtained from all participants before the interviews were conducted. Before each interview the interviewee's consent was sought concerning the use of a digital voice recorder to capture data. Issues of confidentiality were taken into consideration and interviewees were assured that data would be kept confidential and that there would be no mention of interviewee names.

4.8 Conclusion

This chapter outlined the research methodology which was employed by the researcher in order to achieve the objectives of the study. This study followed the qualitative research paradigm and the research strategy chosen is the case study strategy. The emphasis is on representing an accurate picture of the individual case of hotels and through uncovering a significant finding in one case the objective is to replicate this finding in other cases. The subjects of the study included general managers in all-star graded hotels in South Africa and Zimbabwe. The development of the interview guide was based on previous studies and with reference to the conceptual framework in Chapter 1. The chapter also discussed data analysis and concluded by discussion of ethical issues. The next chapter will comprise of data analysis and discussion.

CHAPTER 5:

RESULTS OF THE STUDY

5.1 Introduction

The objective of this study is to assess the environmentally-friendly initiatives in hotels in Zimbabwe and South Africa in order to develop a green management framework for hotels. The results can assist managers of hotels to adopt and embrace green management as a strategy to ensure the implementation of cost-cutting measures in hotel management for sustainable growth in the sector. This is especially required in the accommodation sector where clients who are not guided by policy may cause many environmental damages also characterised by excessive consumption of goods, energy and water. However, it is difficult to manage this in hotels because of the existing infrastructure that already has an environmental impact as well as the perception of quality service that is not necessarily associated with green management principles. Two main aspects therefore drive this research: (1) Increased pressure on hotels to implement more green initiatives and (2) consumer behaviour is changing towards more environmental friendly initiatives. This research is done from a supply side, that is, hotels' implementation of green initiatives, the importance thereof and the challenges faced.

The purpose of this chapter is thus to present, analyse, interpret and discuss the results of the study based on the interviews with eight hotel general managers, that is, four from Zimbabwe and four from South Africa. The chapter is divided into two sections. Section 5.2 will present the descriptive results of the study and is followed by section 5.3 which is a cross-case analysis and discussion of the results. The findings of the hotels studied are set against the research questions of the study, which are restated below as:

- 1) How do hotel managers perceive the concept of green management?
- 2) How do hotel managers apply the concept of green management?
- 3) How does green management affect hotel performance?
- 4) What challenges (and/or opportunities) do hotel managers face when implementing green initiatives?

All the eight interviews were transcribed by a transcriber of the North-West University and the results of the interviews are presented in Appendix A.

5.2 Descriptive Results

The descriptive results of the study focus on the demographic details of the interviewed hotel managers (see Table 5.1). The details of the participants and the hotels are captured as follows: gender, age, nationality, level of education, location of hotel, star grading, capacity of hotel, and number of years operating, managerial position, and years working in current position. A short description of each participant has been made.

The participant in hotel case 1 is a male aged 35 years who is a Zimbabwean nationality. His level of education is post graduate and he works for a hotel which is located in Zimbabwe. The hotel he works for is a five star hotel with a capacity of 250 rooms. The hotel has been in operation for more than 26 years. The participant is a general manager who has worked in that position for more than five years.

The participant in case 2 is a male aged 38 years and is of Zimbabwean nationality. His level of education is post graduate and he works for a hotel located in Zimbabwe. The hotel is three star graded with a capacity of 151 rooms. The hotel has been in operation for more than 26 years. The participant is a general manager and has been in that position for more than six years.

In case 3, the participant is a male aged 45 years of Zimbabwean origin. He is a degreed person and he works for a hotel located in Zimbabwe. The hotel he works for is a five star hotel and has a capacity of 250 rooms. The hotel has been in operation for more than 26 years. The participant is a general manager who has worked in that position for more than five years.

The participant in case 4 is a male aged 36 years. He is a Zimbabwean and he holds a degree. The hotel has a capacity of 151 rooms. The hotel has been in operation for more than 26 years. The participant is a general manager and has been in that position for eight years.

The participant in case 5 is a South African male who is 35 years old. He holds a diploma and he works for a four star graded hotel located in South Africa. The hotel has a capacity of 75 rooms and it has been in operation for 15 years. The participant is a general manager who has worked in that position for seven years.

The participant in case 6 is a South African female who is 25 years old. Her level of education is post graduate. She works for a three star hotel located in South Africa which has a capacity of 30 rooms. The hotel has been in operation for 10 years. The participant is a general manager who has been in that position for one year.

In case 7, the participant is a female aged 24 years. She is a South African who is a post graduate. She works for a 4 star hotel in South Africa with a capacity of 30 rooms. The participant is a general manager who has been in that position for two years.

The participant in case 8 is a South African male aged 48 years. He holds a degree and works for a 3 star hotel in South Africa. The hotel has been in operation for more than 30 years. The participant is a general manager who has been in that position for more than 16 years.

In comparison, the general managers in all four hotels in Zimbabwe are males. They are all below the age of 45 years and they all hold degrees. The general managers in South African hotels include two males and two females. Their ages range from 24 to 48. In both Zimbabwe and South Africa the hotels are 3 to 5 star graded. All the hotels in Zimbabwe have been in operation for more than 26 years whereas in South Africa the hotels have been in operation for a period between 10 and 30 years. In all hotel cases, the participants have been managers for a period of 1 to 16 years.

Table 5.1: Demographic Information of the Interviewed hotel managers

Aspect	Case P1	Case P2	Case P3	Case P4	Case P5	Case P6	Case P7	Case P8
Gender	Male	Male	Male	Male	Male	Female	Female	Male
Age	35	38	45	30	35	25	24	48
Nationality	Zimbabwe	Zimbabwe	Zimbabwe	Zimbabwe	South African	South African	South African	South African
Level of Education	Post Grad	Post Grad	Degree	Degree	Diploma	Post Grad	Post Grad	Degree
Location of hotel	Zimbabwe	Zimbabwe	Zimbabwe	Zimbabwe	S/Africa	S/Africa	S/Africa	S/Africa
Star grading	5 Star	3 Star	5 Star	4 Star	4 Star	3 Star	4 Star	3 Star
Capacity of hotel	250 rooms	151 rooms	250 rooms	151 rooms	31-75 rooms	30 rooms	30 rooms	76-150 rooms
Hotel number of years operating	26+	26+	26+	26+	11-15	6-10	11-15	26+
Managerial position	General Manager	General Manager	General Manager	General Manager	General Manager	General Manager	General manager	General Manager
Years working in current position	5	6	5	8	6-7	1	2	16

Author's own compilation

Sources: Interviewers (2014)

5.3 Results of the Qualitative Study- A Cross Case Analysis

This section describes and discusses the findings from the interviews that were conducted with hotel participants from the four hotels in Zimbabwe and four hotels in South Africa on green management principles and initiatives. A cross case analysis approach is therefore used.

Firstly, each of the research questions is followed by a data display table showing the hotel cases 1 to 8. The sub questions to each of the research questions are arranged in the display table and the responses given in each hotel case are provided as well as the subtheme that emerged. At the bottom of the display table, in the last column a theme that emerged in the responses is given. Each display table is followed by a description of data and the discussion of results in narration form. The following section shows the display of data as described above starting with 5.3.1.

5.3.1 Perception of the concept of green management

The question on perception of the concept of green management sought to establish the views on the practices and meaning of green management among the hotel managers. The following question was asked to participants: What is your understanding of green management?

5.3.1.1 Definition of Green Management

The participants' defined green management in various forms as outlined in Table 5.2.

Table 5.2: Definitions of green management

Country	Hotel case	Definition of green management	Subtheme
Zimbabwe	Hotel Case 1	Defined green management as conservation.	Conservation
Zimbabwe	Hotel Case 2	Green management was defined as saving money.	Saving money
Zimbabwe	Hotel Case 3	Green management was defined as taking care of the environment and a way of saving money.	Preserving the environment Saving money
Zimbabwe	Hotel Case 4	Green management was defined as conservation of electricity.	Saving of electricity
South Africa	Hotel Case 5	Green management was defined as a way of protecting the planet.	Preserving the environment
South Africa	Hotel Case 6	Green management is said to be running a sustainable hotel.	Sustainability
South Africa	Hotel Case 7	Green management is defined as protection and preservation of the environment.	Preserving and protecting the environment
South Africa	Hotel Case 8	Green management was defined as a way of managing waste, saving electricity and saving water.	Saving water and electricity Waste management
		Emerging theme	Conservation

Authors own compilation

Sources: Interviewers (2014)

Case 1 participant's perception of the concept of green management is conservation, putting emphasis on the saving of electricity and water and the resources utilised in the hotel. For Case 2 participant, green management refers to saving money through waste management, water and electricity management. Apart from cases 1 and 2, the manager in Case 3 defines green management as a way of taking care of the environment or preserving the environment which also could save money for the hotel in the long run.

Cases 5 to 8 provide a South African perspective to this discourse. Case number 5 defines green management as a way of protecting the planet. Case 6 on the other hand defines green management as a way of running a sustainable hotel in terms of saving electricity and water. The idea is to prevent a negative impact on the environment hence conservation and environmental sustainability. In Case 7, the definition of green management is the protection and preservation of the environment. Lastly, Case 8 defines green management as a way of managing waste, water, and electricity hence conserving these resources. Critical to observe in all the four cases in South Africa, is the centrality of the notion of conservation. In this aspect, in both Zimbabwe and South Africa the emerging underlying theme about the definition of green management is conservation of resources and the environment. The major resources put in perspective are energy, water, money, and environment

From these findings it is clear that the perceptions around green management by hotels centre on the conservation of electricity and water. This finding is in keeping with current literature, for example, with reference to Taiwan, Chen and Chen (2012:211) who have observed that the hotel industry as part of the tourism sector "...consumes considerable amount of resources and energy on earth [and with] green management not only can it be cost-effective, but also the negative environmental impacts can be reduced." Thus, in hotels, conservation of electricity and water is one of the paramount green initiatives known. Moreover, the other perception of green management is its ability to allow hotels save money. Indeed, practices of waste management and water and electricity management ensure that unnecessary losses of these resources are avoided. In the process, money is saved.

Nevertheless, this will depend on the depth of the knowledge of, especially the personnel working in the hotels, something that behoves hotels to embark on training of staff in that regard.

Beyond saving money, one other perception stemming from the study is that of green management as taking care of the environment. This finding is therefore consistent with Lee *et al.* (2010:90) who argue that green management is the process and initiative introduced by an organisation to reduce eliminating or ideally preventing negative environmental effects arising from its undertakings. Taking care of the environment is synonymous to protecting the planet. Running a sustainable hotel involves saving electricity, water and having little (or no) negative impact on the environment. This is consistent with literature when it says concern for the environment is linked with the notion of sustainability (Cooper *et al.*, 2005:371). Overall, in both Zimbabwe and South Africa, the theme that emerged concerning definition of green management was that green management is to do with conservation of the resources and the environment.

While some definitions of green management by managers concur with a number of aspects emphasised in literature, some hotel managers do not fully understand or grasp what the concept of green management entails. Green management is defined as "... the process and practice introduced by an organisation for reducing, eliminating or ideally preventing negative environmental effects arising from its undertakings" (Lee *et al.*, 2010:90).

Existing literature argues for the concept of green hotels. For example, Chen and Chen (2012:212) argue that, "The core spirit of green hotel aims to reduce environmental impacts and energy consumption while providing products and services to customers... [a] green hotel [is thus] a hotel of which managers save water and energy, reduce wastes and environmental impacts including pollution of air and land through the participation of staff and customers." This indicates a gap between manager's knowledge and what green management really means according to literature. This implies that training would constitute a large part of the framework. By implication, hoteliers are behoved to consider green management in

their daily operations. Nevertheless, conservation extends to the preservation of flora and fauna and striving to maintain clean air. Graci (2007:7) supports that saying key areas requiring conservation include energy, water and clean air. In this regard, conservation is an important aspect of green management.

5.3.2 Application of the concept of green management

The application of the concept of green management implies putting into perspective aspects such as the importance of green management, the availability of a green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, and the environmentally-friendly certification of the hotel (see Table 5.3).

Table 5.3: Summary of Green Management Initiatives in Hotel cases 1-8

Hotel case	Importance of green management	Availability of green management policy	Green management initiatives implemented by the hotel	Reasons for implementing green management initiatives	Perceptions towards environmentally-friendly certification organisations	Environmentally-friendly certification of the hotel	Benefits obtained through environmentally-friendly certification
Case 1 (Zim)	Green management is important at national level, but it starts at household and company level. No sub theme was noted for this	The hotel has no policy on green management There is a waste management policy The sub-theme is policy not available	The hotel initiatives include switching off switches and the use of solar energy as well as recycling of plastics. The sub-theme is Energy saving and recycling	Green management initiatives are done to save resources Cost saving in short to long run. The sub-theme is Saving resources and Cost saving	Environmentally friendly certification organisations are a very good initiative. The sub-theme is Good initiative	The hotel is ISO certified through standards association of Zimbabwe. The sub-theme is certified	ISO certification makes hotel internationally acclaimed as a hospitality provider. Boosts confidence in guests and patrons Strengthens the organisation in the face of competition. The sub themes are maintaining standards and Competitive advantage
Case 2 (Zim)	Green management saves a lot of money for electricity Green management reduces operating costs. The sub-theme is reduction of operating costs	The hotel has a green management policy The policy encourages guests to conserve water There are air conditioning units that operate with a card The sub-theme	The hotel initiatives Load shedding Changed from incandescent lamps to energy saving bulbs. The subtheme is Energy saving	For cost saving To avoid damaging the environment To make the environment sustainable for future use. The sub-theme is- Cost saving -Protecting the environment -Sustainability	Environmentally friendly organisations keep hotel ready to comply in terms of environmental protection. The sub-theme is Compliance	The hotel got certification from Intercontinental hospitality group (IHG). The sub-theme is certified	

		is Policy available					
Case 3 (Zim)	Green management leads to cost reduction if properly implemented The sub-theme is Reduction of operating costs	The hotel has no policy on green management The sub-theme is policy not available	The hotel uses key cards which switch off all lights on leaving the room For e-mails there is no print policy. The sub-theme is Energy saving and Paperless environment	To reduce costs To be environmentally friendly compliant The sub-theme is Cost saving Protecting the environment	Environmentally friendly certification organisations are a good initiative The sub-theme is Good initiatives	The hotel got ISO certification through standards association Zimbabwe(SAZ) The sub-theme is certified	Benefits hotel in setting and maintaining standards. Employees know what is expected of them. The sub theme is To maintain standards
Case 4 (Zim)	Green management is important to conserve electricity and water. The sub-theme is Conserves electricity and water	The hotel has a green management policy But participant was not ready to share on what it says. The sub-theme is Policy available	The hotel has boilers which have timing systems The hotel uses thermostat technology for fryers The hotel uses energy savers. The sub-theme is Energy saving	For cost reduction. The sub-theme is cost reduction	Environmentally friendly certification organisations are important for certifying and approving procedures and processes in the hotel industry. The sub-theme is compliance	The hotel got Intercontinental hospitality group certification (IHG) The sub-theme is certified	Customer loyalty. The sub-theme is Competitive advantage
Case 5 (SA)	Green management is important as there are a lot of things one can	The hotel has no green management policy prescribing what should be	The hotel encourages guests to use their towels twice before	The hotel implements green management initiatives with the main reason of	The hotel has not been aware of environmentally friendly certification organisations	The hotel has not been certified. The sub-theme is No certification	Hotel has not been certified. The sub-theme is not certified

	do in the hotel environment to go green. No sub theme was noted for this.	done but there are some initiatives to save and go green. The sub-theme is policy not available	laundry. The sub-theme is Saving water	saving. The sub-theme is Cost saving	existence. The sub-theme is not aware		
Case 6 (SA)	It is important because the market now appreciates green management The sub-theme is Appreciation by the market	The hotel has no policy, but they initiative switching off lights in rooms where there are no guests and use natural light during the day. The sub-theme is policy not available	The hotel initiatives switching off lights in restaurant and kitchen during the day when there are no guests. The hotel uses borehole water. The sub-theme is energy saving and Saving water	Cost saving is the main reason why the hotel implements green management initiatives. The sub-theme is Cost saving	In this hotel environmentally friendly certification organisations are said to be important as they can check to see if the hotels which claim to be green really do apply green initiatives. The sub theme is good initiatives	The hotel has no certification. The sub-theme is No certification	Hotel has not been certified. The subtheme is not certified
Case 7 (SA)	The clients appreciate if they know that you are recycling to preserve the environment. It gives that company a good image and the hotel will know it is. Making a	The hotel has a green management policy which says if a person revisits the hotel several times, a tree is planted in honour of that person and has the person 's name on it The sub-theme is	The hotel reuses soap bottles. There are bins allocated for glass, plastic and food scraps. The hotel uses vegetables, which they grow, in the garden. The	The reason hotel implements green management initiatives is for marketing purposes so as to have a competitive advantage and keep clients. The sub-theme is Competitive advantage	The hotel sees it as good thing to be certified as one of those hotels that practise green management. It is a good marketing tool as clients may possibly get to know that the hotel is involved with the environment. The sub-theme is good	The hotel has not been certified. The sub-theme is No certification	The hotel has not been certified. The sub-theme is not certified

	contribution and a difference in the society. The sub-theme is Image projection	policy not available	sub-theme is Reuse Waste management		initiative		
Case 8 (SA)	Green management is relatively important. No sub-theme was noted	The hotel has no written green management policy yet but is in the process of working on one. The hotel has however implemented a water saving project. The sub-theme is policy not available	The hotel initiatives water saving and they make use of waste water. The sub-theme is Reuse Waste management	The hotel implements green initiatives because of concern for the environment. In addition, the hotel is working on obtaining a four star rating and it is pertinent regarding the ratings that the hotel is seen to be doing something from a green perspective on the score card. The sub-theme is Protecting the environment	The hotel does not make any consultations with any environmentally friendly certification organisations, but intent to use them in early 2015. The sub theme is not aware	The hotel has not been certified. The sub-theme is No certification	Hotel has not been certified. The sub-theme is not certified
Emerging theme		policy not available	Saving	Cost saving	Good initiatives		

Authors own compilation
Sources: Interviewers (2014)

The following section outlines the responses by the participants on application of the concept of green management in hotels.

5.3.2.1 Importance of Green Management

This summary is based on Table 5.3. Case 1 observes the importance of green management from household or company levels to the national level. At the household or company level, initiatives of switching off electricity are important for saving electricity. In Case 2, green management is the saving of money through wise use of electricity which in turn reduces the operating costs of the hotel. For Case 3, green management is important for cost reduction if properly implemented. In Case 4, green management is important in the conservation of electricity and water, which in turn leads to reduction in operating costs as also mentioned in cases 2 and 3. Accordingly, the theme that emerges in these hotels is **reduction of operating costs**. Case 5 argues that green management contributes positively to the environment where the hotel is located. For Case 6, green management is appreciated by the market as a way towards development. Case 7 opines that the importance of green management is evidenced in the clients' appreciation of recycling as a way to preserve the environment. This gives the hotel a good image and its contribution and making of a difference to the society is noted. In Hotel Case 8, green management is relatively important. The South African hotels have somewhat diverging ideas about the importance of green management to those of the Zimbabwean counterparts. In South Africa, emphasis is placed on competitive advantage.

From the results, it is evident that green management is regarded as important as the hotel saves money on electricity and in this way the hotel reduces operating costs. Reductions of operation costs may be made possible when the hotel implements energy saving initiatives such as switching off electricity in rooms that are not occupied. This finding is consistent with literature (for example, Moreo, 2008:2). In succinct terms, Alexander (2002:2) argues that, "Green hotels conserve and preserve by saving water, reducing energy use, and reducing solid waste. They have seen benefits such as reduced costs and liabilities, high return and low-risk investments, increased profits, and positive cash flows. Identifying these benefits

and incentives has allowed the popularity of green hotels to grow.” In addition, use of low flow fixtures to conserve water in hotels has been recommended (Nhapi & Jijzen, 2005:137; Heish, 2012:116). Specifically, Hsieh (2012:99) suggests that organisations should operate as much as possible during daylight hours. The market now appreciates green hotels and this is consistent with literature as Lee *et al.* (2012:902) observe how a growing number of customers are now demanding green hotels.

The results furthermore indicate the importance of green management in preserving the environment which in turn gives the hotel a good image. This is consistent with the assertions by Wuleka, Bagson, Premph, Mumuni Adongo & Amoako (2013:1) that, “sound environmental management is beneficial to all hotels as it results in profitability, customer retention, improved corporate image projection and cost savings among others.” In this aspect, the hotel comes to know that it is making a contribution and a difference in the society. The present research considers that green management indeed is important for image projection, and as Manaktola and Jauhauri (2007:364) argue, these green management initiatives are meant to attract business from markets that are pro-green initiatives.

5.3.2.2 Availability of green management policy

While Case 1 has no (written) policy on green management, it has a waste management policy. This is a different situation from Case 2, which says that the hotel has a green management policy available. Case 3 has no policy on green management. Case 4, on the other hand argues that it has a green management policy, but is not ready to share on what it says. For Zimbabwe, it can be observed that the hotels have no articulate policies written.

From the South African cases, it is clear that these hotels differ and correlate with their Zimbabwe counterparts by not having green management policies, but these hotels implement some kind of green initiatives.

In Case 5, the hotel has no green management policy which prescribes what should be done. Nevertheless, the initiatives within the hotel stress saving resources and

going green. Although Case 6 says it has no policy, it practices switching off lights especially in those rooms without any guests. The hotel uses natural light during the day. This is similar to Case 1 and Case 5 that have no green management policies, but implement some green initiatives. Case 7 says it has a green management policy. The policy prescribes that if a person visits the hotel several times, a tree is planted in honour of that person and the person's name is placed on it. For Case 8, no written green management policy exists; the hotel is in the process of working on one. Meanwhile, the hotel has implemented a water savings project.

The general trend in all the eight hotels is that, even where there is no green management policy, there are some green management initiatives implemented in the hotels. The majority of hotels however have no green management policies. This implies that implementation of green initiatives is being done in a haphazard manner, without guidance of a policy. Having a policy is important as policies suggest that green initiatives reflect an interest in amelioration of environmental impacts in a hotel (Miller, 2012:51). Knowledge on policy is probably shallow or perhaps there are completely no green management policies at all in the hotels. While there are no green management policies in the hotels studied, there are some green management initiatives that have been implemented. The unavailability of green management policies in most of the hotels suggests that these hotels lack knowledge about the importance of green management policy. Consequently, the hotels have nowhere to draw guidance from and therefore there are no set standards for green management initiatives. Quality tends to fall down where there is no green management policy as lack of organisational learning with regards to green issues leads to lack of growth, and eventually, business is affected. Hsieh (2012:105) argues that a green management policy is a top-management's declaration of its commitment to the environment.

5.3.2.3 Green Management Initiatives

Case 1 has initiatives of switching off electricity. It also uses solar energy and recycle materials like plastics. Case 2 practises load shedding. It has changed from incandescent lamps to energy-saving bulbs. Case 3's green management initiatives

involve the use of key cards and prescribing that clients switch off all lights on leaving the room. However, for e-mails, the hotel does not have print policy to promote a paperless environment. Case 4 uses boilers with timing systems. It also uses thermostat technology for fryers and energy-savers. Case 5 encourages guests to use their towels twice before laundry. Case 6 initiatives include switching off lights in restaurant and kitchen during the day when there are no guests. It also uses borehole water, which is locally available. Case 7 engages in green initiatives like reuse of soap bottles, which involves refilling bulk containers with soap with the principal aim of reducing waste. The hotel also applies solid waste separation of which dedicated bins are allocated for glass, plastic and food scraps. Besides, the hotel uses vegetables it grows in its own garden. In case 8, water saving and reuse of wastewater are practised.

All the initiatives point to the importance of saving which ranges from saving energy, particularly electricity, to saving water and resources like soap and similar materials. Energy saving through load shedding and use of energy saving bulbs, use of key cards (which switch off all lights on leaving the room) and use of thermostat technology for fryers are some of the green management initiatives revealed in this study. Other green initiatives include use of boilers (which have timing systems) and switching off lights in restaurant and kitchen during the day. In literature, for example, Rogerson (2012:402) encourages use of renewable energy such as sunlight and wind energy in order save electricity. Another finding was that of having a no a print policy to promote a paperless environment, for example, with respect to e-mails, as encouraged in literature by such scholars such as Allen (2007:57) who argues for a reduction of waste and keeping the hotel waste-efficient'.

The finding on guests' use of their towels twice before laundry as revealed by this study is consistent with existing literature. For example, Timothy and Teye (2009:87) have argued against careless use of water resources. In addition, current green hotel initiatives aim for reduced water consumption and reuse of soap bottles (Rogerson, 2012:402). However, green initiatives such as using soap and shampoo dispensers to reduce waste may give an impression of compromised service quality to customers and may be contrary to guest expectations (Kim & Choi, 2013:160).

5.3.2.4 Reasons for implementing green management initiatives

Case 1 argues that implementation of green management initiatives is done in order to save resources and therefore reduce costs. Case 2 also echoes cost saving. In addition, the hotel argues that its main idea is prevention of damage to the environment hence ensuring a sustainable environment for future use. In Case 3, green management initiatives are for cost reduction and adherence to environmental friendliness. Along similar lines, Case 4 stresses cost reduction. Case 5 implements green management initiatives with the main reason to save while Case 6 emphasises cost saving as well. Case 7 is motivated by green management initiatives for marketing purposes thus ensuring a competitive advantage and satisfying the needs of its clients. Case 8 says it has a concern for the environment. Besides that, it is working towards obtaining a four-star rating. This is pertinent regarding the ratings that the hotel is seen to be doing something from a green perspective on the scorecard. The principal theme emerging is **cost saving**.

The findings of the study are therefore that green management initiatives are implemented in order to save resources and for reduction in operational costs. Saving resources is achieved through prevention of environmental damage and ensuring the environment is sustainable for the future generations. The argument for sustainability of the environment is an important reason for implementing green management because sustainability has become a new order and many scholars and practitioners now argue that without a significant change towards a more sustainable approach to development, severe damage to cultural, and natural resources will accelerate the world over (Okeiyi *et al.*, 2005:39).

Green management initiatives are meant for the hotel to be environmentally friendly. This finding is consistent with literature as Bohdanowicz *et al.*, (2011:297) argues that environmentally responsible hotel companies seek to green all their operations thereby minimising their environmental impacts through sustainable management of resources such as water, energy, air and land. For Chen and Chen (2012:211), if the hotel industry can put the idea of green management into practice, not only will it

benefit environmental and ecological protection, but it would also reduce hotel operation cost.

The study has also established that green management initiatives are sometimes implemented for marketing purposes. Kim *et al.*, (2012:196) argue for the ecologically conscious marketplace. Thus, hotels that mitigate the negative impacts on the environment emphasise this at the operations level of the business. As noted in literature, food preparation in hotels makes the biggest contribution to the carbon footprint, accounting for 70% of ecological footprint on the average, across the board in star rated hotels, while accommodation accounts for 25% of the carbon footprint in star rated hotels (Chen & Hesieh, 2011:7).

5.3.2.5 Perceptions of managers towards environmentally-friendly certification organisations

For Case 1, environmentally friendly certification organisations are a very good initiative. Case 2 is of the view that environmentally friendly certification organisations are ‘watchdogs’ to ensure that hotels comply with set standards in terms of environmental protection. Case 3, like Case 1, argues for goodness of the initiative of environmentally friendly certification organisations. Case 4 says environmentally friendly certification organisations are important for certifying and approving procedures and processes in the hotel industry. Case 5 argues that it is not aware of environmentally friendly certification organisations that are in existence. As such, this hotel does not place any value on environmentally-friendly certification organisations. In Case 6, the importance of environmentally friendly certification organisations is placed on the philosophy that they can check and confirm if the hotels, which claim to be “green”, really do apply green principles. Case 7 considers it a good idea to be certified as one of those hotels that practise green management. In addition, the hotel views this as a good marketing tool as clients may possibly get to know that the hotel is cautious about preserving the environment. Case 8 does not make any consultations with any environmentally friendly certification organisations, but intends to use them in early 2015. The main theme emerging from the opinions and views of the participants in the majority of hotels (five out of eight) is that,

environmentally friendly certification is a good initiative. Compliance to standards sets out as an important pillar for green management hence hotels which claim to be “green” and applying green principles are measured against the set standards. The results also showed that environmentally-friendly certification organisations are a good marketing tool and this is consistent with Chen and Chen’s (2012:116) argument that clients may possibly get to know that the hotel is involved with the environment therefore they might become loyal to the organisation.

5.3.2.6 Environmentally-friendly certification of the hotel

Case 1 says it is ISO-certified through a local organisation known as the Standards Association of Zimbabwe (SAZ). Case 2 has certification from Intercontinental Hospitality Group (IHG). Case 3 indicated that it has ISO-certification through Standards Association of Zimbabwe (SAZ). Like Case 2, Case 4 has Intercontinental Hospitality Group certification (IHG). This means all Zimbabwean Hotel cases have been certified. In South Africa, Case 5 says that it has not been certified. The same applies with Case 6, 7 and 8. In light of these revelations, no South African cases have been certified by environmentally friendly certification organisations.

The finding of the study is that all Zimbabwean Hotel cases have been certified. However, these hotels got certification on the grounds of their hotel group’s affiliation to the International Hospitality Group and Standards Association of Zimbabwe and not necessarily on environmentally friendly bases. The same finding reveals that all South African hotels are not affiliated to any environmentally friendly certification organisations. Training of management and staff on the many environmentally friendly certification organisations available is thus of critical importance. In literature, Jackson (2010:221) suggested third party certification bodies from different parts of the world which include EU ECO management and audit scheme, Green seal, SWAN Eco label, Green globe international, and International standards association (ISO) to name a few.

5.3.2.7 Benefits obtained through environmentally-friendly certification

Case 1 asserts that benefits obtained through environmentally-friendly certification include international acclamation as a hospitality provider. This boosts confidence in guests and patrons. In addition, this strengthens the organisation in the face of competition. Case 3 says environmentally-friendly certification benefits the hotel in setting and maintaining standards. In addition, employees know what is expected of them. Case 4 argues that environmentally-friendly certification benefits the organisation in customer loyalty. Cases 5, 6, 7 and 8 indicated that they are not certified; therefore these hotels have not yet experienced benefits obtained through environmentally-friendly certification. This leaves room to market the benefits of these certifications to hotels.

Fukey and Issac (2014:317) have lamented on how lack of knowledge in relation to environmental issues constraints implementation of green initiatives. The findings were that through environmentally-friendly certification, the hotel tries to achieve consistency. In addition to this, certification makes a hotel internationally acclaimed as a hospitality provider. This, in turn, boosts confidence in guests and patrons and strengthens the organisation in the face of competition and the hotel has a competitive advantage. By implication, the hotel that has environmentally-friendly certification maintains standards through following the guidelines and it receives international recognition. In addition, employees know what is expected of them in terms of environmental issues. By implication, when customers are attracted to the hotel that has been certified by a well accredited certification organisation, the hotel propels upwards in business, thus placing the company at a competitive advantage over its uncertified counterparts. Implications for uncertified hotels are that there is need for training on the importance of environmentally friendly certification and the benefits that come by it.

5.3.3 How green management affects hotel performance

Table 5.4 is a summary of the responses on how green management affects hotel performance, and impact of hotel green management policy on hotel performance

Table 5.4: Ways in which green management affects hotel performance

Hotel case	How green management affects hotel performance	Impact of hotel green management policy on hotel performance
Case 1	Green management affects the hotel by reducing costs The sub-theme is reducing costs.	Making employees and guests aware of the importance of saving Good cause in society helps on brand value and brand equity. The sub-theme is Employee training and brand recognition
Case 2	Green management affects the hotel by reducing costs. The sub-theme is reducing costs	Helps raise return on sales Hotel saves money through green initiatives Customers will be happy. The sub-theme is Cost saving ad customer satisfaction
Cases 3	The hotel is not yet into green management, it is just trying to practise green management take off	The hotel will receive more business as more customers will come. The sub-theme is market expansion
Case 4	The hotel realises more profits. The sub theme is Reducing costs	More customers will visit the hotel Employees will be taught how to conserve electricity. The subtheme is market expansion and employee edification
Case 5	Green management benefits hotels financially because electricity is saved by switching off switches for air conditioners and lights. Also using energy savers for lights. Employees are trained on the green initiatives to switch off lights and air conditioners. The sub theme is increased profit and employee edification	The hotel is doing very little on green management and considers that performance will depend on what needs to be changed by the policy. The sub-theme is conditional impact
Case 6	The hotel saves money through use of energy saving electric bulbs and lights are switched off when room is not in use. The sub theme is reducing costs	Having green management policy will help the hotel to keep pace with the rest of the world. The sub-theme is keeping up with change
Case 7	There is customer loyalty, as they come back for service the hotel benefits financially Soap is bought in bulk and bottles are refilled thus saving money and its effective for controlling, stealing is prevented. The sub-theme is market expansion and conservation.	The green management policy will help the hotel clients to make repeat visits. The sub-theme is customer loyalty
Case 8	There is competitive advantage on the market as people are looking for hotels which manage their waste, conserve water and electricity. The sub-theme is competitive advantage	Green management policy helps the hotel to protect resources and leads to continuity in business. The sub-theme is Sustainable use of resources
Emerging themes	Reducing costs	

Authors own compilation

Sources: Interviewers (2014)

5.3.3.1 How green management affects hotel performance

Case 1 says that green management affects the hotel positively by reducing costs. These are costs of utilities like electricity and water. In Case 2, like in Hotel Case 1, green management affects the hotel by reducing costs. Case 3 argues that the hotel is not yet into green management, it is just trying to start practising green management. This means that there is no effect of green management on hotel performance yet. Case 4 says the hotel realises more profits due to reduced costs of resources.

In three of Zimbabwe's hotels, cost-reduction emerges as a theme. Case 5 says green management benefits hotel financially because electricity is saved by switching off switches for air conditioners and lights. This hotel is using energy savers for lights. In addition to financial benefits obtained through saving electricity, employees are trained on green initiatives such as switching off lights and air conditioners. Case 6 affirms that the hotel saves money through use of energy-saving electric bulbs and lights are switched off when room is not in use. Case 7 says there is customer loyalty; customers always come back for service and the hotel benefits financially. Soap is bought in bulk and bottles are refilled thus saving money and it is effective in preventing theft. Case 8 argues that green management affects hotel performance in that there is competitive advantage on the market as customers are looking for hotels that manage their waste, conserve water and electricity.

The main findings are thus that green management affects the hotel positively by reducing operational costs especially on utilities like electricity and water. By implication, more profits are realised due to reduced bills of resources used in the hotel's operations. Electricity is saved by switching off switches for air conditioners and lights and using energy savers for lights. Implications are that a hotel that practices green management will enjoy customer loyalty, as more clients now seek green hotels which manage their waste, conserve water and electricity. This is consistent with literature as Millar *et al.*, (2012:395) argue that 85% of leisure travellers consider themselves environmentally conscious i.e. "green" consumers.

As a result, the hotel benefits financially, increasing its competitive advantage on the market as customers are looking for green hotels.

5.3.3.2 Impact of green management policy on hotel performance

Case 1 argues that adopting a green management policy makes employees and guests aware of the importance of saving of resources such as electricity, water and even financial resources. Case 2 asserts that adopting a green management policy helps raise return on sales. In addition, the hotel saves money through green initiatives. Case 3 argues for the hotel getting more business as more customers visit the hotel implying enhanced customer loyalty as also pointed out in cases 2 and 3. Case 4 says more customers will visit the hotel and employees will be taught how to conserve electricity. Again, this implies enhanced customer loyalty and employee training.

Case 5 observes that the hotel is doing very little in green management and considers that performance will depend on what needs to be changed by the policy. Case 6 states that having a green management policy will help the hotel to keep pace with the rest of the world. Case 7 is of the opinion that green management policy will help the hotel clients to make repeat visits to the hotel. This means there is customer loyalty as what was said in cases 2, 3 and 4. Case 8 notes that a green management policy helps the hotel to protect resources and leads to continuity in business.

The findings of the study reveal that adopting a green management policy is noted as a driver for employees and guests becoming aware of the importance of saving (with reference to electricity, water and financial resources). Employees' and guests' training on saving is made possible by guidance through a green management policy. This is in line with one of the key principles that govern environmental policy given in literature that points to environmental improvement for the benefit of residents and visitors (Cooper *et al.*, 2005:371). Moreover, green management policy helps the hotel to protect resources and leads to continuity in business, hence sustainable use of resources.

5.3.4 Challenges and opportunities faced by hotel managers when implementing green initiatives

Table 5.5 is a summary on challenges and opportunities faced by hotel managers when implementing green initiatives. It provides responses on issues on duration of implementing green management initiatives, intentions of implementing green management initiatives, strategies for implementing green management strategies. Challenges and opportunities faced by hotel managers when implementing green initiatives and perceptions of managers on the role of government (or public policy) in green management within the hotel sector are also highlighted.

Table 5.5: Challenges and opportunities faced by hotel managers

Hotel case	Duration of implementing green management initiatives	Intentions of implementing green management initiatives	Strategies for implementing green management initiatives	Challenges and opportunities faced by hotel managers when implementing green initiatives	Perceptions of managers on the role of government (or public policy) in green management within the hotel sector
1	Duration not known	The hotel already implemented green management initiatives. The sub-theme is Already implemented	The hotel needs to develop policies, vision and mission. The sub-theme is Developing policies	As a new development in the hotel, it is not easy for people to understand and embrace green management initiatives. The sub-theme is Resistance to change	Government should give guidance, direction and discipline and compliance The sub-theme is Guidance, direction and discipline
2	It started 2009 (4 years)	The hotel has already implemented green management initiatives. The sub theme is (Already implemented)	The hotel has already implemented green management initiatives. The sub-theme is (already implemented)	Initially, there is resistance to change from personnel. The sub-theme is Resistance to change	Government should enforce green initiatives The sub-theme is (Enforcing green initiatives)
3	Started implementing green initiatives in 2013 (1 year)	The hotel has intentions of implementing more green management initiatives. The theme is (intends to implement)	The hotel needs to educate people on benefits of green management The theme is guests and personnel	Initially, there is resistance to change The sub-theme is Resistance to change	The government has not done anything but it should educate organisations like hotels on the importance of green management. The sub theme is (Educating organisations)
4	Said they started implementing green management since 2009 (5 years)	The hotel has already implemented green management initiatives. The sub theme is (Already implemented)	The hotel has already implemented green management initiatives. The theme is already implemented	There is support from local government. The sub-theme is (support from local government)	The government is there to guide people and to assist in implementation of green management The sub-theme is (Guidance in implementing)
5	Duration of implementing green management initiatives dates back to 2010 (4 years)	The hotel has already implemented green management initiatives. The sub theme is (Already implemented)	The hotel has already implemented green management initiatives. The theme is already implemented	The hotel considers it a challenge to come up with ideas on how to go green , how to make it easier and healthier for life within the environment (The sub-	Subtheme: role of government unknown

				theme is lack of ideas on going green)	
6		The hotel has already implemented green management initiatives. The sub theme is (Already implemented)	The hotel has already implemented green management initiatives The theme is already implemented	The participant is not sure and forthcoming on the issue	No role of government in green management within the hotel sector is known to this hotel
7	The hotel started implementing green management about 6-7 years now (7 years)	The hotel has already implemented green management initiatives. The sub theme is (Already implemented)	The hotel has already implemented green management initiatives. The theme is already implemented	One challenge the hotel may face is affordability of the green management initiative that has to be implemented. The theme is (Challenge in affording to implement)	The hotel is of the view that government should be involved in training so that more people can participate in green management Secondly, government should market the hotels on an international level The sub-theme is (training and marketing)
8	The hotel started implementing green management since September 2013. (1 year)	The hotel has already implemented green management initiatives. The sub-theme is (Already implemented)	The hotel has already implemented green management initiatives. The sub-theme is already implemented	The hotel is more than 30 years old and builders were not concerned with green building then Another challenge is installation of a better type of air conditioner which is much greener than what is currently in the hotel. The theme is Building incompatibility with new needs of greening	The government should be more involved in green management initiatives in hotels for example saving electricity The sub-theme is (Guidance in green initiatives)
Emerging themes		Already implemented		Resistance to change in Zimbabwe hotels	Guidance, direction and discipline

Authors own compilation
Sources: Interviewers (2014)

5.3.4.1 Duration of implementing green management initiatives

Case 1 did not provide any specific answer concerning the duration of implementing green management. This probably indicates that the time is not known; perhaps the implementation of green management initiatives is something that has not been considered as important in this hotel. In Case 2, implementing green management started in 2009, five years ago. In Case 3, implementing green initiatives began in 2013 and making it one year since implementation of green initiatives began in the hotel. Case 4 says it started implementing green management in 2009. Like Case 2, this is now the fifth year since the implementation of green management initiatives. In Case 5, duration of implementing green management initiatives dates back to 2010. Case 7 says the hotel started implementing green management initiatives for about 6-7 years. Case 8 says the hotel started implementing green management since September 2013 which indicates that this hotel is still new in this management approach. On the average, the hotels have implemented green management initiatives for three years. In other words, it is relatively new.

5.3.4.2 Intentions of implementing green management initiatives

Case 1 says it has already implemented green management initiatives. The same applies to Case 2. Case 3 intends to implement more green management initiatives. Specifically the research participant in that hotel asserts,

“If you are going to come here next year definitely you will see us at a certain level, because we are trying to start this green management”

Cases 4-8 say they have already implemented green management initiatives. Thus, six out of eight hotels had already implemented green management initiatives hence the theme that emerged was **already implemented**.

5.3.4.3 Strategies for implementing green management initiatives

Case 1 asserts that there is need to develop policies, vision and mission in this hotel implying the need for planning. Case 2 says it has already implemented green management initiatives; the hotel is not coming up with additional strategies for implementing green management strategies. Case 3 says it needs to educate people

on the benefits of green management as a strategy for implementing green management initiatives. Each of cases 4-8 says it has already implemented green management initiatives. These hotels are not coming up with any new strategies for implementing green initiatives. Lack of knowledge, little time invested in implementing the initiatives, limited financial resources among other things that pertain to green issues, possibly explain this. The results therefore indicate that hotels have already implemented green management initiatives. By implication, the hotels are not necessarily coming up with any new strategies for the implementation of green initiatives but may require improving what they started.

5.3.4.4 Challenges and opportunities faced by hotel managers when implementing green initiatives

The participant in Case 1 asserts that the challenge the hotel is facing is that as green management is still new in the hotel; it is generally not easy for employees to understand and embrace green management initiatives. In Case 2, the participant argues that it faced resistance from employees at the beginning. Implied by this statement is the idea that the employees are a contributing factor in slowing down the implementation of green initiatives in the hotel. Case 3 faces similar challenges to those faced in Case 2. The main challenge is the resistance to change by personnel. The participant of Case 4 says that there is a lot of support from local government in implementing green initiatives. This is an important opportunity for the hotel. The participant of Case 5 observes that the hotel's challenges oscillate around formulating ideas on how to go green and how to make it easier and healthier for life within the environment. The hotel still lacks training on possible ways of green management initiatives to implement. In Case 7, the participant argues that one of the challenges is affording green management initiatives. This means an initial capital outlay is required to spearhead the process. Lastly, participant of Case 8 argues the hotel is more than 30 years old. When it was constructed, the builders were not concerned with green building then. Now, the hotel has to install a better type of air conditioner which is much greener than what is currently in the hotel.

The challenges faced in implementing green management include firstly, as green management is new in the hotels; the difficulty for employees to understand and embrace the initiative. Secondly, there is resistance from employees in the hotels. To the author's knowledge, no existing literature is consistent with this finding from the hotels which were studied. Implications are that employees are a contributing factor in slowing down implementation of green initiatives in these hotels through their resistance to embrace green initiatives. Thirdly, another challenge is lack of knowledge and ideas on how to go green. This finding is consistent with literature as Fukey and Issac (2014:317) assert that lack of knowledge in relation to environmental issues is a constraint to implementation of green initiatives. Fourthly, there is a challenge that old hotels were built by builders who were not concerned with green building then. Implications are that there is a problem fitting in facilities such as air conditioners suitable for green buildings. This may call for implementing and adopting low-cost, simple projects rather than starting with complicated initiatives requiring green buildings.

5.3.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

Case 1 observes that government has a role to give guidance, direction and discipline to hotels. In addition, government has to enforce compliance to green management in hotels. Case 2 argues that the government should enforce green initiatives in hotels. Case 3 is of the view that the government has not done anything, but it should educate organisations like hotels on the importance of green management. Case 4 says the government is there to guide people and to assist them in implementation of green management. This means that the majority of hotels in Zimbabwe are of the view that the government should give directions and guidance on green management.

Case 5 states that to his/ her knowledge, the government plays no role in green management in South Africa. This means the hotel has not seen anything done by government yet to encourage green management. The same applies to Case 7, which is of the mind that the government should play a role in training hotel human

resources in green management. In addition to that, it argues that the government should market the hotels at an international level. Case 8 is of the opinion that the government should be more involved in green management initiatives in hotels, for example, enforcing the saving of electricity.

The results thus indicate that the role of government is to give guidance, direction, discipline and enforce compliance to green management in hotels. This is consistent with literature as Alsos *et al.*, (2011:607) assert that accommodation companies such as hotels may acquire legitimacy by conforming to coercive pressures stemming from the actions of the state when it enacts environmental regulations, which the firm should take cognisance of as it operates. In addition, it should educate organisations like hotels on the importance of green management and assist in the implementation of green initiatives. Furthermore, findings are that the role of government in green management should be involvement in training so that more people can participate in green management. The study also established that the government should be involved in marketing green hotels on an international level.

5.4 Conclusion

The goal of this chapter was to present, analyse and discuss the results of the study on interviews with hotel general managers in Zimbabwe and South Africa. The main findings of the study were that while some perceptions by the managers about the green management concept are consistent with a number of aspects emphasised in literature, some hotel managers do not fully understand or grasp what the concept of green management entails. This indicates that a gap exists between managers' knowledge and what green management really means according to literature. This means that training would constitute a large part of the framework. On application of green management, it was established that in most hotels there is unavailability of green management policy, suggesting that there is a lack of knowledge about the importance of green management policy amongst managers. The other findings were that, even in the absence of green management policy, green initiatives are being implemented in the hotels for the main reasons which are to save resources

and for cost saving. Green management affects the hotel positively by reducing operational costs and implications are that a hotel that practices green management will enjoy customer loyalty. Challenges faced when implementing green management in the hotels are that there is resistance by personnel to accept change as green initiatives are introduced in hotels for the very first time.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

Environmental concerns have become the most critical issues facing the hotel industry. Hotels consume considerable amounts of resources such as water and energy on a daily basis. The hotel customers' increasing awareness of the environmental damages and excessive consumption of resources by hotels has given rise to a growing concern for greener hotels. There is therefore an urgent need for more effective green management in these establishments. Green management seeks to eliminate and ideally prevent negative environmental effects arising from an organisation's operations. In light of this concern, this study sought to develop a green management framework for hotels in South Africa and Zimbabwe. In order to achieve this goal, objectives were set out in Chapter 1 and achieved in subsequent chapters.

The first objective was to conduct a literature analysis on green management trends and practices in the tourism industry and hospitality sector. This objective has been achieved in Chapter 2 in which the concept of green management and theories addressing green management were discussed. In this chapter, it has been established that there are certain environmental challenges necessitating corporate greening which include among others, changes in the atmosphere, the dumping of waste, land and water pollution and biological diversity disruptions. It has further been established that such environmental challenges and environmental impacts need to be addressed in an industry such as tourism of which the accommodation (hotels) sector is part. Hoteliers admit that they have an impact on the environment, and for them to attract customers who are increasingly green conscious, they have to implement green policies and environmental management systems.

Objective 2 was to contextualise green management strategies and policies in hotels and the involvement of stakeholders in this process. This objective has been attained in Chapter 3. It was established that hotels first introduced green management

through compliance with government regulations and a desire to save money by reducing water and energy usage, but in recent years, hotels have philosophies which lead to the respect for the natural environment and to promote ecological sustainability.

Objective 3 determined how hotel managers in Zimbabwe and South Africa perceive the concept and implementation of green management within their establishments. This objective has been attained in Chapter 4 and in Chapter 5. In Chapter 4, the research methodology employed in gathering empirical data for the study was explained. A qualitative research approach was followed and interviews were conducted amongst hotel managers in South Africa and Zimbabwe. In Chapter 5, the empirical results of the study are explained. The various perceptions of the concept of green management from the hotels that were studied are provided. Conservation of electricity and water is one of the paramount green initiatives known. In addition, it is perceived that green management enables a hotel to save money, which is made possible through conserving resources. Beyond saving money, green management is perceived as a way of taking care of the environment. The interviews further revealed that, in most hotels there is unavailability of green management policies, suggesting that there is a lack of knowledge about the importance of green management policy amongst hotel managers. The other findings are that even in the absence of green management policy, green initiatives are being implemented in the hotels for the main reasons which are to save resources and for cost reduction. Green management furthermore affects hotels positively by reducing operational costs and implications are that a hotel that practises green management will enjoy customer loyalty. One of the challenges faced when implementing green management in the hotels is the resistance by personnel to accept change as green initiatives are introduced in hotels for the very first time.

Objective 4 was to draw conclusions and make recommendations regarding the application of a green management framework for hotels in the two developing countries. This chapter presents the conclusion on the findings of the research and makes use of the empirical research's results to make recommendations on effective implementation of a green management framework in hotels.

6.2 Contributions

This study made literature and practical contributions as outlined in the following sub-sections.

6.2.1 Literature contribution

This study firstly contributes extensively to the existing body of knowledge on green management principles applied in hotels. As noted in literature review, there is limited research on green management in Africa and especially in Zimbabwe and South Africa. There is also limited documentation of information on green management efforts in the two countries, yet the numbers of impacts hotels have on the environment suggest an urgent need for mitigation actions (cf. 3.2.5). This study therefore provides insights on the current debate on green management in hotels by focussing on green management practices implemented by hotels in Zimbabwe and South Africa.

Secondly, this study made a distinct literature contribution by doing a supply side analysis and identifying the views of hotel managers with regard to green management. The findings of the study revealed that some of the perceptions of hotel managers in South Africa and Zimbabwe towards green management concur with a number of aspects emphasised in literature such as conservation of electricity and water and care for the environment. However, the study also revealed that some of the hotel managers interviewed did not fully understand the concept of green management which implied a need for training and increased awareness in green management (cf. 5.3.1.1).

Thirdly, this study proposes a green management framework to give guidance to hoteliers in South Africa and Zimbabwe on how to implement environmentally friendly strategies (see Figure 6.1). The green management framework proposed in the current study is the first of its kind addressing the needs of hotels in these two developing countries. The study also revealed the status quo with regards to

perceptions and practices of hotel managers towards green management in South Africa and Zimbabwe, which could provide answers to the status of green development practices in these countries.

6.2.2 Practical contribution

This study's contribution comes in the form of a proposal of a green management framework for hotels – an aspect that is currently lacking in existing literature, especially from a developing country point of view. This tailor-made green management framework for hotels is specifically addressing Zimbabwean and South African needs. This framework is proposed in Figure 6.1.

The framework is a result of a merger between concepts and aspects picked from and discussed in literature and those aspects derived from the results of the study in hotels. In other words, it is a reflection of the integration between theory and practice. The framework shows that there are problems within the environment and hotels do contribute to these problems. There are proposed solutions to the aforementioned problems as shown in the framework which include greening initiatives such as saving water, energy and solid waste management. Hotels, however, face problems as they try to implement green initiatives and these problems include resistance by employees to embrace green management in hotels and lack of knowledge in management and staff on green management. In addition, the hotels find it unaffordable to implement green initiatives due to financial constraints. The framework addresses how hotel managers can implement green management in their establishments. It proposes an eight step process which managers can follow to achieve outcomes benefitting the hotel to become green. A detailed discussion of the concepts and implementation of the framework is discussed in Section 6.4.

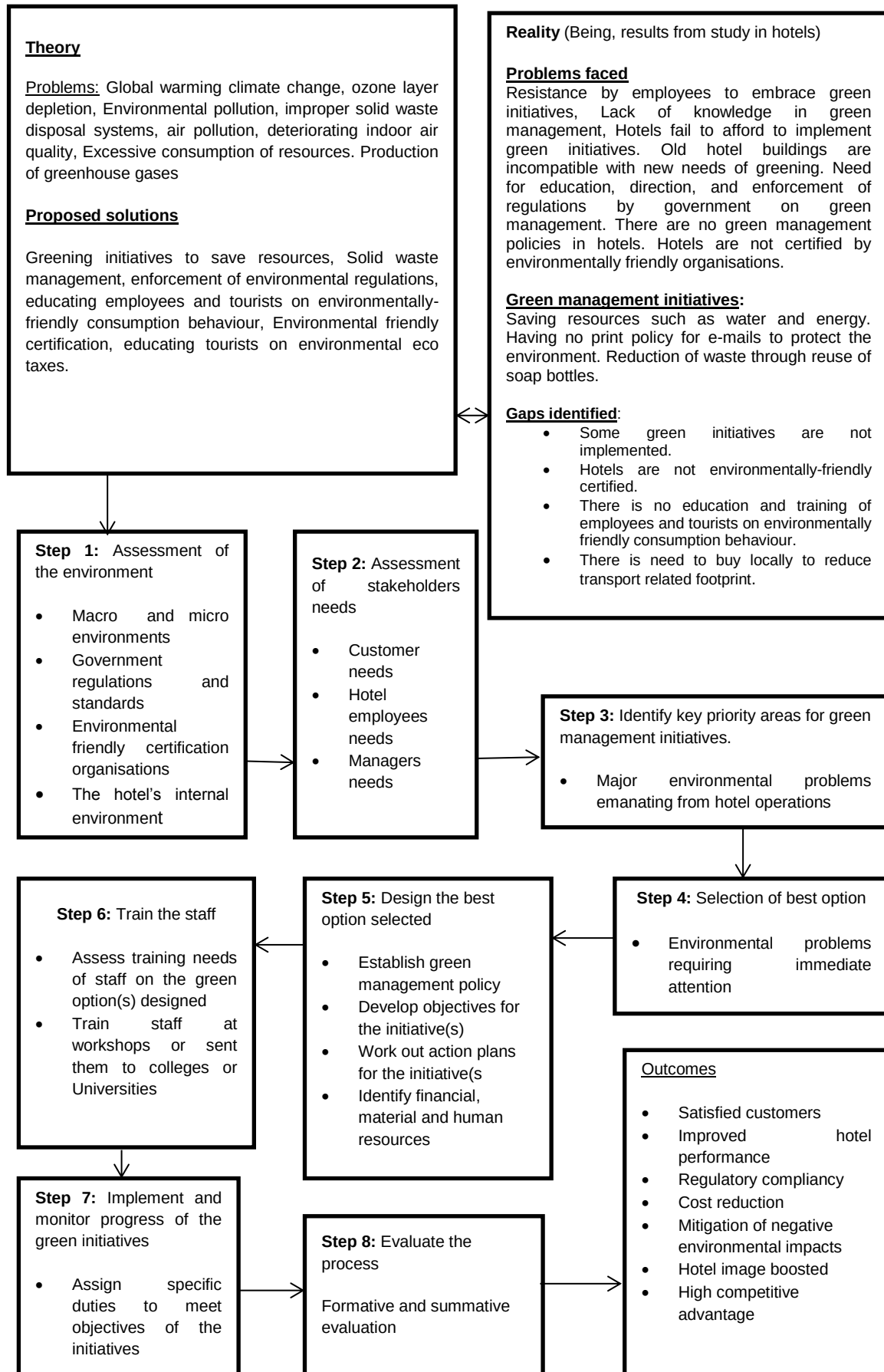


Figure 6.1: A green management framework for hotels

Source: Author's own compilation

6.3 Conclusions

Conclusions will be discussed with regards to the literature review and empirical d 5.

6.3.1 Conclusion of the literature review on an analysis of green management

- Green management is the process and a practice introduced by an organisation for reducing, eliminating or preventing negative environmental effects arising from its undertakings (c.f. 2.2).
- The main thrust of green management is to encourage eco-friendly practices and commitment to various ecologically sound practices such as saving resources (c.f. 2.2).
- Green management is an aspect of corporate social responsibility and of sustainable development (c.f. 2.2.2).
- Environmental challenges necessitate corporate greening and they include among others, changes in the atmosphere, increasing solid waste, land pollution and depletion of resources such as fresh water (c.f. 2.4.1).
- The tourism and hospitality industry has a significant impact on the environment which makes green practices essential and not optional (c.f. 2.4).
- Within hotels, green practices are ways to use products and methods of production that would not negatively impact the environment. To that end, they seek to conserve energy, manage waste and participate in air quality management, purchase eco-friendly previously recycled goods (cf. 2.6.1.1).
- Negative environmental impacts affect the attractiveness of a destination hence all sectors that make a contribution to environmental deterioration should make an effort to confront and mitigate their impacts on the environment so as to attract customers. In that regard, literature suggests that hotels should participate in local environmental initiatives, for example, cleaning a beach or a park and financially supporting associations involved in the protection of the environment (c.f. 2.5.3).
- Customers in the accommodation industry are becoming aware of benefits of engaging in environmentally-friendly practices (c.f. 2.6.2).

- Customers are becoming aware of environmental damages emanating from the operations of the hotel and they now look for hotels that follow environmentally-friendly practices and seek to buy environmentally-friendly products even if it means paying more for the green products (c.f. 2.6.2).
- Hotels that attract customers who are green consciously need to adopt green practices (c.f. 2.6.3).
- From the supply side, hoteliers admit that hotels have significant impact on the environment and that implementing green practices is seen as a source of competitive advantage in hotels (c.f. 2.6.3).
- On theories addressing green management, the Resource Based Theory explains the benefits of increasing environmental commitment in the organisation. It places focus on human resources development through training on environmental management. It leads to a conclusion that human resources support environmental management systems in an organisation, having been provided with training and motivation. Such training is necessary in developing employees in hotels and that has a bearing on the quality of service delivery (c.f. 2.8.2.1).
- The Stakeholder Theory upholds that organisations enter into relationships with many groups which influence or are influenced by them. Hotels, for example, have to conform to pressure stemming from the state when it enacts environmental regulations (c.f. 2.8.1).
- Ajen's Theory of Planned Behaviour explains that environmentally friendly activities influence customers' behaviour to visit a hotel. Customers that are pro-green products visit a hotel that supplies products that can easily be recycled or are made from recycled materials (c.f. 2.8.4.2).
- The Corporate Social Responsibility Brand Positioning Grid Model upholds that green consumers are environmentally conscious and they place value on the nature of the product and natural composition of it. They prefer products with no artificial additives so as to benefit the end user in terms of quality and health (c.f.2.8.3).

6.3.2 Conclusion with regard to literature on an analysis of green management in hotels

- Hotels are part of the tourism supply components that have to consider seriously mitigation of the negative environmental impacts they make such as excessive consumption of resources and remarkable carbon footprint (c.f.3.1.2).
- When green management was first introduced in hotels, the major reasons for hotels to go green were centred on complying with government regulations and saving money by reducing waste and energy usage, but the trend today is that they have started making a commitment to buy or sell products and services that promote environmental sustainability (c.f.3.1.2.3).
- Challenges in implementing green initiatives include limited knowledge amongst hoteliers, of the environmental footprint of hotels (c.f.3.2.3). This hampers their ability to implement environmentally friendly practices. Some do not have the necessary expertise to introduce environmental management systems or the resources to access it. Such challenges are a barrier to change. The limited knowledge and expertise is usually found amongst the employees as well, mainly because employing workforce or human resources with expertise in environmental management has implications with regard to additional labour costs for any business (c.f.3.2.3).
- Previous studies carried out on green management in hotels found that in Zimbabwe and South Africa, there is limited documentation of information on green management (c.f.3.2.5). This adds to the validation of the current study on a green management framework in hotels in these two African countries.
- Green practices are ways to use products and methods that would not negatively impact the environment through pollution or depleting natural resources. These green practices include sustainable management of water, energy conservation, solid waste management, air quality, environmental purchasing and community awareness (c.f.3.2.2).
- The study also concluded that there are some environmentally friendly initiatives in hotels in Zimbabwe and South Africa. However, in Zimbabwe, they take the form of corporate social responsibility such as health issues and

local communities' sustainable development. On South African hotel group websites, such as that of Tsogo Sun, it is indicated that they have environmental impact mitigation programmes which include water and energy conservation as well as waste management (c.f.3.5.2.1).

- The Schematic overview of a typical lodging facility's interaction with the environment model demonstrates the interactions of a hotel with the environment in the production of goods and services. The consumption of resources in the production process creates negative externalities which are in the form of consumption of water and electricity, air pollution and waste generation. The model suggests technical solutions to minimise or eliminate negative externalities through use of fixtures, amenities, equipment, services or consumables, which minimise or eliminate the negative externalities. The model also suggests that there is need for certification of equipment to meet or exceed eco-friendly certification (c.f.3.3.1).
- The proposed model of the drivers and barriers of corporate greening suggests that, the organisation is faced with a number of the drivers that exert pressure towards greening. The organisation is also faced with barriers which impede greening. The drivers to corporate greening include presence of internal corporate social responsibility policy, competitive advantage, and image enhancement, while the barriers for greening are lack of resources and lack of knowledge or awareness skills. However, this model has a specific focus on the events aspect of hospitality (c.f.3.3.2).
- The benefits of green management in hotels are to ensure compliance with local, regional or national environmental regulations applicable to hotel operations. In addition, green initiatives benefit hotels in minimizing pollution, emissions and effluents emanating from hotel operations. Furthermore, green initiatives reduce consumption of natural resources through responsible use of energy, water and implementation of sustainable energy solutions. Another benefit of green initiatives is to reduce waste (c.f.3.5.2).

6.3.3 Conclusion from the survey

This section summarises the key findings of this study as discussed in Chapter 5.

6.3.3.1 Hotel managers' perceptions regarding the concept of green management

The study findings revealed that green management is perceived in different ways in hotels that were studied. The study revealed that it is perceived as conservation. Under conservation, the findings were that it is a way of saving money, water and electricity. The study also revealed that green management is perceived as sustainability and as a way of protecting the environment as well as waste management (c.f. 5.3.1.1).

6.3.3.2 Hotel managers' application of the concept of green management in hotels

The application of the concept of green management implied putting into perspective aspects such as the availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, and the environmentally-friendly certification of the hotel

- Concerning the availability of green management policy, the study revealed that the hotels studied have no green management policies although they implemented green initiatives (c.f. 5.3.2.2).
- Green management initiatives implemented in hotels range from energy saving, use of solar energy, maintaining a paperless environment through no print policy, saving water through use of towels more than once before laundry, reuse of soap bottles and waste management.
- Green management initiatives are implemented in all hotels in both Zimbabwe and South Africa (c.f.5.3.2.3).
- The reasons for implementing green management initiatives include saving resources and reducing costs as well as protecting the environment so that it is sustainable. The study has also revealed that green management is done for reasons of marketing in order to keep customers and gain a competitive advantage (c.f. 5.3.2.4).

- Environmentally-friendly certification is considered as a good initiative in most hotels. The findings are that environmentally-friendly certification organisations ensure compliance with set standards in terms of environmental protection in hotels. In addition, it has been established that environmentally-friendly certification organisations are important for certifying and approving procedures and processes in the hotel industry. Environmental-friendly certification organisations check and confirm if the hotels which claim to be green, really do apply green principles. The study also revealed that some hotels studied are not aware of the existence of environmentally friendly organisations (c.f.5.3.2.5).
- With regards to environmentally-friendly certification of the hotels, the findings of the study have revealed that there is no environmentally-friendly certification in hotels in South Africa and Zimbabwean hotels have been certified based on the hotel group's affiliation to the motherboards (c.f.5.3.2.6).
- Benefits obtained through environmentally-friendly certification are that the hotel is helped in setting and maintaining standards and it gains competitive advantage over its uncertified counterparts (c.f.5.3.2.6).

6.3.3.3 Green managements' effect on hotel performance

A summary of the responses on how green management affects hotel performance put into perspective the following; how green management affects hotel performance and impact of hotel green management policy on hotel performance.

- Green management affects hotel performance in that there are reduced operational costs on resources such as electricity and water and the hotel realises more profit. It was also established that through green management, there is customer loyalty. This is because customers now look for hotels that manage their waste, conserve water and electricity. In addition, it was established that the hotel practising green management will have a competitive advantage compared to its counterparts who have not implemented green management (c.f.5.3.3.1).

- With regard to the impact of green management policy on hotel performance, customers will choose a hotel with a green management policy and that means more business for the hotel. The findings also revealed that green management policy will help in sustainable use of resources in the hotel and thus leads to continuity in business (c.f.5.3.3.2).

6.3.3.4 Challenges hotel managers face when implementing green initiatives

Regarding challenges faced by hotel managers when implementing green management initiatives, the study revealed that employees in hotels are not finding it easy to embrace green management initiatives. It was also established that there was resistance from people in the hotel as green management was being introduced for the first time. The study also established that the hotels lack ideas on how to go green and how to make it healthier for life within the environment. The study also revealed that one of the challenges is affordability of the green management initiatives, for instance where construction of the hotel was done long back when builders were not concerned with green building (c.f.5.3.4.4).

With regards to perceptions of managers on the role of government (or public policy) in green management within the hotel sector, the study revealed that the role of government is to give guidance, direction, discipline and enforce compliance to green management in hotels. The study also established that government should enforce green initiatives in hotels and educate organisations on the importance of green management. The study also revealed that government should guide hoteliers and assist them in implementing green initiatives. The study also revealed that government should be involved in training so that more hoteliers can participate in green management. Government should also market hotels at an international level (c.f.5.3.4.5).

6.4 Recommendations from the research

In this section, recommendations are made to hotel managers on how to effectively implement the green management framework as well as to other key stakeholders.

6.4.1 Recommendations to managers on implementing the green management framework in hotels

This section will make recommendations to hotel managers based on the process of implementing the green management framework as indicated in Figure 6.1. This can aid hotels in Zimbabwe and South Africa to effectively implement the framework.

6.4.1.1 Step 1: Assess the Environment

Hotel managers should assess the environment in which the hotel operates. This includes the micro-environment and the macro environment. The micro-environment consists of actors close to the company such as suppliers, competitors and customers. The macro environment consists of the larger societal forces that affect the micro-environment. Macro environment consists of political, technological, social and the natural environment. The hotel needs to assess its micro-environment and get to know about the influences from their suppliers, for example, in terms of the quality of resources needed to produce goods and services. Within the micro-environment, the hotel wants to ensure they provide environmentally friendly services that provide the customer greater satisfaction than the competitors. Customers are the most important actors in hotels' micro-environment. The aim of the hotel is to serve its customers and create a strong relationship with them. The hotel's internal environment is also assessed to check on the existence of a clear green management policy, the organisational culture, availability of financial resources and knowledge of green management.

The hotel has to assess its macro-environment to check on how it influences business. The political environment consists of laws, government agencies and pressure groups that influence the operations of the hotel. Hotel managers should assess the natural environment and know the several trends in the environment such as increased pollution on land and shortage of resources such as water.

Technological environment needs to be assessed to check on technological developments that create new opportunities, for example, the use of e-mails for communications thus avoiding waste on the environment. Social environment is assessed by hotel managers so that they are enlightened on how they can do things in socially responsible ways to protect the long run interest of their consumers.

6.4.1.2 Step 2: Assess the needs of stakeholders

The stakeholders in a hotel establishment will comprise of the customers, employees, hotel managers and suppliers. For customers, needs may be in the form of desired green products and services provided by the hotel. In addition, hotel customers may have educational needs on green management practices so that they may participate in environmental protection and resource conservation during their stay in the hotel. Hotel employees may have educational needs on green management as well as training needs on methods to provide services in an environmentally-friendly manner. Managers may have educational needs on green management so that they can be able to impart such knowledge to employees. Suppliers may have information needs on green management so that they may be able to supply environmentally-friendly goods and services to the hotel.

6.4.1.3 Step 3: Identify key priority areas

Identification of key priority areas is when major environmental problems emanating from hotel operations are identified so that they may be addressed by implementing appropriate green management initiatives. These may include high resource consumption in the form of water or energy and pollution or polluted indoor air quality by customers through smoking during their stay in the hotel. Other priority areas may be in the form of high waste generation in the hotel. There may be inappropriate purchasing or consumption behaviour amongst hotel employees which is not environmentally friendly. In the identification of key priority areas, there is need for employee involvement as well as the need to allow them to participate in this exercise as they know the environmental problems they encounter as they perform their tasks in the hotel better.

6.4.1.4 Step 4: Select the best option(s)

From the list of the key priority areas, the best options are selected. These are the identified environmental problem areas in the hotel, requiring immediate attention for mitigation. This has to be done through involvement of all hotel employees so that major areas of concern in terms of environmental impact are considered for mitigation.

6.4.1.5 Step 5: Design the best option(s) selected

For the selected option(s), there is then the need to design mitigation initiative(s), develop objectives for the initiative and work out action plans. The hotel then identifies resources for the initiative which include material, financial and human resources. Training of human resources (hotel employees) is done to ensure that they can implement the green initiatives successfully.

6.4.1.6 Step 6: Train the Employees

Assessment of the training needs of employees should be conducted. It is imperative to prepare course content appropriate for the employees so that they become competent in their duties on implementing the environmentally-friendly initiatives in their establishments. This can be done at workshops held by the hotel or employees are sent to colleges or universities to attend courses on green management initiatives.

6.4.1.7 Step 7: Implement and monitor progress of the initiative(s)

The initiatives are implemented as part of the activities to be managed in the production of products and services in the hotel. The initiatives to be implemented may include any or some of the following:

- Water- Water maybe saved by flushing toilets using a flushing system fed from collected rain (rain water harvesting). To reduce water waste, there is need to put a glass jar in the toilet tank that reduces the amount of water used per flush (c.f.3.2.2.1). In addition, hotels can use low flow shower heads and taps to reduce waste as shown in figure 6.2

Low-flow showerhead with shut-off button



Figure 6.2: Low Flow Shower Head

Source: Environment Canada

- Energy- Hotels conserve energy if they can operate as much as possible during the daylight hours. Occupancy sensors are used in hotels to so as to use energy in occupied rooms only. Use of new renewable energies such as solar power as shown in figure 6.3 and wind energy is recommended (c.f. 3.2.2.2).

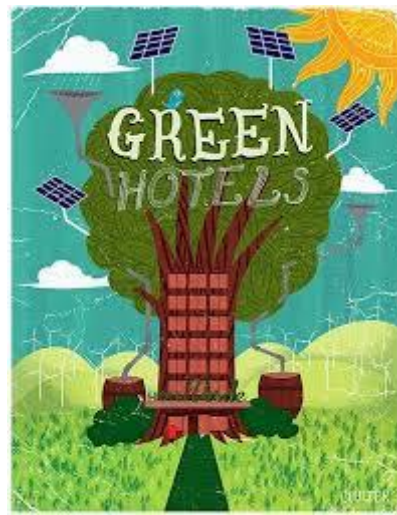


Figure 6.3: Renewable Energy

Source: Sustainability & Business

- Solid waste- Recycling is one way hotels can begin participating in waste management. Composting at the establishment is also encouraged.
- Air quality- Air filtration can be done in hotels. In addition, creation of smoking sections for guests to avoid involuntary exposure to second hand smoke can also be helpful.

- Environmental purchasing- Hotels should avoid procurement of plastic based packaging which is highly polluting and use paper bags made from recycled products. They should purchase the material locally to reduce transport related carbon footprint. In addition, hotels should buy from environmentally responsible suppliers who promote sustainable principles.
- Community awareness - Information on green management can be made available to society using sources such as televisions, radios, news programmes, magazine articles and newspaper articles.
- Green roofs - Installation of green roofs improves air quality, see figure 6.4 and there is use of recycled material in the growing medium.



Figure 6.4: Green Roof for Buildings

Source: Basagni Environmental Enterprise

- Reuse of linens-Reuse of linens and towels saves water, detergents, energy and reduces release of greenhouse gases. Water saving cards should be put in rooms for guests to read as shown in figure 6.5 below.



Figure 6.5: Traveller's Towel and Sheet Cards

Source: Green Hotels Association

The implemented initiatives will need monitoring. Monitoring is the systematic and routine collection of information from an initiative. It is done to improve activities. Monitoring is checking progress against plans. The information acquired through monitoring is used for evaluation of the initiative.

6.4.1.8 Step 8: Evaluate the process

There is need to design and conduct a formative evaluation then conduct summative evaluation. Formative evaluation takes place before or during implementation of the initiative with the aim of improving the initiative design, check on suitability of resources and monitoring process. It helps the hotel to know what works and what does not work. The formative evaluation complements the summative evaluation. Summative evaluation focusses on the outcome of the initiative. This is done through use of questionnaires, surveys, interviews or observations.

6.4.1.9 Outcomes

When the green management framework has been implemented, the outcomes expected in a hotel include satisfied customers. This refers to both internal and external customers. The internal customers are the employees in the hotel

organisation who provide services to the clients. The external customers are the visitors who visit the hotel. In addition, another outcome of green management is improved hotel performance in all its operations.

Regulatory compliance is also another outcome of green management in a hotel. This happens when the hotel complies with the regulations on green management. Another outcome in a hotel set up is cost reduction in the production of goods and services in the hotel. This comes because of saving resources used in the operations of business. Another expected outcome on implementing green management in a hotel is mitigation of negative environmental impacts. This comes because of green initiatives implemented in a hotel. A hotel may also have its image boosted as more customers get to appreciate the green management initiatives in a hotel. Ultimately, the hotel attains a competitive advantage over other hotels, which do not practise green management.

- It is recommended that the hotel managers establish green management policies within their hotels. This is because green management policies provide rules, guidelines and prescribe what should be done to mitigate the environmental impacts, which emanate from the operations of the hotel. Green management policies will enable hoteliers to be in a position to draw guidance on set standards for green management implementation.
- It is further recommended that hoteliers engage in the education of customers on environmental impacts, which emanate from the hotel activities and their consumption behaviours. In addition, customers will need to be educated on environmentally friendly consumption of goods and services during their stay in the hotel. This is important because hotel customers' activities have an impact on the environment, for example, some customers smoke and pollute the indoor air quality. In addition, customers produce considerable amounts of waste during their stay. Furthermore, customers need to be educated on eco taxes so that they may appreciate that through payment of such taxes, they are making a positive contribution towards the protection of the environment.
- A possible limitation of the green management framework is that there may be lack of buy in from certain sections of the stakeholders (employees, managers

and customers). It is therefore recommended that managers refer to the green management framework and carry out a needs assessment on stakeholders as part of the process for managers to follow when implementing the framework. When the implemented initiatives address the needs of the stakeholders, they become acceptable in the hotel.

6.4.2 Government involvement and responsibility

- There is need for government intervention in the implementation of green management policies and practices in hotels. The government can give guidance and direction and enforce compliance to regulations in hotels. It is thus recommended that government refers to the green management framework as they play an important role in enforcing regulations on green management in hotels. The government should take up the important role of organising workshops and educating the hoteliers, giving them awareness about environmental problems and green management. The government provides the legislation that makes the environmentally friendly initiatives mandatory in hotels. The government can get guidance from the framework and ensures that the hotels have a clear policy on green management and that hoteliers are knowledgeable on green management. It is also the responsibility of government to check on the acceptability of green management initiatives by hotels.
- Government should also take a leading role in including green management in the school curriculum, starting from primary school and secondary school up to tertiary education.
- Government should give incentives and promote those hotels that have got green management policies through award recognition, for example, best green hotel of the year award.
- Government should come up with legislation which compels hotels to be certified by reputable environmentally-friendly certification organisations.

6.4.3 Tertiary Institutions

There is need for hoteliers to send their employees to attend courses developed by green initiative agencies, colleges or universities on the concept of green management. This will help hotel managers to acquire knowledge and understand what green management entails. The hoteliers will be made to understand that there are problems within the environment and how hotels contribute to these problems. That way, they will be able to appreciate that they have a role to play in mitigating the environmental impacts through environmentally-friendly initiatives. Tertiary institutions could include green management within their courses and degrees and workshops and seminars can be hosted by these institutions. It is therefore recommended that tertiary institutions such as universities and colleges incorporate green management courses in their curriculum so that they can train citizens on environmentally friendly practices. That way, they can also be in a position to train hotel employees and managers. Course content is developed to suit the needs of the various target groups that will be targeted for training.

6.4.4 Green initiative agencies

Green initiative agencies can use the green management framework to have a clear understanding of the challenges faced in hotel establishments. In this way they can become aware of possible solutions to environmental problems that emanate from the hotel operations. These agencies are responsible for the environmental management and they give guidance to hotel operators on environmental protection, making them aware of the enormous pressure hotel business has on the natural environment. These agents may come up with regulations requiring certification of hotels by environmentally-friendly certification organisations for them to be allowed to operate.

6.5 Limitations of the study and recommendations for future research

- The results of the study are difficult to generalise because this study is on star-rated hotels and may not apply to other forms of hotels. In view of that, it is recommended that a further study be undertaken to analyse green management

in all hotels in South Africa and Zimbabwe and not only in star-graded hotels, in order to obtain a comprehensive overview of green management.

- Hotels are certified by different certification organisations. Further research needs to be carried out on environmentally friendly certification of hotels to establish to what extent the green issues are addressed by these environmentally-friendly certification organisations.
- The study was carried out using the qualitative study research paradigm and used the case study approach. The results cannot be generalised to other African countries similar to the countries that were studied. Accordingly, it is recommended that a survey be carried out in these countries that were studied using a survey method so that the results may be generalised to other Sub-Saharan African countries.
- It is recommended that a combined study of quantitative and qualitative research paradigms be carried out in hotels in order to include both a supply side and a demand side analysis. This should be done in order to address gaps in what hotel customers perceive as important as compared to what hotel managers regard as important with regard to green management.
- One of the shortcomings of Ajen's theory of planned behaviour is that it does not include issues such as green washing when the formation of hotel customers' intention to visit a green hotel is explained. Green washing is when a company spends time and resources claiming to be green through advertising and marketing rather than actually implementing initiatives to minimise environmental impact. It is therefore recommended that a study be carried out to establish customers' perceptions of green management in hotels. This is because customers are in a better position to know the extent to which green management is actually being practised in hotels which claim to be green.

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APPENDIX 1: CASE STUDIES

Within Case Analysis

This section is on case study summaries for each individual hotel case. Eight (8) Hotel cases were analysed against each of the following research questions as follows:

Zimbabwe cases

5.3 Hotel Case 1

5.3.1 Perception of the concept of green management

Under perception of the concept of green management the question sought to find out what the concept of green management means to hotel managers

5.3.1.1 Definition of green management

In Hotel Case 1 green management concept was defined as a “conservative” way of doing things. The participant said

“My understanding of green management is doing everything in a very conservative way and being able to recycle whatever we can recycle so that we will not continue to put a lot of strain and pressure on the finite resources that we do have”. (P1)

The issues that come out clearly are **Conservation** and **recycling**.

5.3.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions sought to find out; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.3.2.1 Importance of green management

In response to the question on the importance of green management case 1 respondent said although green management was a national level, it started at household level. The participant said

“You will realise that as much as green management might be a national thing, it obviously starts at grassroots level, at household or at company level”

This means that one started practising green management from household level.

5.3.2.2 Availability of green management policy

Concerning the availability of green management policy in Hotel Case 1 it was revealed that the hotel has no green management policy, but there is a waste management policy in the hotel. The participant said

“We do not have a green management policy. We do have a waste management policy which obviously also forms part of green management, but outside that we are also just very conservative in the way we use electricity...but from a policy perspective we do not have a green management policy” (P1).

The researcher observes that this hotel has no green management policy therefore the issue that came out was **policy not available**.

5.3.2.3 Green management initiatives

In response to the question on green management initiatives in the hotel participant in this hotel revealed that the hotel initiatives switching off switches, use solar energy, and they recycle plastics. The participant said

“In initiative there are a number of initiatives; switching off of switches, we are also going the solar route where we can use solar power to try and reduce the use of hydro and thermal power, that is electricity” (P1)

The issue that came in this hotel was **energy saving**.

5.3.2.4 Reasons for implementing green management initiatives

Responding to the question on the main reasons for implementing green management practises the participant said this is done to save resources as well as cost saving. The participant said

“It is about saving the resources that we do have. By implementing green management policy you are obviously cutting back on usage of utilities and materials. So it’s basically cost saving in the short to long run” P1.

The issue that came out from this was **cost saving**

5.3.2.5 Perceptions towards environmentally-friendly certification organisations

Responding to the question on perceptions towards environmental-friendly certification organisations the participant revealed that the environmentally friendly certification organisations are a very good initiative. He said

“I think they are a very good initiative, because they help people well, not just us operative of hotels, but also even our guests”

The issue that came out was **good initiatives**

5.3.2.6 Environmentally-friendly certification of the hotels

Responding to the question on whether the hotel has any certification with environmentally friendly organisation the participant said the hotel is ISO certified through standards association of Zimbabwe.

This means that the hotel is **ISO certified**

5.3.2.7 Benefits obtained through environmentally-friendly certification

In response to the question on benefits obtained through environmentally-friendly certification, the respondent in this hotel said because the certifying organisation is quality driven we try and achieve consistency. The participant said

“It is purely an issue of maintaining and achieving consistency and consistency is one of our values as a business. For us to be ISO certified obviously is an indication that we are

not only internationally acclaimed as a hospitality provider, but we comply with basic international standards". (P1)

The issue that came out was that the hotel benefits by **maintaining standards**

5.3.2.8 Intention to obtain environmentally-friendly certification

There was no response to the question on intention to obtain environmentally-friendly certification because the hotel is **already certified**

5.3.3 How green management affects hotel performance

Under research question on how green management affects hotel performance the questions were; how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.3.3.1 How green management affects hotel performance

In this hotel the participant said that green management affects the hotel performance by reducing costs. The participant said

"The fact that you are able to save and conserve what you are using impacts on your bottom line so whatever we use is a cost. And green management obviously assists us in reducing those operating costs like utilities that I have mentioned, and as a result this benefits us as a business" (P1)

The issue that came out on how green management affect hotel performance was that of reducing costs

5.3.3.2 Impact of hotel green management policy on organisational performance

In response to the question on the impact of the hotel green management policy on organisational performance the participant said it will make employees and guests aware of the importance of saving. The participant said

"I think by adopting policy we will have conscientised our staff on the importance of saving and the same will also go for our guests" (P1)

The participant also said

“From a good corporate citizenship point of view as well, there may not be immediate or attractive financial benefits to that, but to be part of that cause in a society such as ours will help on our brand equity and brand value.”

This means that in this hotel there will be employee and guest training on saving and the hotel will have good corporate citizenship which will impact positively on the hotel brand.

5.3.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions:- Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies.

5.3.4.1 Duration of implementing green management initiatives

Concerning the duration of implementing green management the participant in this hotel could not give a specific answer. This means that the period is not known because implementation of green management initiatives is something that had not been considered as very important

5.3.4.2 Intentions of implementing green management initiatives

The hotel has already implemented green management initiatives.

5.3.4.3 Strategies for implementing green management initiative

The hotel has already implemented the green management initiatives but needs to develop policies, vision and mission. The participant said

“It is important for both the executive and management to understand the benefits and importance of green management before it can be cascaded down to shop floor and other line personnel. So your quality policies like your vision and mission statements this is something that has to start from the top and cascade downwards” (P1).

5.3.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

On the question on challenges /opportunities faced by the hotels in implementing green management initiatives the participant in this hotel said

“You will find that with anything new, it takes time for people to understand and embrace it especially if the benefits are not immediate and accruing to them as individuals. So there may be not necessarily resistance, but people may take time to embrace the philosophy. I think that’s the only challenge we will face” (P1)

This means that as a new thing in the hotel it is not easy for people to understand and embrace green management initiatives readily. There will be resistance to change.

5.3.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

On the perceptions of managers on the role of Government (or public policy) in green management within the hotel the participant in this hotel said

“You will find that its common cause to believe that government is responsible for everything and whatever is formulated at say group level, in my case as hotel needs the guidance and direction of government. And the fact that government will be involved it brings some discipline” (P1)

This implies that the hotels look up to the government for guidance and direction in their implementation of green initiatives. It also implies that hotels expect government to initiate implementation of green initiatives in hotels and expect compliance. The hotels also expect government to instil an element of discipline in the implementation of green initiatives

5.3 Hotel Case 2

5.3.1 Perception of the concept of green management

Under perception of the concept of green management the question sought to find out what the concept of green management means to hotel managers and the response was as follows:

5.3.1.1 Definition of green management

In this hotel green management was defined as saving money through waste management, water and electricity management. The participant said

“Green management I think is just putting into place those issues which make the company to save money with regards to waste management, water management and also the electricity management.” (P2)

This means that in this hotel the issue that came out clearly is **saving**. When water and electricity are used following green management initiatives, the hotel reduces waste of such resources and is able to save money.

5.3.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.3.2.1 Importance of green management

In response to the importance of green management, the participant in case number 2 said it is important as it saves a lot of money for electricity and reduces operating costs. The participant said

“The importance of the green management is that one will save a lot of money with regards to electricity. For example we moved from incandescent lamps to energy saving bulbs, of which you find if you maybe use a 60 watts incandescent lamp its equivalent to using 10 watts energy saving bulb” (P2)

The issue that came out was in that hotel there is **reduction of operating costs**

5.4.2.2 Availability of green management policy

Responding to the question on whether the hotel has a green management policy the participant responded saying the hotel has a green management policy which encourages guests to conserve water. The participant said

“We have a green management policy and also it has to dovetail with the brand owners, because this holder is an international brand, so we are undertaking some training through the mailing to ... see how best we can monitor energy use with regards to maybe air conditioning, to actually come up with a modern way of maybe placing a card, the key card... the key card that you use for the door that’s the same key card that you use for the air conditioning”. (P2).

This means that in this hotel the **policy is available**

5.3.2.3 Green management initiatives

In this hotel the participant mentioned the following green management initiatives; Load shedding, changed from incandescent lamps to energy saving bulbs. The participant said

“Number one, we have implemented the load shedding, like I have alluded to the load shedding system. Number two we have also implemented the change of incandescent lamps to energy saving bulbs” (P2)

The issue that came out on green management initiatives in this hotel was **energy saving**

5.3.2.4 Reasons for implementing green management initiatives

In response to the question on reasons for implementing green management initiatives the participant said this is done for cost saving and to avoid damaging the environment as well as to make the environment sustainable for future use. The participant said

“Mainly, number one, it was for cost saving and also just at least to avoid damage in our environment. That’s the second thing and to make maybe the environment sustainable, to say okay we are keeping this for future generations” (P2)

The code that came out was **cost saving** and **protecting the environment**.

5.3.2.5 Perceptions towards environmentally-friendly certification organisations

In Hotel Case 2 the participant revealed that environmentally friendly organisations keep hotel ready to comply in terms of environmental protection. The participant said

“I think those certifications are good for the hotel because they just keep you on your toes, to say you should actually comply with certain initiatives that will save in terms of costs and in terms of environmental degradation” (P2).

This means that in this hotel environmentally-friendly organisations are considered **good for compliance** with environmentally friendly requirements.

5.4.2.6 Environmentally-friendly certification of the hotels

In response to the question on whether the hotel has any certification with environmentally friendly certification organisation the participant said the hotel got certification from Intercontinental hospitality group (IHG)

Therefore this hotel is **IHG certified**

5.4.2.7 Benefits obtained through environmentally-friendly certification

There was no response given in this hotel on benefits obtained through environmentally – friendly certification

5.3.2.8 Intention to obtain environmentally-friendly certification

There was no response to the question on intention to obtain environmentally-friendly certification because the hotel is already certified. What came out in this hotel was that the hotel is **already certified**.

5.3.3 How green management affects hotel performance

Under the research questions on how green management affects hotel performance the questions were; how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.3.3.1 How green management affects hotel performance

In this hotel green management affects the hotel by reducing costs. The participant said

“We could have been paying an average of 35000 dollars per month but we managed to reduce it to about 1800 simply because of the green management system that we have taken into consideration. Even our water also we could be paying 10000 but we have quite significantly reduced to about 4000 a month with regards to water” (P2)

This implies that in this hotel cost have been reduced through green management initiatives to reduce electricity and water consumption.

5.3.3.2 Impact of hotel green management policy on organisational performance.

In response to the question on the impact of the hotel green management policy on organisational performance the participant said

“When we implemented green management it actually helped to raise our return on sales, you see. So money is now being saved through those initiatives, you see,” (P2)

People that work in the hotel are said to have something to take home as they will know how to manage their own electricity at home

5.3.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions; Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies.

5.3.4.1 Duration of implementing green management initiatives

In response to the question when this hotel started implementing green management the participant said they started in 2009. This makes a total of 5 years since the hotel started implementing green management initiatives.

5.3.4.3 Strategies for implementing green management initiatives

The hotel has already implemented green management initiatives.

5.3.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

In this hotel the participant revealed that there is resistance from people on beginning to implement green initiatives. The participant said

“Whenever there is a change, you know there is some negative aspects that goes with that and people will think maybe no it’s a way of trying to give us a lot of things to look after so that at the end of the day they drive us out of this organisation. So there is resistance all the time, but as you continue to lecture on the issue... then we get buy in at the end of the day”

5.3.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

Responding to the question on perceptions of managers on the role of government (or public policy) in green management the participant in this hotel said government should enforce green initiatives. The participant said

“The government should enforce these green initiatives and also green management issues” P2

This implies that the hotel considers that it is important for government to enforce green management initiatives in hotels

5.5 Hotel Case 3

5.5.1 Perception of the concept of green management

5.5.5.1 Definition of green management

In case 3 green management was defined as taking care of the environment and a way of saving money. In responding to the question on the meaning of the concept green of management the participant said

“I just understand that green management is something to do with taking care of the environment. You see it is a way that we can be saving money”. (P3)

In this hotel it is clear that **preserving** the environment and **saving** money stood out as the issues that came out.

5.5.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.5.2.1 Importance of green management

In case 3 participants responded to the question on the importance of green management answering that green management leads to cost reduction if properly implemented. The participant said

“It is very important as I have said that there are certain areas that if we sort of...there are certain initiatives that if introduced, they will actually lead to a cost reduction” (P3)

This means that costs can be reduced on initiatives within the hotel which involve reduction in consumption of water and electricity. The issue that came out clearly was that of **reduction of operation costs**.

5.5.2.2 Availability of green management policy

In response to the question on availability of a green management policy the participant revealed that the hotel has no policy on green management. The participant said

“Right now we haven’t got a policy, but we are in the process of a certain initiative as I said that we are working with a South African company which is coming here to assist us to try and come up with such a policy” (P3)

The issue that was quite clear in this hotel is that there is no **policy is available**.

5.5.2.3 Green management initiatives

Responding to the question on green initiatives in the hotel the participant revealed that the hotel uses key cards which switch off all lights on leaving the room

For e-mails there is no print policy the participant said

“If I may share a few initiatives that we have got right now is if you go into our room, we have introduced a new system where you use your key card to switch off all the lights. If you go into the room you insert a card, all the lights are on. If you go out you remove the key card and then the lights will switch off automatically. And also on our e-mails we just have the no print policy-we say “think before you print”” (P3)

The issues that came up from this hotel is that of **energy saving** and that the hotel is making an effort to come up with a **paperless environment**.

5.5.2.4 Reasons for implementing green management initiatives

In case 3, responding to the reasons for implementing green initiatives the participant said this is done to reduce costs and to be environmentally friendly compliant. The participant said

“You see the main reasons why we are doing that, is to try and save costs. This is what we are looking at. Of course we need to be environmental compliant, but right now the first step that we are taking is to try and reduce our cost” (P3)

The issues that came out were **cost saving** and **protecting the environment**. This means the hotel is trying to save costs through their green initiatives and they also seek to protect environment.

5.5.2.5 Perceptions towards environmentally-friendly certification organisations

In this hotel responding to the question on perceptions of managers towards environmentally-friendly certification organisations the participant said they are a good initiative. The participant said

“I think it is something that I haven’t come across, but I definitely think this is a very good initiative if they are ever existing. I haven’t heard of them” (P3)

This means that the hotel has no awareness of environmentally friendly certification. The hotel however considers that environmentally-friendly certification is a **good initiative**

5.5.2.6 Environmentally-friendly certification of the hotels

Responding to the question on whether the hotel has any certification with environmentally friendly certification organisation the participant said the hotel got ISO certification through standards association Zimbabwe (SAZ). The participant said “Yes, we do have ISO certification which we attained in 2002.” P3 The issue that came out clearly is that the hotel is **ISO certified**

5.5.2.7 Benefits obtained through environmentally-friendly certification

Concerning the issue of benefits obtained through environmentally-friendly certification the participant said there is setting and maintaining of standards and employees know what is expected of them. The participant said

“So if you have got standards you then audit your own standards which actually outline what you are supposed to be doing on a day to day basis, it makes our jobs quite easier. (P3).

This hotel is benefiting from environmentally friendly certification in **maintaining standards**.

5.5.2.8 Intention to obtain environmentally-friendly certification

There was no response to the question on intention to obtain environmentally-friendly certification because the hotel is **already certified**

5.5.3 How green management affects hotel performance

The research question on how green management affects hotel performance there were two questions which sought to find out how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.5.3.1 How green management affects hotel performance

In this hotel the participant revealed that the hotel is not yet into green management, it is just trying to take off. This implies that nothing has been done yet to make an effect on company performance.

5.5.3.2 Impact of hotel green management policy on organisational performance

In response to the question on the impact of the hotel green management policy on organisational performance the participant said that the hotel will receive more business as more customers come once they discover that the hotel has got a policy and is complying with certain standards of green management. The participant said

“Definitely we are going to see a lot of business coming into this hotel, because they will know that at least we are not an island, you know. We just need to come up with the rest of the world and embrace all these changes.” (P3).

The researcher observes that when customers are pleased with the products and services the hotel provides they will revisit the hotel the next time they get to the destination. Customer loyalty leads to marketing the hotel by word of mouth, thus increasing the number of visitors visiting the hotel

5.3.3 Challenges and opportunities faced by hotel managers when implementing green initiatives

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions:- Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies

5.5.3.1 Duration of implementing green management initiatives

In response to the question on duration of implementing green management initiatives in this hotel the participant revealed that they started in 2013. This means that the hotel now has one year of implementing green initiatives.

5.5.3.2 Intentions of implementing green management initiatives

The hotel has intentions of implementing more green management initiatives. The participant said

“If you are going to come here next year definitely you will see us at a certain level, because we are trying to start this green management” (P3)

This means that although they have implemented green management initiatives they intend to implement more of these initiatives.

5.5.3.3 Strategies for implementing green management initiatives

Responding to the question on how the hotel proposes to implement green initiatives the participant said the hotel needs to educate people on benefits of green management.

5.5.3.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

In response to the question on challenges and/opportunities faced by hotels in implementing green management initiatives the participant said there is resistance to change at the beginning in this hotel and also the resource shortage. He said

“You know if you are trying to implement some change you will get some resistance to change”. P3.

This means that the challenge they face is within the organisation where we find that people within the hotel are not ready to embrace change in the form of green initiatives.

5.5.3.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

In response to the question on the role government (or public policy) plays in green management within the hotel the participant revealed that government has not done anything but it should educate organisations like hotels on the importance of green management. The participant said

“The government hasn’t been sort of aggressive in maybe trying to maybe educate organisations like the hotels in this green management. It is something that I haven’t actually seen ...we are not seeing them coming to us you know, educating us on the importance of green management.” (P3)

The issue that came up in this hotel is that government should educate organisations in green management

5.6 Hotel Case 4

5.6.1 Perception of the concept of green management

5.6.1.1 Definition of green management

In case 4 the concept of green management was defined as conservation of energy. The participant said

“Green management, conserving of energy all types of energy” (P4)

In this hotel the issue that came out clearly was that green management is understood to be **conservation** of energy.

In all four Zimbabwe Hotel cases the theme that emerged concerning what the participants understood green management to be was **conservation**.

5.6.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.6.2.1 Importance of green management

In case 4 responding to the question on importance of green management the respondent said green management is important to conserve electricity and water. The participant said

“The biggest deal in the hotel setting is electricity and water. So if you manage to conserve on that one will have cut down on our expenses” (P4)

The researcher agrees that green management is important for conservation of water and electricity. The issue that came out on importance of green management was that on **reduction of operating costs**. The theme that emerged from the Zimbabwe cases was **reduction of operating costs**

5.6.2.2 Availability of green management policy

In Case 4 in response to the question on the availability of a green management policy the participant revealed that the hotel has a green management policy. The participant said

“Yes we do. We have got some structures like all our boilers have timing systems and cut down timers and we use thermostat technology for all our fryers” (P4)

The participant was however not ready to share on what the policy document says. The issue that came out in this hotel was **policy available**

5.6.2.3 Green management initiatives

In this hotel the participant said the hotel has boilers which have timing systems. They use thermostat technology for fryers and the hotel uses energy savers. This means that the hotel initiatives energy saving as their green initiatives.

The main green management initiatives in this hotel are to do with **energy saving**. In all the Zimbabwean cases, the theme that emerged concerning the green management initiatives was **energy saving** and a subtheme **paperless environment**

5.6.2.4 Reasons for implementing green management initiatives

Responding to the question on reasons for implementing green initiatives the participant said this is done for cost reduction. The participant simply said “cost reduction that’s the main reason”

It is clear that in this hotel green management initiatives are implemented for **cost saving**

The theme that emerged in the Zimbabwe cases was **cost saving** as well as a sub theme **protecting the environment**

5.6.2.5 Perceptions towards environmentally-friendly certification organisations

In this hotel the participant responded to the question on perceptions towards environmental-certification organisation saying

“For our brand it’s important to get the certifications so that we also get approval from local authorities that manage the sector” (P4)

This means that the hotel environmental certification organisations are considered important for certifying and approving procedures and processes in the hotel industry. Therefore environmentally friendly certification organisations are considered important for **compliance** with authorities

5.6.2.6 Environmentally-friendly certification of the hotels

In response to the question on whether the hotel has any certification with environmentally friendly certification organisation the participant said the hotel got intercontinental hospitality group (IHG) certification. This means that this hotel is **IHG certified**. In all Zimbabwe cases the theme that emerged was that the hotels are **certified**

5.6.2.7 Benefits obtained through environmentally-friendly certification

Responding to the question on benefits obtained through environmentally-friendly certification the participant mentioned customer loyalty saying

“Clients who know about the Intercontinental hospitality group (IHG) certification trust IHG certified brands , so they go on the IHG website when they are visiting any country and they get a list of hotels that are IHG certified and they make reservations with those hotels” (P4)

This means that the hotel will have a **competitive advantage** as they will benefit through customer loyalty due to the IHG certification. Those customers who are familiar with IHG services on visiting the website will make bookings with any hotel that is IHG certified. In all Zimbabwe Hotel cases the theme that emerged concerning benefits obtained through environmentally friendly certification was **maintaining standards**.

5.6.2.8 Intention to obtain environmentally-friendly certification

There was no response to the question on intention to obtain environmentally-friendly certification because the hotel is already certified. This is because the hotel is **already certified**.

5.6.3 How green management affects hotel performance

Under the research question on how green management affects hotel performance the questions sought to find out how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.6.3.1 How green management affects hotel performance

In response to the question on how green management affects hotel performance the participant revealed that the hotel realises more profits. The participant said

“We realise more profits if we start cutting down on costs. So overall when we have less expenses we’ll make more money. So if we manage green image properly we will realise larger profits. So it’s mainly about profitability of the organisation”(P4)

5.6.3.2 Impact of hotel green management policy on organisational performance

Responding to the question on impact of hotel green management policy on organisational performance the participant said more customers will visit the hotel and employees will be taught how to conserve electricity and water. The participant also said

“Some customers, you know, if they see a good green management policy they will fall in love with your hotel, because nowadays people are moving towards green energy, so people who see that you are using that type of energy tend to support you a bit more” (P4)

This implies that availability of green management policy will benefit this hotel as employees will be trained in green initiatives and there will be customer loyalty as some customers seek to stay in green hotel, thus boosting financial performance

5.6.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for

implementing green management initiatives and challenges for implementing green management strategies.

5.6.4.1 Duration of implementing green management initiatives

Responding to the question on duration of implementing green management in the hotel the participant said they started in 2009. This implies that it is now 5 years since green management was implemented in this hotel

5.6.4.2 Intentions of implementing green management initiatives

In response to the question on intentions of implementing green management initiatives the participant said the hotel has already implemented green management initiatives.

5.6.4.3 Strategies for implementing green management initiatives

Responding to the question on strategies for implementing green management initiatives, the participant said the hotel has already implemented green management initiatives. The researcher observes that this hotel is not ready to come up with new strategies of implementing green management initiatives.

5.6.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

Responding to the question on challenges and/opportunities faced by hotels in implementing green management initiatives the participant said in this hotel there is an opportunity that there is a lot of support from local government. This implies that in this hotel there are no challenges as yet in the implementation of green management initiatives

5.6.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

Concerning the Perceptions of managers on the role of government (or public policy) in green management within the hotel sector the participant said the government is there to guide people and to assist in the implementation of green management. The participant said

“Government assists in making sure that they give us the guidelines and people who come and check if it is being done”. (P4)

This means in this hotel government is expected to give guidelines on the implementation of green management initiatives as well as providing human resources to come and check on how well the programme will be run.

South Africa cases

5.7 Hotel Case 5

5.7.1 Perception of the concept of green management

5.7.1.1 Definition of green management

In case 5 green management was defined as a way of protecting the planet. The participant said

“Green management is going green everywhere, or the environment to protect the planet and to go green with everything. So green management is looking at how you can manage your hotel in a way that you don’t destroy the earth out there”

This means the hotel considers the protection of the earth as what constitutes green management. The issue that comes out from that is protecting the earth which is essentially **conservation**.

5.7.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.7.2.1 Importance of green management

In Hotel Case 5, responding to the question on importance of green management the participant in this hotel said

“There are a lot of things that a person can do to go green in a hotel environment. It is important, important for any business to go green” (P5).

The participant thought it is important to go green, but was not in a position to mention the things that can be done to go green in a hotel to demonstrate the importance of green management

5.7.2.2 Availability of green management policy

In response to the question on the availability of policy in the organisation the participant revealed that the hotel has no green management policy the participant said

“There is no policy as in policy prescribing what should be done, but there are things that we do apply to do that I would not say we have got a policy-they know what to do but there is no physical policy that we have given them. Everybody in their department knows what to do to save and to go green”

This means that the **policy not available**. Absence of a policy in an organisation means that there are no guidelines on green management; hence no green management initiatives can be effectively implemented.

5.7.2.3 Green management initiatives

Responding to the question on green management initiatives participant in this hotel revealed that the hotel encourages guests to use their towels twice before laundry. The participant said

“We have made things for the guest in rooms which say that if you can use your towel twice use it twice and do not just send it in for washing unnecessarily” (P5)

This means that that the hotel is able to save water, electricity and laundry materials.

5.7.2.4 Reasons for implementing green management initiatives

In this hotel the participant responded to the question on reasons for implementing green management initiatives saying it is done for the main reason of saving. This means that when green management is done there cost saving resulting from savings in water electricity and other resources.

5.7.2.5 Perceptions towards environmentally-friendly certification organisations

Responding to the question on perceptions towards environmental-certification organisations the participant said the hotel has not been aware of environmentally friendly certification organisations existence. The participant said

“We did not know that something like that exists. It’s not that we don’t want to participate in it, it’s just that we have not...” (P5).

This means that there is need for training in hotels concerning the importance of environmentally friendly certification organisations in this hotel. The issue that came out in this case is that the hotel is not aware of environmentally-friendly certification organisations

5.7.2.6 Environmentally-friendly certification of the hotels

In response to the question on whether the hotel has any certification with environmentally friendly certification organisation the participant said the hotel has not been certified and has **no certification**.

5.7.2.7 Benefits obtained through environmentally-friendly certification

There was no response given in this hotel on benefits obtained through environmentally – friendly certification. This was mainly because the hotel is **not certified**

5.7.2.8 Intention to obtain environmentally-friendly certification

In response to the question on whether the hotel intends to get environmentally-friendly certification the participant said the hotel is willing if approached for certification. This means that the hotel **intends to** get certification and is ready to be certified if approached.

5.7.3 How green management affects hotel performance

Under the question on how green management affects hotel performance there were sub questions on how green management affects hotel performance and impact of hotel green management policy on organisational performance

5.7.3.1 How green management affects hotel performance

Responding to the question on how green management affects hotel performance the participant said Green management benefits hotel financially because electricity is saved by switching off switches for air conditioners and lights as well as using energy savers for lights. Employees are trained on the green initiatives such as switch off switches for lights and air conditioners

5.7.3.2 Impact of hotel green management policy on organisational performance

In response to the question on the impact hotel green management policy has on organisational performance the participant said the hotel is doing very little on green management and considers that performance will depend on what needs to be changed by the policy.

This implies that in this hotel not much is being done on green management and there is no policy therefore whatever green initiatives they have implemented it has made **no impact** in organisational performance.

5.7.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following sub questions; Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies

5.7.4.1 Duration of implementing green management initiatives

In this hotel the participant revealed that the duration of implementing green management initiatives dates back to 2010. This means the hotel has practised green management for four years now.

5.7.4.2 Intentions of implementing green management initiatives

Responding to the question on whether the hotel has the intention of implementing green management initiatives the participant said the hotel has already implemented green management initiatives.

5.7.4.3 Strategies for implementing green management initiatives

Concerning the strategies for implementing green management initiatives the participant revealed that the hotel has already implemented green management initiatives.

5.7.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

Responding to the question on challenges and/opportunities faced by hotels in implementing green management initiatives the participant in this hotel said the hotel considers it a challenge to come up with ideas on how to go green. This implies that the hotel lacks ideas on going green

5.7.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

Responding to the question on perceptions of managers on the role of government (or public policy) in green management within the hotel sector the participant revealed that no role of government in green management is known to the participant in this hotel

5.8 Hotel Case 6

5.8.1 Perception of the concept of green management

5.8.1.1 Definition of green management

In case 6 green management is said to be running a sustainable hotel. The participant said

“Green management is about running a sustainable establishment in terms of saving electricity, water and to have as little an impact on the environment as possible”

The participant said sustainability is a key word in green management. The issues that come out clearly from this case concerning what green management is are **conservation** and **sustainability**.

5.8.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.8.2.1 Importance of green management

In this hotel, responding to the question on the importance of green management the participant said it is important to go green as the market now appreciates green management. The participant said

“I think it is important because the market is busy going green all the more and it is also important because we no longer want the type of water and electricity use that we currently have” (P6)

This means that if the hotel initiatives what is appreciated by the market they are able to lure the customers and that way the hotel gains a competitive advantage. The issue that came out was appreciation by the market which is basically **good image projection**

5.8.2.2 Availability of green management policy

Responding to the question on the availability of green management policy in the organisation, the participant revealed that the hotel has no green management policy. Asked if the hotel has a green management policy the participant said

“We do but not very big. For example we have to switch off lights and stuff during the day, even in the kitchen and the restaurant lights must be off when there are no guests” (P6)

This means that the hotel implements some green management initiatives but **policy not available**.

5.8.2.3 Green management initiatives

In this hotel the participant revealed that the hotel initiatives switching off lights in restaurant and kitchen during the day when there are no guests. The hotel also uses borehole water. The participant said

“For example we have to switch off lights and stuff during the day, even in the kitchen and the restaurant lights must be off when there are no guests. We work with borehole water and yes we have to try and save on that as much as possible” (P6)

The codes that came out in this case was **energy saving** and **saving water**

5.8.2.4 Reasons for implementing green management initiatives

In response to the question on reasons for implementing green management initiatives in the hotel, participant in case 6 said the reason is for cost saving. This means that the hotel saves through the green initiatives such as saving on electricity and water use. Therefore the reason for implementing green management initiatives in this hotel is **cost saving**

5.8.2.5 Perceptions towards environmentally-friendly certification organisations

In response to the question on managers’ perceptions towards environmental-certification organisations the participant said

“I think it is important and I realise that there are those who deem it important as well- those who are already certified. Because it is very easy to say yes we are green, if no one checks to see if you really do apply green initiatives then that will surely have an influence.” (P6)

This means in this hotel environmentally friendly certification organisations are considered to be important as they can check to see if the hotels which claim to be green really do apply green principles. Therefore in this hotel that environmentally friendly certification is said to be a **good initiative**.

5.8.2.6 Environmentally-friendly certification of the hotels

Responding to the question on whether the hotel has any certification with environmentally-friendly certification organisation the participant said the hotel has **no certification** with environmentally-friendly certification organisations. This means that there is need in this hotel to be trained on the importance of certification by environmentally-friendly certification organisations

5.8.2.7 Benefits obtained through environmentally-friendly certification

There was no response given in this hotel on benefits obtained through environmentally – friendly certification. The reason is because this hotel is **not certified**.

5.8.2.8 Intention to obtain environmentally-friendly certification

In response to the question on whether the hotel intends to apply for certification by environmentally friendly organisations the participant said

*“Yes, it is on our to-do list, but first we have to get all the maintenance **issues** ready”. (P6)*

This means that the hotel has an intention to obtain environmentally friendly certification.

5.8.3 How green management affects hotel performance

Under the research question on how green management affects hotel performance the questions were; how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.8.3.1 How green management affects hotel performance

Responding to the question on how green management affects company performance the participant revealed that the hotel saves money through use of energy saving electric bulbs and when lights are switched off when room is not in use. The participant said all these things help the hotel to save money.

5.8.3.2 Impact of hotel green management policy on organisational performance

In response to the question on the impact of hotel green management policy on organisational performance the participant said having green management policy will help the hotel to keep pace with the rest of the world. The participant said

“Regarding client services I think it will be a very good thing if we move towards going green, because that is what the rest of the world is doing not only a few people. Everybody is starting to lean that way.” (P6).

This implies that green management policy will help the hotel to keep pace with change.

5.8.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions; Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies

5.8.4.1 Duration of implementing green management initiatives

In this hotel the participant could not give a specific answer on duration of implementing green management initiatives.

5.8.4.2 Intentions of implementing green management initiatives

Responding to the question on whether the hotel any intentions of implementing green management initiative the participant said the hotel has already implemented green management initiatives

5.8.4.3 Strategies for implementing green management initiatives

In response to the question on strategies for implementing green management initiatives the participant said the hotel has already implemented green management initiatives.

5.8.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

In this hotel the participant did not give any challenges or opportunities faced in implementing green management initiatives

5.8.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

On the question on Perceptions of managers on the role of government (or public policy) in green management within the hotel sector the participant said no role of government in green management within the hotel sector is known to this hotel. This means that the hotel is not aware of any roles the government plays in green management.

5.9 Hotel Case 7

5.9.1 Perception of the concept of green management

In response to the question on whether the hotel intends to apply for certification by environmentally friendly organisations

5.9.1.1 Definition of green management

In case 7 green management is defined as protection and preservation of the environment. The participant said

“According to what we have learned green management is just what a person does to protect and preserve the environment with principles in place to ensure that you handle nature in a sustainable manner”. (P7)

The issue that came out clearly was preservation as the participant also said the key word concerning green management is preservation. Preservation is essentially **conservation**

5.9.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.9.2.1 Importance of green management

Concerning the importance of green management in a hotel setting the participant who was in this hotel said green management is important as it gives that company a good image

“The thing is to keep recycling not only costs you less money, but it is also a good thing to tell your clients that we focus on recycling soap bottles and all things that preserve the environment. It gives you a good image for your company, a good marketing strategy and yes it is just nice to know that you are making a contribution and a difference somewhere” (P7).

The researcher considers that green management indeed is important for image projection. The issue that came out in this hotel was that green management is important for **good image projection**.

5.9.2.2 Availability of green management policy

In case number 7, responding to the availability of a green management policy in the organisation the participant revealed that there is a green management policy. The participant said

“We do but at this stage I am not completely sure of what exactly happens there. But according to me they once mentioned that if people return to the hotel after a certain number of times, I am not exactly sure of the amount then a tree is planted in honour of that person.” (P7)

This means the participant is not sure about the existence of a green management police. The code that came up in this hotel was **policy not available**

5.9.2.3 Green management initiatives

Responding to the question on green management initiatives in the hotel the participant revealed that the hotel reuses soap bottles and there are bins allocated for glass, plastic and food scraps. Another initiative in this hotel is that the hotel uses vegetables which they grow in the garden. The participant said

“With the soap bottles we use them over and over. Nothing gets thrown away. We have specific bins which are allocated for glass, plastics and old food scraps and other things left over in the kitchen. And then...we use our own herbs and things from our gardens” (P7)

In this hotel it was clear that the major green initiatives are **reuse** and **waste management**

5.9.2.4 Reasons for implementing green management initiatives

Responding to the question on reasons for hotel to implement green management initiatives the participant revealed that this is done for marketing purposes so as to have a competitive advantage and keep clients. The participant said

“I think it is very important in giving you a competitive advantage... we have to do something as a marketing strategy to keep our clients. So yes I think the biggest thing is for marketing” (P7).

It is clear that in this hotel green management is implemented with the main reason of getting a **competitive advantage**

5.9.2.5 Perceptions towards environmentally-friendly certification organisations

Responding to the question on the perceptions towards environmentally –friendly certification organisations the participant said the hotel sees it as a good thing to be certified as one of those hotels that practise green management. It is a good marketing tool as clients may possibly get to know that the hotel is involved with the environment

Therefore in this hotel environmentally-friendly certification is seen as a **good initiative**

5.9.2.6 Environmentally-friendly certification of the hotels

In response to the question on whether the hotel has any certification with environmentally friendly certification organisation the participant said the hotel has **no certification**. This means that there is need for awareness in this hotel on the importance of environmentally friendly certification.

5.9.2.7 Benefits obtained through environmentally-friendly certification

There was no response given in this hotel on benefits obtained through environmentally–friendly certification. This was mainly because the hotel is not **certified**.

5.9.2.8 Intention to obtain environmentally-friendly certification

To the question on whether the hotel intends to apply for certification by environmentally friendly organisations the participant gave no response

5.9.3 How green management affects hotel performance

Under the question on how green management affects hotel performance the sub questions were; how green management affects hotel performance and impact of hotel green management policy on organisational performance

5.9.3.1 How green management affects hotel performance

Responding to the question on how green management affects performance the participant said there is customer loyalty. The participant said

“There are people who often ask us what we do to stay green then we can tell them well this is in place and this is in place. And people actually come back to us. They are very loyal-we can immediately see who returns for service on our systems so I think financially it is a benefit” (P7)

This means the hotel can get competitive advantage when there is customer loyalty and repeat visits

5.9.3.2 Impact of hotel green management policy on organisational performance

Concerning the impact of hotel green management policy on organisational performance the participant said soap is bought in bulk and bottles are refilled thus saving money and this is effective for controlling and stealing is prevented

5.9.4 Challenges and opportunities faced by hotel managers when implementing green initiatives.

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions; Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies

5.9.4.1 Duration of implementing green management initiatives

On the question on duration of implementing green management initiatives the participant in this hotel stated that they implemented green management initiatives about 6-7 years now. This implies that the hotel has had quite a considerable number of years implementing green management

5.9.4.2 Intentions of implementing green management initiatives

Responding to the question on intentions of implementing green management initiatives the participant in this hotel said the hotel has already implemented green management initiatives. This means the hotel now does not have the intentions of implementing more green initiatives

5.9.4.3 Strategies for implementing green management initiatives

On the question on Strategies for implementing green management initiatives the participant said the hotel has already implemented green management initiatives. This means the hotel is not coming up with any more strategies for implementing green management initiatives

5.9.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

In response to the question on Challenges and/opportunities faced by hotels in implementing green management initiatives the participant revealed that one challenge the hotel may face is affordability of the green management initiatives that have to be implemented. The participant said

“You may want to implement these initiatives but you might not be able to really afford it”
(P7)

This means that this hotel is considering mainly those green initiatives which require financial input for them to be implemented. However it is possible to implement green initiatives which reduce costs and may lead to cost reduction.

5.9.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

In response to the question on Perceptions of managers on the role of government (or public policy) in green management within the hotel sector the participant in this hotel was of the view that government should be involved in training so that more people can participate more in green management. The participant said

“I don’t think they do what they can on my part. They can definitely be more involved and put more training initiatives in place that people can take up or be a little more involved”
(P7)

Secondly the participant said government should market the hotels on an international level.

5.10 Hotel Case 8

5.10.1 Perception of the concept of green management

Under the question on managers’ perception of the concept of green management was the question which sought to find out definition of green management

5.10.1.1 Definition of green management

In Hotel Case number 8, green management was defined as a way of managing waste, saving electricity and saving water. The participant said

“Well in a nutshell I would think that it is about how you manage your waste management and things like electricity, saving on water and all that those types of things are what I think green management is” (P 8)

The participant also thinks clean energy is important in green management. The issue that come out in this hotel is saving which in other words is **conserving**

In all the four cases in South Africa the theme that emerged is **conserving**

5.10.2 Application of the concept green management

Under the domain of the application of the concept of green management the questions were; importance of green management, availability of green management policy, green management initiatives, reasons for implementing green management initiatives, perceptions towards environmentally-friendly certification organisations, environmentally-friendly certification of the hotel

5.10.2.1 Importance of green management

In response to the question on the importance of green management the participant in this hotel said green management is relatively important. This means that the participant was not sure exactly in what ways green management is important to the hotel. In all the South African hotels the theme that emerged concerning the importance of green management in a hotel was **good image projection**

5.10.2.2 Availability of green management policy

Responding to the question on availability of a green management policy in the hotel the participant revealed that the hotel has no written green management policy yet, but it is in the process of working on one. The participant said

“We don’t have a written policy yet. We are in the process of working on the policy, but we are already busy...in fact last year we have already started with certain projects for example water saving” (P8)

The issue that came up for this hotel was **policy not available**

Concerning the availability of a green management policy in the hotel the theme that emerged in all South African hotels was **policy not available**

5.10.2.3 Green management initiatives

Concerning the question on the green management initiatives in the hotel the participant mentioned that the hotel initiatives water saving and they make use of waste water. The participant said

“In fact last year we have already started with certain projects for example water saving, what do we do with waste water and that type of thing in order to be a little more green”
(P8)

The code that came out from here was saving water

In all the South African hotels the theme that emerged was **saving water**

5.10.2.4 Reasons for implementing green management initiatives

In this hotel responding to the question why the hotel implements green initiatives the participant said it is because of concern for the environment. The participant said

“The first thing is of course the environment. I think we are all concerned about our environment, so that would be the big driving factor.” P8

Therefore in this hotel the theme that came out was **protecting the environment**

The theme that emerged in South African hotels was **cost saving**

5.10.2.5 Perceptions towards environmentally-friendly certification organisations

In response to the question on the perceptions towards environmentally –friendly certification organisations the participant said the hotel does not make any consultations with any environmentally friendly certification organisations, but intends to use them in early 2015

The code that came out is **not aware**, meaning that that hotel does not know about the environmentally friendly certification organisations

In all cases in South Africa the theme that emerged concerning the perceptions towards environmentally certification organisations is **good initiative**.

1.10.2.6 Environmentally-friendly certification of the hotels

Responding to the question on whether the hotel has any certification with environmentally-friendly certification organisation the participant said the hotel has **no certification**

In all the South African Hotel cases the theme that emerged was **no certification**

1.10.2.7 Benefits obtained through environmentally-friendly certification

There was no response given by the participant in this hotel on benefits obtained through environmentally –friendly certification. This was because the hotel was **not certified**.

The theme that emerged in the four South African hotels was **not certified**.

5.10.2.8 Intention to obtain environmentally- friendly certification

There was no response given by the participant in this hotel on intention to obtain environmentally friendly-certification

1.10.3 How green management affects hotel performance

Under the research question on how green management affects hotel performance the sub-questions were; how green management affects hotel performance and impact of hotel green management policy on organisational performance.

5.10.3.1 How green management affects hotel performance

Responding to the question on how green management affects hotel performance the participant in this hotel said

“Well in the first place I think that corporate markets are all starting to move away from old unclean energy so to speak - those people who do not really have any waste or water management in place. So technically you lose business because you are not in line with what the market expects of you. So in the first instance to us it is about ensuring that we maintain a market seGeneral Managerent from a corporate view point” (P8)

This means the hotel is seeks to have a high market share through green management as people are looking for hotels which manage their waste, conserve water and electricity.

5.10.3.2 Impact of hotel green management policy on organisational performance

Responding to the question on the impact of hotel green management policy on organisational performance the participant in this hotel was of the view that green management policy helps the hotel to protect resources and leads to continuity in business. The participant said

“What do we do in two years when suddenly there is not enough electricity to provide for the hotel, will they be able to afford running it on a generator or something else? And the

answer is to those questions is no. So we have to start looking at how we can protect resources in order to ensure longevity” P8.

5.10.4 Challenges and opportunities faced by hotel managers when implementing green initiatives

Under the research question on challenges and opportunities faced by hotel managers when implementing green initiatives there were the following questions; Duration of implementing green management initiatives, Intentions of implementing green management initiatives, strategies for implementing green management initiatives and challenges for implementing green management strategies.

5.10.4.1 Duration of implementing green management initiatives

In response to that question on duration of implementing green management initiatives the participant in this hotel said the hotel started implementing green management since September 2013. The Participant said

‘We started around last year September with the entry level stuff. So each quarter we look at trying to achieve certain objectives.” (P8)

This means the hotel now has one year since they implemented green management initiatives.

5.10.4.2 Intentions of implementing green management initiatives

Responding to the question on Intentions of implementing green management initiatives the participant said the hotel has already implemented green management initiatives. This means that the hotel already has some green initiatives that have been implemented

5.10.4.3 Strategies for implementing green management initiatives

In response to the question on strategies for implementing green management initiatives the participant said the hotel has already implemented green management initiatives

5.10.4.4 Challenges and/opportunities faced by hotels in implementing green management initiatives

Concerning the Challenges and/opportunities faced by hotels in implementing green management initiatives the participant revealed that hotel is more than 30 years old and builders were not concerned with green building then. He said

“The biggest is the fact that this hotel is more than 30 years old. So from a building perspective when they built 30 years ago, they weren’t too concerned about green building methods and that type of thing because it was not a subject matter at that time. But our biggest challenge at this stage is for example installing better types of air conditioning which are much greener than what we are currently using and it is not possible because of the way in which the building is built” (P8).

This means that this hotel considers lack of green buildings their biggest challenge in implementing green management initiatives

5.10.4.5 Perceptions of managers on the role of government (or public policy) in green management within the hotel sector

Responding to the question on Perceptions of managers on the role of government (or public policy) in green management within the hotel sector the participant said that government should be more involved in green management initiatives in hotels for example saving electricity. This means that the hotel would have expected to get guidance from government on implementing green initiatives

APPENDIX 2: DEMOGRAPHIC INFORMATION

1. Gender

- ☐ Male
☐ Female

2. Year of Birth

3. Nationality

- ☐ Zimbabwean
☐ South African

4. Level of Education

- ☐ 'O' Level
☐ 'A' Level
☐ Matric
☐ Diploma
☐ Degree
☐ Post-Graduate

5. Location of Hotel

- ☐ Zimbabwe
☐ South Africa

6. What is the star grading of your hotel?

- ☐ 1 Star
☐ 2 Star
☐ 3 Star
☐ 4 Star
☐ 5 Star
☐ Other

7. What is the capacity of your hotel?

- ☐ 30 Rooms or less
☐ 31-75 Rooms
☐ 76-150 Rooms
☐ 151-250 Rooms
☐ More than 250 Rooms

8. How many years has the hotel been operating?

- ☐ 1-5 Years
☐ 6-10 Years
☐ 11-15 Years
☐ 16-20 Years
☐ 21-25 Years
☐ 26 Years or more

9. What is your managerial position.

10. Number of years working in the current position

APPENDIX 3: INTERVIEW GUIDE

A green management framework for hotels: a case of two African countries

1. What does the concept of green management mean to hotel managers in South Africa / Zimbabwe?

- 1.1 The concept of green management is relatively new. What do you understand by green management? ... *(Please explain the term)*
- 1.2 Can you please elaborate on the keywords in the explanation you have given?

2. How do hotel managers apply the concept of green management?

- 2.1 Within the hotel setting, how important is the concept of green management? If important ... why? If not important, why?
- 2.2 Does your organisation have a green management policy? ...If it has, what does the policy say? ... Would you be comfortable sharing the policy document with me? ...
- 2.3 What green management practices has your hotel implemented (or might need to implement)?

2.4 What are the main reasons for implementing green management practices in your/ this hotel?

2.5 There are a number of environmental-friendly certification organisations locally and internationally relating to the hotel sector. What is your view of these certifications?

2.6 Does your hotel have any such certification?

2.7 If you have the certification, which organisation(s) gave you the certification? How have you benefited (or not benefited) from the certification?....

2.6 If you do not have the certification, does the hotel intent to apply for one? ... Why or why not?

3. How does green management affect hotel performance? (*this can only be asked if the hotel implement green practices*)

3.1 Green management affects organisations in many ways. How does green management affect the performance of your hotel?

3.2 If your hotel has a green management policy, how is it impacting on the key performance areas of the hotel? ...(Please elaborate e.g. below)

(a)Customers

(b) Financial performance

(c)Innovation and learning

- (d) Internal business process
- (e) Industry / corporate environment
- (f) Any other areas?

3.3 If your hotel does not have a green management policy, how do you think the policy will affect the hotel's performance once you adopt one? ... (Please *elaborate*)

- (g) Financial performance
- (h) Customers
- (i) Innovation and learning
- (j) Internal business process ...
- (k) Industry / corporate environment
- (l) Any other areas?

4. What challenges (and/or opportunities) do hotel managers face when implementing green initiatives?

- 4.1 How long has the hotel been implementing green management practices?
- 4.2 If your hotel does not implement green management practices, are there any intentions of implementing them? Please elaborate on your answer...
- 4.3 If you intent to implement green management practices, how do you propose to implement them?

- 4.4 What challenges/opportunities does your hotel face (or might face) in implementing green management initiative?
- 4.5 If your hotel does not have a green management policy, what challenges/opportunities do you think it would face if it adopts one in future?
- 4.6 What role do you think government (or public policy) plays in green management within the hotel sector?
- 4.7 Is there anything else that you want to add in terms of green management practices in hotels

Thank you.