

CHINHOYI UNIVERSITY OF TECHNOLOGY



School of Hospitality and Tourism

Department of Hospitality and Tourism

**Development of a green tourism implementation framework for the hotel sector in
Zimbabwe.**

By

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(C141238070)

**A Thesis in Fulfilment of the Requirements of Master of Philosophy Degree in
Hospitality and Tourism in the School of Hospitality and Tourism.**

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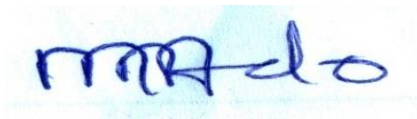
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DECLARATION

I, **MIRIRAI MASVIBA** do hereby declare that this thesis is the result of my own independent work, with guidance from my supervisors. The work project has not been submitted in part or in full for any other degree for consideration to any other college or university.

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DEDICATION

I dedicate this project to my family.

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ABSTRACT

Mechanisms for implementing green tourism practices in the hotel sector in Zimbabwe have not been fully explored. Whilst green tourism practices are nowadays acknowledged as essential in every tourist destination, hotels in developing countries are scantily implementing green measures in their operations. Green tourism practices are implemented at varied levels in hotels in Zimbabwe, indicating that there are some barriers and obstacles with regard to the effective implementation of environmentally friendly initiatives in hotels. Scientific evidence has shown that the hotel sector is not a smokeless industry as previously thought, as damage of the environment has been witnessed in various destinations across the globe. This study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. The study was carried out in Harare, Victoria Falls and Nyanga. The study adopted a mixed methods approach. Data was collected from hotel employees and managers. An interview guide was used to collect qualitative data from fifteen purposively selected key informants. Questionnaires were used to collect quantitative data from 333 participants using stratified random sampling. Thematic analysis was used to analyse qualitative data whilst quantitative data was analysed using simple descriptive statistics and factor analysis. The results of the study revealed that the hotel sector is implementing simple and inexpensive green practices which focus on energy management, water conservation and waste management. The main challenges that the Zimbabwe hotel sector is facing in implementing green initiatives are high costs of purchasing green tourism equipment, lack of stakeholder support and limited funds. Reduction of costs, environmental Corporate Social Responsibility and knowledge of green tourism practices were noted as the reasons why the hotel sector prefers waste management practices, energy management practices and water conservation practices. The green tourism implementation framework developed from this study emphasises the centrality and critical importance of policies and legal instruments, renovating buildings, guest education and technology as key critical success factors in the implementation of green tourism practices for the hotel sector in Zimbabwe. The study recommends the need for a stronger green tourism policy, guest education and serious stakeholder engagement in order to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.

Key words: *mechanisms, green tourism, implementation, framework, hotel sector, Zimbabwe*

TABLE OF CONTENTS

PLAGIARISM TEST REPORT – TURNITIN.....	i
APPROVAL FORM.....	ii
RELEASE FORM.....	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS	vi
ABSTRACT.....	vii
TABLE OF CONTENTS	viii
LIST OF FIGURES	xvi
LIST OF TABLES	xvii
LIST OF ABBREVIATIONS AND ACRONYMS	xviii
CHAPTER ONE	1
THE PROBLEM AND ITS SETTING	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND OF THE STUDY	2
1.2.1 Green tourism practices in the hotel sector in Zimbabwe.....	5
1.3 STATEMENT OF THE PROBLEM	6
1.4 RESEARCH OBJECTIVES	7
1.4.1 Main objective.....	7
1.4.2 Specific objectives	7
1.5 RESEARCH QUESTIONS	7
1.5.1 Main research question	8
1.5.2 Specific research questions.....	8
1.6 RESEARCH ASSUMPTIONS	8
1.7 SIGNIFICANCE OF THE STUDY	8
1.8 DELIMITATIONS OF THE STUDY	9
1.8.1 Geographic Delimitations	9
1.8.2 Conceptual Delimitations	9
1.9 DEFINITION OF KEY TERMS.....	10
1.10 THE CONCEPTUAL FRAMEWORK	10
1.11 RESEARCH ORGANISATIONAL FRAMEWORK AND STUDY STRUCTURE	11
1.12 RESEARCH OUTPUT.....	12

1.13 CHAPTER SUMMARY.....	12
CHAPTER TWO	13
GREEN TOURISM PRACTICES IN THE HOTEL SECTOR	13
2.1 INTRODUCTION.....	13
2.2 CONCEPTUALISATION OF KEY TERMS	13
2.2.1 Sustainable tourism	14
2.2.2 Green tourism.....	15
2.2.3 Ecotourism	17
2.3 EVOLUTION OF GREEN TOURISM	17
2.4 THE LINK BETWEEN TOURISM AND THE HOTEL SECTOR.....	20
2.6 GREEN TOURISM PRACTICES BEING IMPLEMENTED IN HOTELS.....	20
2.6.1 Respect	21
2.6.2 Refuse.....	21
2.6.3 Reduce.....	22
2.6.4 Reuse	23
2.6.5 Renew.....	24
2.6.6 Recycle.....	25
2.6.7 Responsibility.....	26
2.6.8 Rethink	28
2.6.9 Replant	28
2.6.10 Restore.....	29
2.7 GREEN HOTELS.....	29
2.8 IMPORTANCE OF GREEN HOTELS TO THE CUSTOMER	31
2.9 EFFECTIVE IMPLEMENTATION OF GREEN PRACTICES.....	32
2.10 BEST GREEN HOTELS.....	32
2.10.1 Hotel Verde, South Africa.....	33
2.10.2 The Finca Rosa Blanca Coffee Plantation Resort	33
2.10.3 The Six Senses Con Dao	34
2.10.4 The Jumeirah Vittaveli	35
2.10.5 The Hix Island House.....	35
2.10.6 Alila Villas Soori Bali	36
2.10.7 The Park Royal hotel.....	37
2.11 BENEFITS OF GREEN PRACTICES	38
2.11.1 Cost reduction	38
2.11.2 Image enhancement.....	39

2.11.3 Competitive advantage	39
2.11.4 Guest satisfaction	40
2.12 CHALLENGES IN ADOPTING GREEN TOURISM PRACTICES	40
2.12.1 Lack of skills, expertise and information	40
2.12.2 Extra costs	41
2.12.3 Lack of policies and regulations.....	41
2.12.4 Lack of awareness and support	42
2.12.5 Lack of employee support	42
2.13 FACTORS AFFECTING THE IMPLEMENTATION OF GREEN TOURISM PRACTICES	42
2.13.1 Costs	42
2.13.2 Environmental Legislations.....	43
2.13.3 Customers' Attitude towards the Environment.....	43
2.13.4 Concern for the environment.....	44
2.14 GREEN TOURISM CERTIFICATION.....	44
2.14.1 Tourism certification programs.....	45
2.14.1.1 Process-based programs	46
2.14.1.2 Performance-based programs	47
2.15 BENEFITS OF CERTIFICATION.....	48
2.16 THE DIFFERENCE BETWEEN CERTIFICATION AND ECOLABEL	49
2.16 CHAPTER SUMMARY	50
CHAPTER THREE	51
ENVIRONMENTAL POLICY AND POLICY IMPLEMENTATION IN THE HOSPITALITY SECTOR	51
3.1 INTRODUCTION.....	51
3.2 TOURISM POLICY.....	51
3.2.1 Sustainable tourism policies.....	52
3.2.2 Zimbabwe Tourism Policy	52
3.2.3 National Environment Policy and Strategies of 2009 in Zimbabwe.....	53
3.2.4 Statutory instruments governing tourism in Zimbabwe	53
3.3 ENVIRONMENTAL LEGISLATION IN ZIMBABWE.....	54
3.4 IMPLEMENTATION FRAMEWORKS	58
3.4.1 Education policy implementation framework	58
3.4.2 Framework for implementation of sustainable tourism development indicators in Boujagh National Park	61
3.5 GREEN PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE	63

3.6 CHAPTER SUMMARY	64
CHAPTER FOUR	65
THEORETICAL FRAMEWORK	65
4.1 INTRODUCTION	65
4.2 NORMALISATION PROCESS THEORY (May & Finch, 2009)	65
4.3 STAKEHOLDER THEORY (Freeman, 1984)	66
4.4 TRIPLE BOTTOM LINE (Elkington, 1998)	68
4.5 THEORY OF PLANNED BEHAVIOUR (Ajzen & Fishbein, 1980)	69
4.6 MAGIC PENTAGON (Muller, 1994)	70
4.7 TECHNOLOGY ACCEPTANCE MODEL (Davis, 1986; 1989)	71
4.8 CHAPTER SUMMARY	72
CHAPTER FIVE	73
RESEARCH METHODOLOGY	73
5.1 INTRODUCTION	73
5.2 RESEARCH PHILOSOPHY	73
5.2.1 Positivism.....	74
5.2.2 Interpretivism	74
5.2.3 Critical realism	74
5.2.4 Pragmatism.....	75
5.3 RESEARCH METHODOLOGY	75
5.3.1 Qualitative research methodology.....	76
5.3.2 Quantitative research methodology.....	76
5.3.3 Mixed methods research.....	76
5.4 RESEARCH DESIGN	78
5.4.1 Descriptive research design.....	79
5.4.2 Explanatory research design.....	79
5.4.3 Exploratory research design	79
5.5 DATA COLLECTION TECHNIQUES	80
5.5.1 Discussion groups	80
5.5.2 Observation	80
5.5.3 Surveys	81
5.5.4 Interviews	81
5.6 RESEARCH INSTRUMENTS	82
5.6.1 Questionnaire	82
5.6.2 Layout of the questionnaire.....	83

5.6.3 Interview guide.....	83
5.7 POPULATION.....	84
5.8 SAMPLING PROCEDURE.....	84
5.8.1 Probability sampling	84
5.8.2 Non-probability sampling	85
5.8.3 Sample size.....	86
5.9 DATA COLLECTION PROCEDURE.....	88
5.10 DATA PROCESSING AND ANALYSIS	88
5.10.1 Quantitative data	89
5.10.1.1 Factor analysis.....	89
5.10.2 Qualitative data	89
5.11 RELIABILITY AND VALIDITY	90
5.11.1 Reliability of quantitative data	90
5.11.1.1 Cronbach Alpha Reliability tests	91
5.11.2 Reliability of qualitative data	91
5.12 ETHICAL CONSIDERATIONS.....	92
5.13 CHAPTER SUMMARY.....	93
CHAPTER SIX	94
DATA PRESENTATION, DATA ANALYSIS AND DISCUSSION OF FINDINGS....	94
6.1 INTRODUCTION.....	94
6.2 RESPONSE RATE	94
6.3 CHARACTERISTICS OF THE RESPONDENTS	95
6.3.1 Characteristics of respondents for quantitative data	95
6.3.1.1 Gender of respondents	95
6.3.1.2 Age range.....	96
6.3.1.3 Hotel Department	97
6.3.1.4 Years of experience	98
6.3.1.5 Star rating of the hotel	99
6.3.1.6 Number of years the hotel has been in business.....	99
6.3.1.7 Location of hotel.....	100
6.3.2 Characteristics of respondents for qualitative data	101
6.4 GREEN TOURISM PRACTICES THAT ARE CURRENTLY BEING IMPLEMENTED IN THE HOTEL SECTOR IN ZIMBABWE	102
6.4.1 FACTOR ANALYSIS FOR GREEN TOURISM PRACTISES	104
6.4.1.1 Factor 1: Energy Management Practices	106

6.4.1.2 Factor 2: Water Conservation Practices	107
6.4.1.3 Factor 3: Waste Management Practices.....	108
6.5 REASONS FOR THE PREFERRED GREEN TOURISM PRACTICES BY THE HOTEL SECTOR IN ZIMBABWE	108
6.5.1 Managers’ reasons for preferred green tourism practices by the hotel sector in Zimbabwe	112
6.5.1.1 Theme 1: Increase in profits.....	112
6.5.1.2 Theme 2: Popularity and simplicity of green practices.....	113
6.5.1.3 Theme 3: Guest support and acceptance	114
6.6 CHALLENGES THE HOTEL SECTOR IN ZIMBABWE HAS FACED IN THE IMPLEMENTATION OF GREEN TOURISM PRACTICES	114
6.6.1 Factor analysis for challenges being faced by the hotel sector in Zimbabwe in implementing green tourism practices	115
6.6.1.1 Factor 1: Costs, Knowledge, Support & Training.....	117
6.6.1.2 Factor 2: Stakeholder Support and Theft and/or vandalism of green tourism equipment	117
6.6.2 Perceptions of managers on the challenges being faced by the hotel sector in the implementation of green tourism practices	118
6.6.2.1 Theme 1: Lack of guest support.....	118
6.6.2.2 Theme 2: Lack of support from other organisations.....	120
6.6.2.3 Theme 3: High costs of purchasing green equipment.....	121
6.6.2.4 Theme 4: Limited funds	121
6.6.2.5 Theme 5: Lack of support from shareholders	122
6.7 MECHANISMS BEING USED BY THE HOTEL SECTOR IN IMPLEMENTING GREEN TOURISM PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE.....	123
6.7.1 Theme 1: Guest education.....	123
6.7.2 Theme 2: Building renovations	124
6.7.3 Theme 3: Use of technology	124
6.7.4 Theme 4: Government Engagement.....	125
6.7.5 Theme 5: Replacement of equipment.....	126
6.7.6 Theme 6: Use of policies.....	126
6.8 STRATEGIES TO ENHANCE THE IMPLEMENTATION OF GREEN TOURISM PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE	127
6.8.1 Managers’ strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.....	129
6.8.1.1 Theme 1: Participation of other industries in green practices.....	129

6.8.1.2 Theme 2: Government support.....	130
6.8.1.3 Theme 3: Shareholders’ buy-in	131
6.8.1.4 Theme 4: Revisiting existing environmental policies	131
6.8.1.5 Theme 5: Increased guest awareness of green tourism practices.....	132
6.9 CHAPTER SUMMARY.....	133
CHAPTER SEVEN.....	134
A GREEN TOURISM IMPLEMENTATION FRAMEWORK FOR THE HOTEL SECTOR IN ZIMBABWE.....	134
7.1 INTRODUCTION.....	134
7.2 THE GREEN TOURISM IMPLEMENTATION FRAMEWORK FOR THE HOTEL SECTOR IN ZIMBABWE	134
7.2.1 Energy management.....	136
7.2.2 Waste management	136
7.2.3 Water conservation.....	136
7.2.4 Political factors.....	136
7.2.5 Legal factors.....	137
7.2.6 Technological factors	137
7.2.7 Economic factors.....	138
7.2.8 Environmental factors	138
7.2.9 Socio-cultural factors	138
7.2.10 Increased profit.....	138
7.2.11 Environmental CSR	139
7.2.12 Guest satisfaction	139
7.2.13 Competitive advantage.....	139
7.2.14 Image enhancement.....	139
7.3 CHAPTER SUMMARY.....	141
CHAPTER EIGHT.....	142
SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS OF THE STUDY.....	142
8.1 INTRODUCTION.....	142
8.2 SUMMARY OF THE STUDY.....	142
8.3 SUMMARY OF FINDINGS	142
8.3.1 The current green tourism practices being implemented by the hotel sector in Zimbabwe.....	142
8.3.2 The reasons for the preferred green tourism practices by the hotel sector in Zimbabwe.....	143

8.3.3	Mechanisms being used to implement green tourism practices by the hotel sector in Zimbabwe.....	143
8.3.4	The challenges faced by the hotel sector in implementing green tourism practices in Zimbabwe.....	143
8.3.5	Strategies to enhance implementation of green tourism practices	144
8.4	CONCLUSION OF THE STUDY	144
8.5	RECOMMENDATIONS OF THE STUDY	145
8.5.1	Funding of green tourism practices	145
8.5.2	Stakeholder engagement	145
8.5.3	Education and training	146
8.5.4	Policy formulation.....	146
8.5.5	Recognition and reward systems.....	147
8.5.6	Research and development.....	147
8.6	IMPLICATIONS OF THE STUDY	147
8.6.1	Implications for practice.....	147
8.6.2	Implications for policy	148
8.6.3	Theoretical implications.....	148
8.6.3	Implications for future research	148
8.7	LIMITATIONS OF THE STUDY	149
8.8	CHAPTER SUMMARY.....	149
	REFERENCES.....	150
	APPENDIX 1: ETHICAL CLEARANCE LETTER AND AUTHORITY TO COLLECT DATA.....	179
	APPENDIX 2: QUESTIONNAIRE	180
	APPENDIX 3: INTERVIEW GUIDE	186
	APPENDIX 4 – GREEN TOURISM IN PICTURES FROM SELECTED HOTELS..	187
	APPENDIX 5 – RESEARCH OUTPUT	192

LIST OF FIGURES

1.1	<i>Conceptual Framework</i>	10
2.1	<i>Refillable dispensers for hotel bathroom amenities</i>	23
2.2	<i>Notice to guests to reuse linen and towels</i>	24
2.3	<i>Solar panels at the roof top of Princess Hotel</i>	26
2.4	<i>Hotel Verde Cape Town, South Africa</i>	33
2.5	<i>A plant room at the Finca Rosa Blanca Coffee Plantation Resort</i>	34
2.6	<i>The Jumeirah Vittaveli Hotel Resort</i>	35
2.7	<i>The Hix Island House</i>	36
2.8	<i>The Park Royal Hotel</i>	37
3.1	<i>Legal and Policy Instruments and Mandated Agencies in Zimbabwe</i>	54
3.2	<i>Legal and policy instruments and mandated agencies in Zimbabwe</i>	55
3.3	<i>The Education Policy Implementation Framework</i>	57
3.4	<i>Framework for Implementation of Sustainable Tourism Development Indicators in Boujagh National Park</i>	60
4.1	<i>Theoretical Framework for the study</i>	70
5.1	<i>Table for determining sample size of a known population</i>	85
6.1	<i>Gender of Respondents</i>	93
6.2	<i>Age of Respondents</i>	94
6.3	<i>Department of respondents</i>	95
6.4	<i>Years of Experience</i>	96
6.5	<i>Star Rating of Hotel</i>	97
6.6	<i>Number of Years a Hotel Has Been in Business</i>	97
6.7	<i>Location of Hotel</i>	98
7.1	<i>An Implementation Framework for Green Tourism Practices for the Hotel Sector</i>	132

LIST OF TABLES

2.1	<i>Investment, savings and payback periods for green equipment</i>	38-39
5.1	<i>Objectives of the study</i>	75
5.2	<i>Cronbach Alpha's reliability test results</i>	89
6.1	<i>Characteristics of hotel managers</i>	99
6.2	<i>Green tourism practices being implemented in the hotel sector in Zimbabwe</i>	100-101
6.3	<i>KMO & Barlett's test for sphericity for green tourism practices</i>	102-103
6.4	<i>Rotated component matrix for green tourism practices</i>	103-104
6.5	<i>Reasons for preferring energy management practices</i>	106
6.6	<i>Reasons for preferring water conservation practices</i>	108
6.7	<i>Reasons for preferring waste management practices</i>	109
6.8	<i>Challenges being faced by the hotel sector in implementing green tourism practices</i>	112
6.9	<i>Rotated component matrix for challenges being faced by the hotel sector in implementing green tourism practices</i>	114
6.10	<i>Strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe</i>	125

LIST OF ABBREVIATIONS AND ACRONYMS

WTTC	World Travel Tourism Council
GDP	Gross Domestic Product
SDG	Sustainable Development Goal
RTG	Rainbow Tourism Group
UNWTO	United Nations World Tourism Organisation
WTO	World Tourism Organisation
WCED	World Commission on Environment and Development
IHG	Intercontinental Hotels Group
IHIE	International Hotel Environment Initiative
UNEP	United Nations Environment Program
GHA	Green Hotels Association
STEP	Sustainable Tourism Eco-certification Program
LEED	Leadership in Energy and Environmental Design
OECD	Organisation for Economic Cooperation and Development
EMA	Environment Management Agency
ILO	International Labour Organisation
UNESCO	United Nations Educational Scientific and Cultural Organisation
CSR	Corporate Social Responsibility

CHAPTER ONE

THE PROBLEM AND ITS SETTING

1.1 INTRODUCTION

According to the World Travel Tourism Council (2021), before the COVID-19 pandemic, travel and tourism was an eight trillion-dollar (USD) industry that generated ten percent of the global Gross Domestic Product (GDP). According to WTTC (2019), the tourism industry accounted for 10.4 percent of the global Gross Domestic Product (GDP) and 319 million jobs in 2018, which is ten percent of the total employment. The government of Zimbabwe considers the tourism and hospitality sector to be one of the four pillars of economic development alongside the agricultural sector, mining sector, and manufacturing sector (Abel, Nyamadzawo, Nyaruwata & Moyo, 2013). According to the Zimbabwe Economic Report (2018), the tourism and hospitality industry contribution percentage to the national GDP would reach up to 2.6 percent of GDP in 2017, 3.5 percent in 2018, 4.2 percent in 2019, and 4.4 percent in 2020. The government of Zimbabwe recognises that the tourism industry is one of the industries that has the potential to save the country from its current economic challenges, which include high unemployment rates in the official labour market and a lack of foreign currency (Zhou, 2018).

Furthermore, the tourism business plays a significant role in the attainment of the Sustainable Development Goal (SDGs). The United Nations (UN) (2015), released the 17 SDGs, a worldwide strategy for ensuring a resilient future for all stakeholders. The aim of the 11th SDGs is to enhance protection of the world's cultural and natural assets (Simon *et al.* 2016). The 12th SDG focuses on preserving sustainable consumption and production practices. The purpose of the 12th SDG is to design and execute procedures to monitor the impact of sustainable tourism on employment creation and promotion of indigenous culture and goods (United Nations Development Program, 2015).

Although there is no doubt that tourism is beneficial to the economy, it comes with a substantial cost on the environment (Mbasera, 2015; Muzapu & Sibanda, 2016; Rani & Rashi, 2014; Singhal, Deepak & Marwaha, 2018). According to Rani and Rashi (2014), visitors leave enormous carbon footprints because of air travel, and they also leave their mark on pristine settings, which contributes to the depletion of local ecosystems and the

acceleration of global climate change. Degradation of the natural environment, changes in temperature, and shifting weather patterns are caused by tourism, and they have the potential to harm tourist attractions (Fadhil, 2015). Therefore, the current focus is to use and manage the resources that are already available on the planet, not just for the short term, but also taking into consideration the repercussions that will occur over the long term and keeping in mind the prospective demands of future generations (Palazzo *et al.* 2022).

According to Ottenbacher, Harrington, and Parsa (2009), the tourism industry is comprised of businesses that offer accommodation, food, beverages, leisure, conference, entertainment, events, transportation, and travel spaces to tourists, travellers, and residents. Each facet of tourism is responsible for environmental degradation. The hospitality sector, which constitutes the single greatest facet of tourism, is known for causing environmental damage (De Freitas, 2018). There is a contribution made by the hospitality industry in the pollution of land, air, and water bodies, which has led to climate change (Tawiah, Zakari & Adedoyin, 2021). According to Singhal *et al.* (2018), hotels are a significant part of the hospitality business that contributes to environmental damage. According to Palazzo *et al.* (2022), hotels are known for their luxury and have also been criticised for their excessive use of resources. As a direct consequence, green tourism and environmental preservation are being widely marketed (Rani & Rashi, 2014). It is essential for hospitality businesses to promote practices that are environmentally friendly. Green tourism practices that are effectively implemented are not only cost-effective, but they also lessen the negative impact that the hotel sector has on the surrounding environment (Rani & Rashi, 2014). As a result, the purpose of this study is to explore the mechanisms of implementing green tourism practices in the hotel sector in Zimbabwe.

1.2 BACKGROUND OF THE STUDY

Green business emerged in the 1960s (Lane, 2017). According to De Freitas (2018), it took twenty years for firms to adjust to the "greening" trends and incorporate them into both their ideology and their practices. At the end of the twentieth century, in response to growing public concern about the long-term viability of economic development, the concept of "green business" was conceptualised and introduced (Fadhil, 2015). The rising awareness of environmental challenges, in particular the quick depletion of natural resources and the worsening of environmental quality, was the impetus for the rise of green business (Lane, 2017).

Green business has expanded its attention to the hospitality business in order to protect ecosystems and natural resources from the negative effects of the tourism industry (Chan & Hsu, 2016; Walker & Walker, 2011). Le Tan *et al.* (2021) and Palazzo *et al.* (2022) posit that hotels in Europe and North America have begun using green management in an effort to save money and comply with environmental standards mandated by local and national governments. These hotels also aim to reduce their carbon footprint and increase their profitability (Shieh, 2012; Lee, Hsu, Han & Kim, 2010). The hotel sector started to realise that it had a substantial influence on world resources, and this realisation established the standard for the creation of green hotels (Chen & Tung, 2014). As a result, hotel owners are now more aggressive in protecting the environment by adopting environmentally friendly practices (Chan, 2013; Han & Yoon, 2015).

Since the introduction of green tourism, several efforts have been made, primarily via the use of the media, to interest the market (the travellers) to engage in environmentally responsible tourism (Lane, 2017). Nevertheless, according to De Fretais (2018) very few of these efforts have had significantly positive outcomes. Middleton and Hawkins (1998) presented a framework with 10Rs with the intention of guiding the hotel and tourism sector to implement green tourism. The 10Rs are as follows: Reuse, Recycle, Reduce, Replace, Refuse, Re-educate, Retrain, Re-engineer, Reward, and Recognise. Hotel managers who are concerned about the environment have, since the inception of the framework, undertaken a variety of green initiatives (Hobson & Essex, 2001).

Today, a great number of hotels are embracing environmentally friendly practices that are simple and inexpensive, such as recycling, reusing, and waste reduction (Yi, Li & Jai, 2018). According to Schubert, Kandampully, Solnet & Kralj, (2010), hotels are engaging in a wide range of environmentally conscious practices, including the use of appliances that conserve energy and water, the reduction and recycling of waste, the prohibition of single-use containers, the utilisation of locally grown and organic raw materials, and the education of staff members on how to engage in environmentally conscious behaviours. Recycling and composting are encouraged in green hotels, as are water and energy efficiency, waste management, and the provision of either locally grown or organic food as a dining alternative (Jang, Kim & Bonn, 2011). Most green hotels are saving water by installing low-flow water fixtures, efficiently detecting leaks and drips, using grey water for purposes other than consumption and installing water desalination plants (Barberán, Egea, Gracia-de-Rentera & Salvador, 2013; Hsieh, 2012). Other environmentally responsible behaviours include eco-

cooking, using light bulbs with high energy efficiency, and switching to electronic communication methods like e-mail and online check-in rather than paper forms (Yi *et al.*, 2018).

Green business practices are still a long way from being universally embraced and applied by business entities around the world (De Freitas, 2018; Fadhil 2015; Singhal *et al.* 2018). There are discernible differences in the degree to which "green" ideas have penetrated businesses in various countries. This is due to a number of factors, one of which is that "greening of business" is still generally seen as an additional burden (in terms of cost increase or revenue loss), and the other factor is related to the national specifics in terms of differences in cultural norms, political structures, and economic conditions (Mensah, 2006).

There are nations that have shown a greater willingness to accept the green idea than other countries, despite the increased worry and knowledge that customers have regarding green hotels (De Freitas, 2018). The availability of resources and consistent level of state assistance in developed nations has made them far more environmentally conscious than developing economies (Jayanti & Gowda, 2014). Tawiah *et al.* (2021) posit that organisations in the tourism and hospitality industry such as the American Hotel and Lodging Association, have acknowledged the importance of environmentally responsible business practices and provide support for them. The Green Leaders Program offered by TripAdvisor is now the hotel sector's most popular environmental certification program (Yi *et al.*, 2018). According to Londono and Hernandez-Maskivker (2016), Trip Advisor introduced the Green Leaders Program in April 2013. The Green Leaders Program is an open framework that employs the notion of green badges as acknowledgement of eco-friendly behaviours primarily across Europe. Furthermore, Sweden, Denmark, Norway, and Finland, as well as other European countries including Slovenia, Spain, and Portugal, which all have developed economies, are listed amongst the top ten countries that are globally recognised for their environmental sustainability principles and approaches. Egypt, Pakistan, and Mongolia, all of which have developing economies, are placed among the countries that are the least concerned about the environment's long-term viability (Sustainable Brand Index, 2018). According to the Lane (2017), even though the majority of nations in Africa, Asia, Latin America, and the Caribbean are developing economies, there are some nations in these regions that are making significant contributions to the global sustainability. Argentina, Brazil, the Russian Federation, and South Africa are examples of emerging economies that contribute to global

sustainability. However, these nations need to compete with developed economies in order to maintain their level of competitiveness (De Freitas, 2018).

1.2.1 Green tourism practices in the hotel sector in Zimbabwe

There are limited studies that have been carried out regarding green tourism practices in Zimbabwe. In 2012, Mhizha, Mandebvu, Nyaruwata, and Zengeni revealed that stakeholders in the tourism and hospitality industry in Zimbabwe lacked understanding of the significance of solar energy and its capacity to replace traditional sources of energy. In addition, solar energy supplies and equipment were tough to come by in Zimbabwe, which made it challenging for hoteliers to transition to the use of solar power. Furthermore, Mhizha *et al.* (2012)'s study shows that there were practitioners in the tourism and hospitality industry who were not well aware about the possible benefits that their businesses may experience from adopting the use of solar energy, but there were also practitioners who were well knowledgeable about these potential benefits.

In 2014, Mbasera and Mutana conducted a study on environmentally friendly waste management initiatives in forty-one hotels in Zimbabwe. Mbasera and Mutana (2014) posit that the majority of hotels in Zimbabwe have a policy regarding the environment and the disposal of waste, even though the policies are being implemented at varying levels. Another study was carried out in 2015, by Mbasera which revealed that environmentally conscious practices were being implemented by several hotels in Zimbabwe. Amongst these hotels is Rainbow Tourism Group (RTG) which has adopted the approach of "Reduce, Reuse, and Recycle" in order to implement environmentally friendly practices. In 2008 RTG introduced its environmental policy, which was developed in collaboration with Mapepa, a community-based waste management organisation (Rainbow Tourism Group Limited, 2014).

In 2017, Mbasera, Du Plessis, Saayman, and Kruger conducted a study that reveals the impediments that were preventing hotels from implementing green practices. This study by Mbasera *et al.* (2017) shows that hoteliers were resistant to green practices, which was a relatively new phenomenon. Mbasera *et al.* (2017) also concludes that hotel managers generally lack ideas on how to become more environmentally friendly and how to minimise the negative impacts that hotel operations have on the environment. In addition, Mbasera *et al.* (2017)'s study shows that a shortage of resources for the execution of environmentally friendly practices was one of the most significant obstacles. As a consequence, some hotel owners do not prioritise environmentally responsible practices.

There is a lack of available documentation on green practices in Zimbabwe (Mbasera, 2015). The limited studies that have been conducted so far give very little information on the role the hotel sector plays in the protection of the environment in Zimbabwe. According to Ngomani (2016), the majority of operators in Zimbabwe's tourism sector have not yet fully adopted environmentally friendly practices in their operations. It is absolutely necessary for the management of hotels to take action in order to lessen the harmful effects that hotels have on the environment. In 2016, Environment Africa and the Green Tourism Business Scheme (UK) were the pioneers of a project that awarded green certifications to thirteen hotels and lodges in Zimbabwe (Ngomani, 2016). These hotels and lodges achieved green certification through adopting environmentally friendly practices in their day to day operations. According to the Zimbabwe Tourism Authority (2017), Victoria Falls is the most popular tourist resort in Zimbabwe. The thirteen lodges and hotels are: Bayethe Lodge, Cresta Sprayview, Ilala Lodge, Pioneers Camp, Stanley and Livingstone, Elephant Camp, The Victoria Falls Hotel, Victoria Falls Safari Lodge, Vintage Camp, Zambezi Sands, Ivory and Khulu Lodge, and Somalisa Camps in Hwange and Victoria Falls. There are one hundred and twenty-four registered hotels in Zimbabwe, as reported by the Zimbabwe Tourism Authority (2017). Only thirteen of these hotels were given certification for environmental friendliness. This means only ten percent of Zimbabwe's overall hotel population is made up of hotels that have been recognised as being environmentally friendly. It is imprecise as to which green practices these thirteen hotels were engaging in which merited green certification. Given the background above, it is clear that there are no clear mechanisms for implementing green tourism practices in the hotel sector in Zimbabwe. Therefore, the main objective of the study was develop a green tourism implementation framework for the hotel sector in Zimbabwe.

1.3 STATEMENT OF THE PROBLEM

Mechanisms for implementing green tourism practices in developing countries have not been fully explored. Whilst green tourism practices are nowadays acknowledged as essential in every tourist destination, hotels in developing countries are scantily implementing green measures in their operations (De Freitas, 2018; Le Tan, *et al.* 2021; Mbasera, 2018; Nekomahmud & Fekete-Farkas, 2021; Tawiah, Zakari & Adedoyin, 2021). Singhal *et al.*, (2018) opine that there is limited evidence on green efforts that hotels are making in order to preserve the environment. Yet the Sustainable Brand Index (2018), advocates for a great need to effectively market sustainability of resources. Mbasera (2018) also opines that, green

practices are implemented at varied levels in hotels in Zimbabwe, indicating that there are some barriers and obstacles which hinder effective implementation of green initiatives. Lack of implementation of green tourism practices will result in the damage of the environment, the very elements on which tourism is dependent on (Palazzo *et al.* 2022). Furthermore, in order to meet the demands of the modern tourist, hotels are obliged to build their image in line with green practices. Using a mixed methods approach, this study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. This will assist the hotel sector to implement green tourism practices and minimise the negative impacts of the hotel sector on the environment.

1.4 RESEARCH OBJECTIVES

This study was guided by the following main and specific objectives:

1.4.1 Main objective

This study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe.

1.4.2 Specific objectives

Specifically, the study sought to:

1. Establish the current green tourism practices that are being implemented in the hotel sector in Zimbabwe.
2. Establish the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe.
3. Explore the mechanisms of implementing green tourism practices in the hotel sector in Zimbabwe.
4. Assess the challenges being faced in the implementation green tourism practices by the hotel sector in Zimbabwe.
5. Suggest strategies to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe.

1.5 RESEARCH QUESTIONS

This study was guided by the following main and specific questions:-

1.5.1 Main research question

The major question for this study is: How can green tourism practices be implemented in the hotel sector in Zimbabwe?

1.5.2 Specific research questions

1. What green tourism practices are being implemented by the hotel sector in Zimbabwe?
2. What are the reasons for preferred green tourism practices by the hotel sector in Zimbabwe?
3. What mechanisms are being used to implement green tourism practices in the hotel sector in Zimbabwe?
4. What challenges has the hotel sector in Zimbabwe faced in the implementation of green tourism practices?
5. What strategies can be suggested to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe?

1.6 RESEARCH ASSUMPTIONS

The researcher assumed that Zimbabwe's hotel sector has not fully adopted green tourism practices, as demonstrated by the minimal availability of data on this subject area. As a result, the researcher reasoned that it is essential to evaluate the methods that are being utilised by the hotel sector in Zimbabwe to put environmentally responsible practices into effect. The researcher made the presumption that all of the respondents would be truthful while providing the necessary information. In addition, the researcher made the assumption that the limitations of the study would be negligible, meaning that this would not have an impact on the results of the study.

1.7 SIGNIFICANCE OF THE STUDY

The results of this study help policymakers to design policies that can direct the hotel sector to put in place adequate infrastructure that empowers hotels to effectively implement and sustain green tourism practices. The development of a green tourism implementation framework that tourist organisations like the Zimbabwe Tourism Authority (ZTA) can utilise assist policy makers to enforce and enhance the implementation of green tourism practices. The green tourism implementation framework makes it possible for the hotel sector in

Zimbabwe to embrace green tourist practices and, in due time, to transition away from quality ratings based on stars and toward green certification. This study is helpful to Chinhoyi University of Technology and the School of Hospitality and Tourism as it adds to the existing literature about green tourism in Zimbabwe. There is a dearth of literature on green tourism practices in Zimbabwe, so the addition of this study to the existing literature is very important. Additionally, this study can serve as a source of secondary data for other academic researchers who are interested in conducting additional research that is analogous to or connected to this one. The author improved her research skills, methodologies, and data interpretation abilities as a result of her carrying out this research.

1.8 DELIMITATIONS OF THE STUDY

1.8.1 Geographic Delimitations

The research was conducted in Victoria Falls, Nyanga, Vumba, and Harare since these cities are home to the greatest number of three- to five-star hotels. These locations are also the sites of some of the most well-known tourist attractions in Zimbabwe, such as the Victoria Falls, the Vumba Mountains, the Domboshava caverns, the Mutarazi Falls, and the Nyanga National park. This makes the destinations to be popular and get a significant number of tourists each year (ZTA, 2017). In addition, Victoria Falls is the only location in Zimbabwe to have hotels that have been awarded the Green Certification making it an ideal case study for comparison with other destinations.

1.8.2 Conceptual Delimitations

Green tourism is a form of sustainable tourism. The focus of this study was on green tourism because it is anchored upon adoption of environmentally friendly practices which are directly related to the environment, which tourism is dependent on.

There are three types of environments namely natural environment, man-made environment, and social environment. This study focused on the natural environment. The areas of energy management, water consumption and waste management will be the focal points of the discussion on green tourism practices. These areas are concerned with minimising the impact that hotel operations have on the natural environment.

1.9 DEFINITION OF KEY TERMS

1.9.1 Hotel sector: enterprises that serve visitors, travellers, and residents with accommodations, food and beverages, leisure activities, conferences, entertainment, events, transit, and travel spaces (Ottenbacher *et al.*, 2009).

1.9.2 Implementation: to carry out; to complete; to fulfill; to assure the practical impact and real fulfillment of by taking specific measures (Khan, Timmings, Moore, Marquez, Pyka, Galina Gheihman & Straus, 2014).

1.9.3 Green: a good or service that is profitable for both the manufacturer and the end user without having a negative impact on the natural world (Furqan, Matsom & Hussin, 2010).

1.9.4 Green tourism: actions that are friendly to the environment in the tourism industry; being a tourist who is kind to the environment; and offering services that are friendly to the environment (Furqan *et al.*, 2010)

1.9.5 Green hotels: those properties which engage in a variety of environmentally- conscious initiatives (Green Hotels Association, 2018).

1.10 THE CONCEPTUAL FRAMEWORK

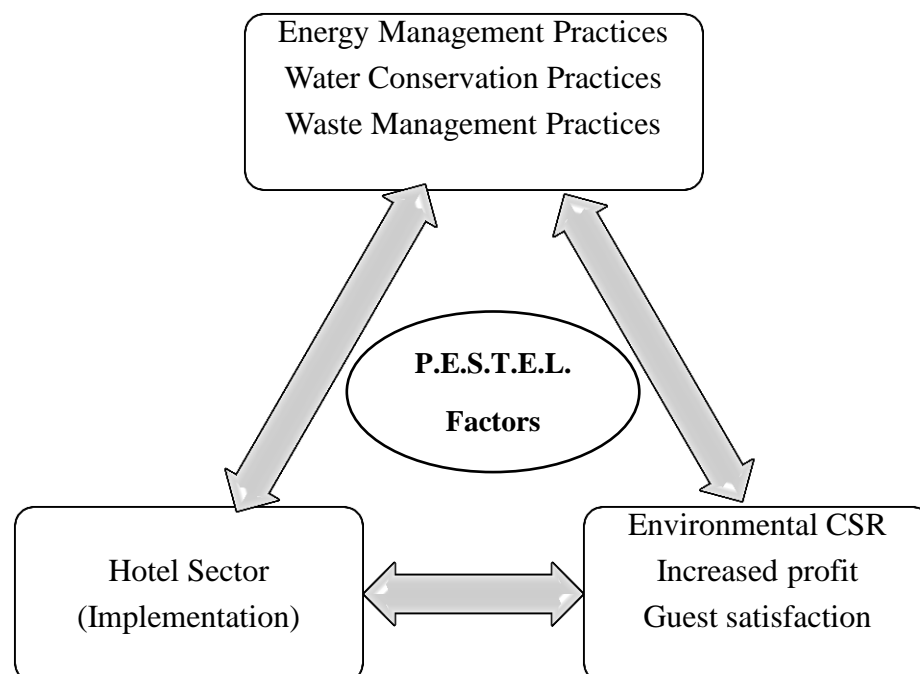


Figure 1.1: Conceptual Framework

Figure 1.1 shows the conceptual framework for the study. The researcher assumed that green tourism in the hotel sector in Zimbabwe is focused on energy management, water conservation and waste management. These practices are implemented in the hotel sector. The outcomes of green tourism practices are guest satisfaction, increase in profit and environmental CSR.

1.11 RESEARCH ORGANISATIONAL FRAMEWORK AND STUDY STRUCTURE

This research is structured as follows:

Chapter 1: The Problem and Its Setting

This is an introductory section which presents the background of the study leading to the research problem. The purpose of the study, the research objectives and the statement of the problem also presented. The chapter also presents the adopted research methodology, significance of the study as well as the limitations and delimitations of the study.

Chapter 2: Green tourism practices in the hotel sector

This chapter defines the research problem through literature review by defining green tourism as a key variable in the study.

Chapter 3: Environmental policy and policy implementation in the hospitality sector in Zimbabwe

Chapter Three focuses on policy issues and how policy affects the implementation of green tourism practices.

Chapter 4: Theoretical Framework

This chapter presents and discusses the theoretical framework adopted by the study.

Chapter 5: Research Methodology

This chapter outlines the research methodology used in this study. It explains the research design, research paradigm, population, and sample size. The data collection instruments and data collection procedure are highlighted in this chapter.

Chapter 6: Data Presentation and Data Analysis

Chapter Six of the study was for data presentation, analysis and discussion. Qualitative data was presented using thematic analysis. Quantitative data was presented using descriptive statistics and factor analysis.

Chapter 7: Implementation framework for green tourism practices for the hotel sector in Zimbabwe

The purpose of Chapter Seven is to present the implementation framework for green practices that was designed as a result of this study.

Chapter 8: Summary of the study, Summary of Findings, Conclusions, Recommendations and Implications of the Study

Chapter 8 outlines the summary of findings, conclusions from the study and recommendations of the study. The theoretical, practical and policy implications are also highlighted in this chapter.

The last section of the thesis presents the reference list. The APA sixth edition referencing style was adopted for presenting the list.

1.12 RESEARCH OUTPUT

One publication was drawn from this study by the time the dissertation was submitted for examination. The journal article (in press) is cited as follows:

Masviba, M., Zengeni, N. & Mwando, M. C. (2022). *An analysis of the factors driving the implementation of green tourism practices in Zimbabwe*. IOSR, Journal of Humanities and Social Science (IOSR-JHSS). (In Press). See Appendix 5.

1.13 CHAPTER SUMMARY

Chapter one gave an outline of the problem and its contextual setting. The background to the study highlighted the developments in the tourism industry which led to the problem being investigated. This chapter comprised of the statement of the problem, scope of the study, study assumptions, delimitations and limitations. The chapter also looked at the study objectives, the research questions to be answered by the study. The key terms were also defined and the research framework developed to guide the whole research process was also highlighted. The next chapter looks at literature review.

CHAPTER TWO

GREEN TOURISM PRACTICES IN THE HOTEL SECTOR

2.1 INTRODUCTION

Mechanisms for implementing green tourism practices in the hotel sector in Zimbabwe have not been fully explored. Very little literature exists on green tourism practices in Zimbabwe. In order to establish the status quo of green tourism practices in Zimbabwe, there is need to review literature from other scholars on green tourism practices. A literature review is a comprehensive summary of previous research on a particular phenomenon (Snyder, 2019). The literature review analyses scholarly articles, books and academic sources relevant to a particular topic of research. The review should enumerate, describe, summarise, objectively evaluate and clarify previous research. Reviewing literature helps to give the researcher a full understanding of the developments in the phenomenon under study. The literature review for this study was divided into two chapters. The first chapter (Chapter Two) focused on green tourism concept whilst the second chapter (Chapter Three) looked at environmental policies in Zimbabwe governing the hotel sector. This chapter reviewed literature on what tourism means, sustainable tourism, eco-tourism, green tourism concept and the link between tourism and the hotel sector. Furthermore, this chapter reviews literature on green hotels, demand for green hotels, as well as the challenges being faced in implementing green tourism practices. The next section addresses the conceptualisation of key terms used in this study.

2.2 CONCEPTUALISATION OF KEY TERMS

Tourism is defined as activities of people travelling to and staying in locations outside of their typical environment for a period of time that does not exceed one full year and for purposes that may include pleasure, business, or other reasons (United Nations, 2019). It is important to recognise that tourism may take place in a wide variety of settings, with participants engaging in a variety of activities and accumulating memories to look forward to or reflect upon (Muhanna, 2006).

The Green Diary (2019) defines "environment" as the outer frame, which includes all natural, biological, cultural, and historical elements, where human beings live with other creatures such as plants, birds, and animals in an integrated, homogenous, and balanced manner. The natural environment, the man-made environment, and the social environment are the three

components that make up the environmental system. The land, the climate, the plants, the water systems (seas, oceans, and groundwater), and the air atmosphere are the components that make up the natural environment. The term "man-made environment" refers to all of the human accomplishments that have been built inside natural environments, such as agricultural environments, metropolitan civilisations, dams, artificial lakes, and transportation networks (Green Diary, 2019). The social environment of a tourism destination refers to predominant political, economic, social, administrative, and cultural systems that are in place.

2.2.1 Sustainable tourism

In as much as this study focuses on green tourism, it is important to define sustainable tourism as the broad form of tourism under which green tourism falls. Sustainability was conceptualised in the 1980s when it became clear that enormous shifts in the global environment were occurring quickly and visibly, and that these shifts were being caused by human activity (Lane, 2017). The world as a whole also becomes increasingly conscious of the effects of human activities on global ecosystems (Muhanna, 2006). As a result of an increased awareness of the detrimental effects that tourism has on the natural environment, attempts have been undertaken to establish strategies for making tourism more sustainable. The past two decades have seen an increase in interest in the link between the growth of tourism and the condition of the environment (Erdogan & Tosun, 2009), which has led to the establishment of sustainable tourism.

According to the Brundtland report (1987), sustainable tourism is defined as development that satisfies the demands of the present without affecting the capacity of future generations to satisfy their own requirements. The concept of sustainable development first emerged in the 1970s (Lane, 2017). Sustainable tourism involves the appropriate utilisation and management of resources to meet economic, social, and cultural requirements while preserving social and cultural integrity, ecological processes, and biological variety for both the current generation and those who will come after them (Muhanna, 2006). Juganaru and Juganaru (2008) identify the following types of tourism as being sustainable: ecotourism, green tourism, soft tourism, rural tourism and agro-tourism, community tourism, solidarity and responsible tourism, all of which are in contrast to the conventional and mass forms of tourism.

To ensure common understanding, there is need to define green tourism as the key concept in the study. This section reflects on green tourism as a key concept in the study.

2.2.2 Green tourism

Green tourism is a term that can be applied to any form of tourism that either relates to the natural environment and cultural heritage of an area or that undertakes environmental management (or green) practice. Green tourism is also a term that can be applied to any form of tourism that helps protect the environment (Lee & Honda, 2016). Lee and Honda (2016)'s definition emphasizes two different facets in equal measure. First, there is a gap in the explanation about the natural environment and cultural legacy. The definition leaves one wondering what precisely "relates" implies, particularly in terms of the breadth of activities that may be done in the natural environment or the cultural heritage. This is especially true when thinking about the activities that can be done in the natural environment. Second, the definition cites the importance of practicing responsible environmental management as an important component. One may argue that the term "good" does not adequately describe how much of an effort is required of a tourist organisation in order for it to be considered a "green" organisation. Additionally, the adjective "green" is not defined, which contributes to the definition's hazy quality.

Yfantidou and Matarazzo (2017) define green tourism as tourism that operates under the control of local communities, provides employment, and maintains the economic benefits. The definition takes into account the economic perspective of green tourism, which is the creation of jobs as well as other economic advantages, in addition to the requirement that culture be preserved. On the other hand, there is no mention of the concept of protecting the environment at all. Furthermore, it is necessary to determine what aspects of the local culture need to be enhanced and how those aspects might be defined. Additionally, it is quite difficult to confirm and measure whether the local communities have control because there are times when both the control and the economic benefits escape from the local communities. This makes it quite difficult to confirm and measure whether the local communities have control.

According to Faulk (2000), a tourist model that is environmentally friendly, environmentally sensitive, ecologically compatible, or ecologically sound is what is referred to as green tourism. This definition takes into account the importance of preserving the natural environment. However, the term "environment" may have several meanings. Because there is a natural environment, a manmade environment, and a social environment, the question that has to be asked is which "environment" should be addressed. Moreover, it is necessary to

provide further clarification on the actions that must be taken in order for a location to be referred to as "environmentally sensitive."

According to Gracia and Dodds (2008), "green tourism" refers to travel that is both environmentally responsible and takes place in locations where the effects of climate change are kept to a minimum. The overarching goal of green tourism is to respect and preserve natural resources while also tailoring activities to the conditions of areas with fragile ecosystems. However, despite the fact that this definition by Gracia and Dodds (2008) places a strong emphasis on the necessity of being sustainable and minimising negative effects, one may argue that it is impossible to assess sustainability. In addition, the term draws attention to the problem of "fragile resources," which is a concept that requires more elaboration.

The term "green tourism" refers to vacations spent in areas where the native plant and animal life as well as the cultural history of the region are the major draws for visitors (Furqan *et al.*, 2010). This definition is lacking the most essential component of green tourism, which is the conservation of the natural environment. It brings attention to the problem of travelling but pays little attention to the issue of preserving these major attractions. There is no reference in the definition of whether the party providing the service (tourism organisations) or the travellers themselves should be involved in the process of safeguarding the environment.

According to Dodds and Joppe (2001), the notion of green tourism is defined as the total of environmental responsibility, the economic viability of the local community, cultural diversity, and experiential richness. When it comes to elaborating on the notion of "green tourism," this definition provides a lot of specifics. It recognises the importance of all natural and social surroundings, as well as the necessity of providing tourists with life-changing experiences as a result of their participation in ecotourism. On the other hand, it can be challenging to assess how "green" an organisation truly is.

As a result of the absence of a single definition that is widely acknowledged for the notion of green tourism, the definitions of "green tourism" that were examined above are rather distinct from one another. According to Hassan and Nezakati (2014), there is not one single, definitive term that can be used to describe green tourism. Hassan and Nezakati (2014) posit that the term "green tourism" is used to represent ecologically friendly tourism; however, the term can also have other meanings and foci depending on the context. Although the majority of these definitions agree that the primary objective of green tourism is to reduce the negative effects that tourism has on natural environments, different academics appear to have different

ideas on the other components that are included in green tourism. Also, when discussing green tourism, it is necessary to provide a precise definition of the word "environment." Some definitions have a tendency to neglect the environment that has been created by humans as well as the social environment, which is comprised of a destination's economic, social, political, and cultural surroundings. The definition of green tourism proposed by Dodds and Joppe (2001) will be used for the purposes of this research since it recognises the primary objective of green tourism, which is to reduce the amount of negative impact that tourism activities have on their surrounding natural environment. Additionally, it encourages the participation of visitors as well as members of the local community in the process of environmental protection.

2.2.3 Ecotourism

It is important to clarify the difference between green tourism and eco-tourism. Whilst green tourism and eco-tourism are closely related, they are different. Lee and Honda (2016) assert that ecotourism, also known as green tourism, entails individuals travelling to endangered habitats or regions where the ecosystem is extremely fragile, educating the locals about the local ecology, and proposing ideas on to how the environment might be better protected. According to Lane (2017), green tourism and ecotourism are forms of sustainable tourism and do not mean the same. The International Ecotourism Society (TIES) (2015), describes ecotourism as ethical travel to natural regions that protect the environment and support the well-being of the local people. TIES (2015) alludes that ecotourism is aimed at the protection and maintenance of the natural environment. When engaging in ecotourism, travellers are expected to behave in a manner that is considerate of both the natural and social environments of the destination they are visiting. The idea of ecotourism is more concerned with the activities that tourists engage in rather than with the question of whether or not they are staying in environmentally responsible hotels (Turner, 2019).

2.3 EVOLUTION OF GREEN TOURISM

Developments in terms of green tourism have been made since its conception. Green tourism was introduced after the inaugural United Nations Conference on the Human Environment which took place in Stockholm in 1972 (Niedziółka, 2012). The Human Environment Effect Plan was put into motion as a result of the Stockholm Conference, which led to the commissioning of the World Conservation Strategy as a step to put into action the human

environmental action plan. The World Tourism Conference was then held in Manila in 1980 in order to clarify the real nature of tourism in all of its aspects and the role tourism plays in a dynamic and vastly changing world (Lane, 2017). The Manila Declaration considered the responsibility of states for the development and enhancement of tourism in present-day societies as more than a purely economic activity of nations and peoples. The World Tourism Conference was then held in order to clarify the real nature of tourism in all of its aspects and the role tourism plays in a dynamic and vastly changing world (United Nations World Tourism Organisation (UNWTO), 2019). The Brundtland Report, also known as the "Our Common Future" report, was published in 1987 by the World Commission on Environment and Development (WCED), often known as the Brundtland Commission. This report was the next significant step on the road to sustainability (UNWTO, 2019).

In 1992, Rio de Janeiro hosted the Earth Summit, also known as the Conference on Environment and Development. This event took place five years after the Brundtland Report. The conference produced a significant contribution to the field of sustainable development in the shape of a comprehensive action plan known as Agenda 21 (Lane, 2017). Despite the fact that the tourist sector was not addressed in either the Brundtland Report or the Agenda 21 strategy, the suggestions made in both of these documents have had a significant impact on the planning and growth of the tourism industry (Holloway, 2009). The Rio Declaration is a declaration that was issued as a result of the Conference on Environment and Development. It contains twenty-seven principles that define the rights and obligations of states in terms of sustainable development (UNWTO, 2019).

The International Hotel Environment Initiative (IHEI) was established in 1992 by the hotel sector with the goal of mitigating the negative effects that guests have on the environment. In 1992, the advocacy organisation Tourism Concern, which is located in the United Kingdom, drafted its very own set of rules and started aggressively, lobbying the business sector to take into account the necessity of sustainable planning (Niedziółka, 2012). According to Niedziółka (2012), the guidelines developed by Tourism Concern included the following: maintaining diversity, reducing overconsumption and waste, supporting local economies, involving local economies, consulting stakeholders and the public, training staff, marketing tourism responsibly, and conducting research. By adhering to these rules, hotels were able to strike a better balance between social and environmental factors (Holloway, 2009). It is also important to highlight the Kyoto Protocol, which was signed in 1997. The Kyoto Protocol was created with the intention of lowering greenhouse effects by imposing restrictions on

emissions of carbon dioxide. Travel was at the forefront due to the fact that it is a major contributor to carbon dioxide emissions because of the use of fossil fuels that is required to transport guests from their homes to their vacation destinations (UNWTO, 2019).

The twenty-first century witnessed an increase in interest in the concept of environmentally responsible tourism. The United Nations Environment Programme (UNEP) was the organisation that was responsible for launching the Initiative for Sustainable Tourism, which was directed toward tour operators. United Nations recognised 2002 as the "International Year of Ecotourism." The city of Johannesburg hosted the World Summit on Sustainable Development, which was sometimes referred to as "Rio+10" (UNWTO, 2019). At Rio+10, the importance of sustainable development in the tourism industry was highlighted for the very first time. In addition, in 2002 the World Summit on Ecotourism in was hosted in Quebec. The First International Conference on Climate Change and Tourism was conducted in Djerba in 2003, as stated by the UNWTO (2019). This conference was planned and hosted by the World Tourism Organisation with the intention of shedding light on the interconnected issues of tourism and climate change. All governments that were concerned with the role that tourism played in achieving sustainable development were strongly encouraged to sign any and all relevant intergovernmental and multilateral agreements, particularly the Kyoto Protocol. This was done in order to stop the effects of the tourism phenomenon from becoming more widespread (Lane, 2017).

In 2007, the city of Davos, which is located in Switzerland, hosted the Second International Conference on Climate Change and Tourism (UNWTO, 2019). The Conference came to the conclusion that climate is an important resource for the tourism industry, and that the industry is extremely vulnerable to the negative effects of climate change and global warming. As a result, there was an immediate need for the implementation of a variety of regulations that promoted truly sustainable tourism and reflected the "quadruple bottom line" of environmental, social, economic, and climatic responsiveness (UNWTO, 2019). Organisations such as the UNWTO and the WTTC are examples of those that have come into existence (Lane, 2017). These organisations have made significant contributions to the ideas of sustainable development, which seek to minimise the harm that is caused to the environment, animals, and local inhabitants as a result of tourism and industry (Niedziółka, 2012). These organisations, in conjunction with the Earth Council, are working to persuade the tourism sector to play a more active role in the protection of the natural environment.

2.4 THE LINK BETWEEN TOURISM AND THE HOTEL SECTOR

The fact that the study is focusing on the hotel sector makes it important to unpack the link between tourism and the hotel sector. Hospitality and tourism are inextricably linked to one another. Hospitality is essential in the travel and tourism industry because once visitors arrive at their location, they need to have their needs fulfilled and attended to immediately (Ottenbacher *et al.* (2009). According to Pizam (2009), the hospitality industry is made up of establishments that offer lodging, food and drinks, meetings, and entertainment to visitors, travellers, and local inhabitants. Hotels, which are the most common kind of lodging, play an important part in the hospitality industry, and they have a considerable influence on the economy, the environment, and society (Singhal *et al.*, 2018). According to Kong (2014), the hotel business serves as the primary provider of services for the tourism industry. Hotels and the hospitality sector as a whole are among the most essential super-structural components of a tourism destination; in fact, without these components, no destination could possibly be competitive. Without hotels, Ottenbacher *et al.* (2009) argue that tourist locations would either be passed over by tourists or would be seen as places to visit for a single day only.

Hotel operations, an essential part of the hospitality business, are characterised by a vast variety of activities that have a substantial influence on the resources of the entire world (De Freitas, 2018; Singhal *et al.*, 2018; Fadhil, 2015). Hotels stand out due to their high water consumption and enormous waste output (Bohadanowicz, Zientara & Novotna, 2011). In addition, the heating, ventilation, air conditioning, and laundry services that hotels provide to their clients are major contributors to the rise in the amount of demand placed on the available supply of energy (Sharma, Yadav & Sharma, 2018). In addition, the development of hotels frequently has a detrimental effect on the environment, as it frequently results in the destruction of wetlands and other important habitats for the maintenance of genetic variety, which in turn leads to the extinction of many species (Gossling, 2011).

2.6 GREEN TOURISM PRACTICES BEING IMPLEMENTED IN HOTELS

Many attempts are being made in hotels to implement the most effective green tourism practices without compromising the level of comfort provided to guests. As a result, these hotels have made an effort to reduce the amount of energy that is used by their guests during their stay by implementing relatively insignificant changes, such as reusing linens and towels (Hall & Page, 2009; Timothy & Teye, 2009). The administration of the hotel is able to tackle

the environmental concerns that are connected to its commercial operations because to the hotel's eco-friendly policies (Mbasera, Du Plessis, Saayman, & Kruger, 2016). The increased demand for energy and water that results from attempts to make visitors more comfortable is one of the issues that green practices attempt to solve (Mbasera *et al.*, 2016; Fadhil, 2015; Fukey & Issac, 2014; Kasavana, 2008). There is a wide spectrum of green practices in hotels, ranging from the straightforward to the inventive (Kasavana, 2008). Below are some of the mechanisms that hotels around the world are implementing:

2.6.1 Respect

It is essential to show sufficient respect for oneself, other people, property, as well as the natural, physical, cultural, social, and economic environment, as well as the delicate ecology that exists on this planet (Follett, 2015). Hotel owners and managers should show their commitment to the environment by conducting their operations in a manner that is respectful of the natural environment and the community in which they are located. A hotel that is committed to sustainability will respect the natural environment in both social and environmental considerations. This entails not causing any harm to the natural environment and showing respect for the traditions of the people who live there (Tawiah *et al.* 2021) In addition, hotels should adhere to the guidelines for bioclimatic building, which aim to cut down on the amount of energy that is consumed by heating and cooling systems as much as possible (Kasavana, 2008).

2.6.2 Refuse

According to Follett (2015), there is a compelling reason to reject or oppose the concept of utilising anything that has the potential to bring harm to oneself, to another person, or to the ecosystem. Products sold by hotels should not be used if they have been misrepresented or do not have the appropriate certifications. According to Turner (2019), the phrase "green hotel" has gained a negative connotation over the years as a direct result of the widespread practice of green washing. Some green hotels make the claim that they are green only because they post notices encouraging guests to reuse their linens. While this does assist, it is merely the beginning of the iceberg (Turner, 2019). The majority of lodging establishments and sightseeing excursions that truly engage in environmentally responsible measures disclose such policies on their own websites. In addition to this, eco-friendly hotels are typically recognised by reputable organisations (Furqan *et al.*, 2010).

2.6.3 Reduce

Hotels are known to consume a lot of energy in their operations, therefore there is need to engage in some initiatives that can reduce the waste of resources such as energy. Fukey and Issac (2014) propound that around sixty percent of the time, hotel guestrooms are left empty. This indicates that a hotel is able to control the high temperature and lighting of a guestroom and manage the amount of energy that is being consumed during that period without compromising the comfort of the guest. The Green Diary (2019) asserts that the second most significant contributor to a hotel's overall energy bill is its lighting system, which also happens to be one of the most straightforward and cost-effective places to cut expenditures. According to Fukey and Issac (2014), the fluorescent bulbs recommended by the Save Energy Alliance provide four times as much light per watt as incandescent lamps, and they can last anywhere from eight to ten times longer. If a solid glowing light is utilised in place of an incandescent light and is left on continuously for twelve months, all eight thousand seven hundred and sixty hours of the year, the solid glowing light will pay for itself in a period of time that is less than one year.

In addition, hotels may adopt the ‘reduce’ strategy by decreasing their waste. This can be done by donating their used furniture to charitable organisations or selling their pre-owned pieces of equipment (DeFreitas, 2018). While some hotels have opted to replace their bathroom amenities with refillable dispensers, others have found a new use for the miniature amenity containers by donating them to homeless shelters and other charitable organisations (Brunsmith, Choy, Chong & Verma, 2015). In addition, a hotel can cut down on its waste by purchasing food items and cleaning chemicals in bulk containers, as well as providing soap and other guest amenities like hand sanitisers in dispensers rather than individually wrapped

products, and by reducing the amount of packaging used for these products (Fukey & Issac,



2014).

Figure 2.1: Refillable dispensers for hotel bathroom amenities

Source: www.TripAdvisor.com (2019)

In order to cut down on the amount of water that is wasted in hotels, techniques such as aerating, depressurising, and recycling water can be adopted, as mentioned by Bruns-smith *et al.* (2015). The installation of new, more water-efficient appliances in hotels is one of the most common strategies for lowering the amount of water used by hotels. In addition to this, it has been discovered that water-saving notices placed in restrooms to urge consumers to control the amount of water they use are effective in saving water (Bruns-smith *et al.*, 2015). Hotels are taking steps to reduce the amount of water that is wasted by implementing practices such as the installation of low-flow fixtures, the detection and repair of drips and leaks in guest rooms, and the use of water-saving devices such as diverter valves (Hsieh, 2012).

2.6.4 Reuse

Reusing is the concept of reclaiming a product that has already been used so that it does not get so worn out that it cannot be used again (Follett, 2015). According to Singhal *et al.*, (2018), recreational facilities of luxury hotels, in particular swimming pools, spas, and watering of golf courses, are responsible for a significant amount of water use. Guestrooms, kitchens, restaurants, laundries and gardens create enormous quantities of wastewater (Green Diary, 2019). Hotels make use of water for a variety of functions, including sanitation, recreation, cleaning, cooking, drinking, and HVAC (heating, ventilation, and air conditioning) systems. After it has been used, the contaminated water is discharged into the

environment, which causes water bodies to become polluted and causes damage to the ecosystem (Fukey & Issac, 2014). Bruns-smith *et al.* (2015) propose that it is possible to persuade visitors to reuse towels, or request that their bed linens not be changed every single day. Such practices will result in significant amounts of water, energy and detergents being saved, and the useful life of the material can be extended (Fukey & Issac, 2014). However, according to Yi *et al.* (2018), the topic of reusing linen is extremely controversial since some visitors have the perception that they are being treated unfairly. These hotel visitors have the misconception that daily linen changes are included in the services they pay for at the hotel. The luxury that people anticipate to find in hotels is that the linen in their rooms will be changed on a daily basis, and if this service is not provided to them, it may become a source of dissatisfaction for them (Yi *et al.*, 2018).



Figure 2.2: Notice to guests to re-use linen and towels

Source: www.Dreamstime.com

2.6.5 Renew

According to Follett (2015), the term "renewing" refers to the process of mending, rebuilding, and reconstructing products that have been utilised in the past so that they might have or

serve a meaningful function again. Kitchen appliances, sound equipment, furnishings, and washing machines that are used in hotels are all considered to be durable items. Both the manufacturing and disposal of these goods have significant negative effects on the surrounding ecosystem. According to Legan and Helena (2019), if a piece of machinery can be used properly after being repaired, then it should be put to use rather than being discarded in favour of a brand-new model. If this ‘renew’ strategy is used by hotels, the waste that is produced by the hotel business is cut down by a large amount.

2.6.6 Recycle

The process of recycling entails recovering materials after they have served their useful function, so that they can be repurposed into something else in the future (Follett, 2015). This helps to lessen the requirement for raw materials as well as the amount of energy that is expended while making new items. According to the Green Diary (2019), waste may be roughly categorised into three primary kinds based on their physical states: liquid, solid, and gaseous waste. It is possible to dispose of liquid waste through sewage networks or by letting it seep into the ground water. However, hazardous waste requires more stringent environmental restrictions because of its potential to cause damage to the environment (Amasuomo & Baird, 2016). The hotel business has a significant challenge in the form of solid waste (De Freitas, 2018; Mbasera, 2018; Yi *et al.*, 2018). On average, each hotel visitor generates one kilogram of solid waste each day, which adds up to thousands of tonnes of rubbish yearly (Fadhil, 2015).

Recycling is a common practice in the hotel sector (Bruns-smith *et al.*, 2015; Mbasera & Mutana, 2014; Kasavana, 2008) for the purpose of waste management. This is due to the fact that many recycling technologies have a relatively quick payback time and can result in large cost savings (Fukey & Issac, 2014). In today's hotel environment, there is a strong emphasis placed on the recycling of various materials. The amount of waste created by hotels and other accommodation establishments typically includes a significant amount of discarded food. The build-up of food waste is caused by factors such as over table crumbs, preparation, cooking losses, and packing errors (Mbasera & Mutana, 2014). As a kind of recycling, hotels are beginning to compost the organic waste produced in their kitchens. Organic gardens make use of this compost. The problem of customers who are health concerned and prefer organically farmed food may be solved by offering organic food options. When compared to the high cost of purchasing organic food, the provision of organic food by the hotel results in

a cost savings for the business (Kasavana, 2008). Since garbage that cannot be composted is disposed of at least once per day in the hotel kitchen, it is possible for the kitchen to maintain a high level of hygiene.

2.6.7 Responsibility

Hotels ought to be held morally and legally responsible for their actions on the environment (Follett, 2015). The use of renewable energy technology is something that hotels can do to take responsibility for their negative impacts on the environment. Biogas, combined heat and power systems (CHP), geo thermal systems, green power, micro-hydropower, solar photovoltaic systems, solar water heating, and wind energy systems are all examples of renewable energy sources (Daly, Glassmire, Langham, and Paddon, 2010) that hotels can use. Solar panels have the potential to provide around twenty-five percent of the energy that is required for a hotel to remain operational. Hotels in areas with access to natural gas have the option of switching from using electricity to natural gas as a source of energy for their laundry and catering operations (Filimonau, Dickinson, Robbins & Huijbregts, 2011). This estimation is founded on the discoveries that housekeeping and catering account for thirty to forty percent of the total energy usage of hotels (Bruns-smith *et al.*, 2015).



Figure 2.3: Solar panels on the roof top of Princess Hotel

Source: www.alamy.com (2011)

A heat recovery unit is a recent innovation. The heat recovery unit in the laundry room is able to collect heat from the previous water cycle, store it, and then transfer it to the clean water that will be utilised in the subsequent cycle. These alternatives are generating innovative approaches to reduce energy consumption, but they do not alter the fundamental steps of the laundry-processing routine (Yi *et al.*, 2018).

Green buildings have the potential to attain improved performance in a variety of ways, including thermal comfort (primarily temperature and humidity), acoustics, lighting, and indoor air quality (Zhang *et al.*, 2017; Han *et al.*, 2011). Optimising building designs to make the most of available natural resources is one of the green building practices that is often implemented to improve the quality of the interior environment. This may be accomplished by enhancing natural ventilation, maximising the use of daylight, and bolstering the insulation of the walls. To better the quality of the surrounding environment, it is possible to put into practice more efficient mechanical systems, such as upgrading air-conditioning and installing air purifiers (Zhu, Lin & Yuan, 2010).

2.6.8 Rethink

The mentality of hotels needs to be altered so that they do not engage in harmful operations, which might endanger the health of their guests or the environment. Follett, (2015) say businesses in the hotel sector and governments throughout the world as a whole need to adjust their way of thinking to prioritise sustainability. Mandatory green tourism laws should be enforced by governments in order to guarantee that every hotel is doing its part to contribute to sustainability (Njerekai, 2019). The rethink method may be practiced by purchasing products with the least amount of packaging feasible. In addition, environmentally conscious hotels should think about purchasing goods in big quantities or in huge boxes rather than in individually packaged units. This will result in less waste, as will the purchase of goods that are not disposable.

Eco-friendly hotels should also reconsider the suppliers from which they acquire their supplies. Hotels have the option of purchasing fresh and native food that is farmed in their local area rather than importing it from other cities or countries (Kasavana, 2008). This ensures that the guests are served food of a high standard while also contributing to the hotel's efforts to be environmentally responsible. These practices will lower the amount of air pollution caused by the carbon emissions produced during the transportation of the products because they are purchased locally. Additionally, supporting local businesses helps the economy in the area by lowering the amount of money that is lost through economic leakage in hotels (Mbasera *et al.*, 2016).

2.6.9 Replant

The process of replanting involves re-establishing plant life in areas of land and rivers where it has previously been removed with the purpose of stopping environmental deterioration or deforestation. According to Green Diary (2019), hotels are able to participate in reforestation efforts by incorporating room for growing of plants into the architecture of their buildings. For instance, hotels can utilise trees and bushes to provide a windbreak around the hotel or shade from the intense sunshine. In comparison to fences, hedges and hedgerows are preferable because they offer birds and other animals with a habitat, a wildlife corridor, and a source of food (Legan & Helena, 2019).

2.6.10 Restore

Restoring means bringing broken systems back to their initial state or improving their condition beyond what was previously documented in order to guarantee that they are able to recover, develop, and flourish without additional interference (Follet, 2015). Hotels have the ability to make measures to prevent having detrimental effects on biodiversity and the livelihoods that are linked with it during the siting, design, and building processes. According to Johnston (2015), hotels should not be established in the areas that contain the highest levels of biodiversity value. Hotels must ensure that their development has minimum impact on the environment, restore damaged ecosystems and biodiversity, and invest in additional conservation actions (Green Diary, 2019).

2.7 GREEN HOTELS

There are several definitions of the term green hotel. However, according to Harris and Crane (2002), there is no one definition of what constitutes a "green hotel" that is acceptable. Lesourd and Schilizzi (2002) posit that despite the fact that the term "going green" can be understood in a number of different ways, the phrase is most commonly used to refer to the efforts made by individuals, businesses, and governments to protect the quality of life and ensure that it will continue in the future by preserving natural resources and minimising pollution. Green can also be referred to as eco-friendly, sustainable, environmentally friendly, or pro-environmental (Young, Hwang, McDonald & Oates, 2009). According to De Freitas (2018), a green firm is a company that makes the conscious decision to factor environmental and sustainable development concerns into its business plan as well as its day-to-day operations.

The hotel sector is in a prime position to make a significant contribution to the worldwide effort to reduce greenhouse gas emissions and save money on energy costs. As a result of this, green hotels have begun to appear. These hotels may be identified by their adoption of green design and eco-friendly operations, such as the conservation of energy and water, the purchase of eco-friendly items, and the reduction of pollution emissions (Barber, 2014; Han, Hsu, Lee & Sheu, 2011). One may say that a good or service is environmentally friendly if it is useful to both the producer and the user without being harmful to the environment (Furqan *et al.*, 2010). According to the Green Hotels Association (GHA) (2018), a green hotel is a lodging establishment that engages in a variety of environmentally conscious activities, such

as conserving water and energy, cutting waste, recycling and reusing materials, and so on, in order to help preserve the natural environment. The term "green hotel" can be used interchangeably with "an environment friendly hotel," "an eco-friendly hotel," or "a sustainable hotel" (GHA, 2018). The term "green hotel" refers to an environmentally sensitive hotel that operates its business in a manner that minimises the deterioration of the environment (Iwanowski & Rushmore, 2003).

According to Lanjewar (2015), the phrase green hotels refers to establishments that make an effort to be less harmful to the environment by maximising their efficiency and reducing the amount of energy, water, and materials they use while maintaining high standards of service. Efficiency in the use of energy, recycling, water conservation, and actions that reduce pollution in the air are the particular focuses of "green" hotels (Bohdanowicz, 2006). There is a wide variety of environmentally conscious methods being used in the hospitality business. Green practices can include a wide variety of actions, ranging from the prevention of pollution to awareness campaigns aimed at various stakeholders regarding these activities (Zengeni, Zengeni & Muzambi, 2013). According to the findings Zengeni *et al.* (2013), green practices are defined as those actions taken by a hotel that contribute to the protection of the natural environment.

According to the Intercontinental Hotels Group (IHG), in 2008, the IHG opened the first green hotel, which was also the world's first hotel that was environmentally friendly. This hotel was located in the United Kingdom. The hotel was known as the Innovation hotel, and it featured environmentally friendly initiatives. Amongst these green initiatives was giving away non-perishable food to charities, using solar panels on rooftops, a rainwater harvesting system to supply water to toilets, using wind power to generate electricity for the hotel, recycled glass windows, furniture and fixtures made entirely from recycled materials, and using household waste to provide heat and water (IHG, 2015). IHG was also the first hotel chain to present a set of environmentally friendly recommendations to the hospitality industry in the year 1991. IHG was the first solar-powered hotel and it featured the most cutting-edge technology in terms of water and energy conservation as well as recycling (Intercontinental Hotels Group, 2015). IHG Green Engage System is an online sustainability initiative that is practiced by the InterContinental Hotels Group (IHG). This program enables hotels to track, measure, and report on their carbon footprint as well as utility usage such as trash and water. A typical hotel can save up to twenty-five percent of its annual energy costs by implementing this system's recommendations. The Green Engage System was responsible for a reduction of

4.2 percent of water waste and a reduction of 3 percent of the carbon footprint between 2013 and 2014 (GHA, 2018).

2.8 IMPORTANCE OF GREEN HOTELS TO THE CUSTOMER

Rahman and Reynolds (2016) found that the consumer, who is typically seen as the most important stakeholder in encouraging hotels to be environmentally friendly, is one of the primary drivers of becoming green. Green tourism is becoming increasingly popular as more people are becoming aware of the impact that their vacations have on the environment. As more customers become aware of the gravity of environmental issues, the choices made by consumers are becoming more environmentally conscious as they make purchases of environmentally friendly goods and services (Han, Hsu & Sheu, 2010). The demand from customers has been a crucial factor in the development of hotels' environmentally conscious policies and procedures. According to Pulido-Fernández, Cárdenas-Garca, and Espinosa-Pulido (2019), there has been a growing concern for sustainability and green products among consumers all over the world. Additionally, there has been a growing concern among tourists to demand green services and practices in the hospitality industry. In order to keep their customers happy, hotels are required to work toward cultivating a reputation as a "green hotel" by adhering to sustainable business practices. A study that was conducted by Hussain, Al-Aomar, and Melhem (2019) found that 62 percent of travellers are concerned about the environment when deciding whether or not to stay at a hotel; nearly 87 percent of guests are aware of the importance of eco-friendly hotel; 80 percent of guests consider themselves to be eco-conscious customers; and 30 percent of these guests are willing to pay more for environmentally responsible hotels. According to Pulido-Fernández *et al.* (2019), this is putting even greater pressure on hotels to become environmentally friendly and safe for the environment and the ecosystem.

There is growing strain on the environment, which is putting hotels and authorities under greater pressure to adopt measures that are environmentally beneficial (Robin, Pedroche & Astorga, 2017). The use of water and energy, as well waste generation, must now be carried out in a manner that is both responsible and environmentally conscious in hotels (Zhang, Wu, Liu & Zhang, 2017). Because of the increased emphasis placed on environmentally responsible business practices, the hospitality sector has been pressured to make adjustments to the services it provides in order to fulfill the evolving requirements of its patrons. According to Rani and Rashi (2014), in order for hotel managers to avoid the possibility of

green washing, (the practice of being misled by deceptive or misleading environmental marketing claims), they should select a green certification body that is impartial and makes use of an evaluation procedure that is open and transparent. To satisfy the ever-increasing demand for environmentally friendly goods and services, hotels are devoting significant resources to the research, development, and marketing of eco-friendly products. Many hotels are becoming more environmentally friendly in order to satisfy the desires of their customers for a lifestyle that is both healthier and more environmentally conscious (Tawiah *et al.* (2021).

2.9 EFFECTIVE IMPLEMENTATION OF GREEN PRACTICES

In spite of the fact that environmentally friendly business practices are unavoidable in the hospitality sector and should be welcomed, the guest room is a challenging site to implement changes since it needs the visitor to have faith in what the hotel wants to achieve (DeFreitas, 2018). If a guest requests fresh linen every day, the hotel will almost certainly comply with their request in an effort to keep them satisfied (Bruns-Smith *et al.* 2015). There are many different steps that may be used to simplify the guests' involvement in the implementation of green practices. Efficient communication techniques must be established to convey a green hotel's environmental actions to its staff members, guests, and other essential audiences (Bruns-smith *et al.*, 2015; Kasavana, 2008).

Education on the environment is crucial not just inside the organisation (managers, staff, and visitors), but also throughout the community as a whole (Green Diary, 2019). Information on environmental issues must be made accessible to the community through mediums such as television and radio news programs, articles published in newspapers and magazines, and brochures that can be found in the libraries located within the hotel. It is up to the visitor to determine whether or not they would like to take part in the hotel's "Going Green" program (Yi *et al.*, 2018).

2.10 BEST GREEN HOTELS

This section seeks to review some of the best green hotels in the world. These hotels are well known and recognised for incorporating green practices within their daily operations. These hotels can be used as a benchmark by hotels in Zimbabwe in the implementation of green tourism practices.

2.10.1 Hotel Verde, South Africa

Hotel Verde, South Africa located in Cape Town, boasts many eco-friendly features including a roof with solar panels (*see* Figure 2.4), a plant room, an eco-pool and energy-efficient LED lights. The hotel has grey water plant filters and sterilises used bath and shower water through the use of UV light before re-using it to flush toilets. The wind turbines (*see* Figure 2.4) which produce renewable energy for the hotel are key in promoting the hotel's philosophy about solutions to the world's energy problems (Hauter, 2014).

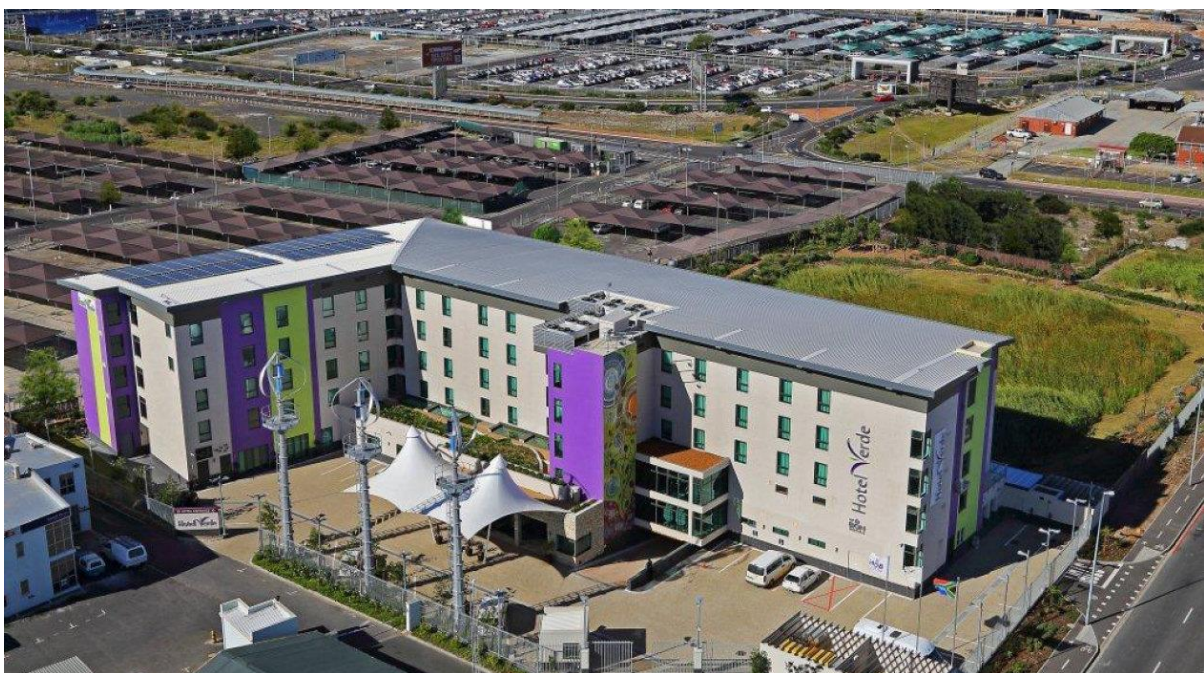


Figure 2.4: Hotel Verde in Cape Town

Source: <https://www.ledlightforyou.com.cn/> (n.d)

2.10.2 The Finca Rosa Blanca Coffee Plantation Resort

One of the most prominent examples of green hotels is Costa Rica's Finca Rosa Blanca Coffee Plantation Resort. The Finca Rosa Blanca Coffee Plantation Resort has a perfect score of one hundred percent and is located perched on top of a lush cliff on a coffee plantation. It is also a member of the Sustainable Tourism Certificate program with the highest grade (Hauter, 2014). The resort's subsurface electrical systems do not interact with the local fauna in any way, bamboo is used to make the linens, and only organic veggies are served at the restaurant. Their commitment to education and community improvement demonstrates their

awareness of the importance of social responsibility in achieving their sustainability objectives.



Figure 2.5: A plant room at The Finca Rosa Blanca Coffee Plantation Resort

Source: <https://www.bookings.com/> (2020)

2.10.3 The Six Senses Con Dao

The Six Senses Con Dao, which is located in Vietnam, is a green hotel that has been recognised by National Geographic Travellers as being among the best eco-friendly hotels in the world (Khan, 2019). The hotel is committed to the preservation of local communities and ecosystems, and it organises volunteer opportunities for its visitors, such as providing food for the local wildlife and assisting with beach clean-ups. The hotel has made a commitment to reduce its negative impact on the environment and the amount of carbon dioxide that is produced as a result of the operations. According to Khan (2019), the national park provides protection for endangered wildlife like as dugongs and sea turtles, and visitors are urged to grow sea grass in order to assist these aquatic creatures in obtaining a food source. The Six Senses Con Dao Hotel was developed and intended to bring in fresh air from its natural surroundings, and this air is allowed to circulate freely throughout the hotel's guestrooms, including each individual room. Because of this, there is less of a requirement for air conditioning because the ocean breeze already provides a natural cooling effect (Hauter, 2014). The resort even has its very own method for producing Crystal Water. Because the drinking water is packaged in glass bottles that can be reused, the production process prevents the disposal of ten thousand plastic bottles every single month. In addition, solar panels have been placed at Six Senses Con Dao in order to supply an alternative source of

power that can be utilised to heat the water. In addition, the hotel makes use of recycled water for the cultivation of its organic garden (Khan, 2019).

2.10.4 The Jumeirah Vittaveli



Figure 2.6: The Jumeirah Vittaveli Hotel Resort

Source: <https://www.lubinutavel.com/> (2019)

A luxurious vacation with minimal impact on the environment can be enjoyed at the Jumeirah Vittaveli Hotel Resort in the Maldives. This resort has the balance between the luxury and sustainability. The Green Globe Certification certified Jumeirah Vittaveli (Khan, 2019). The Jumeirah Vittaveli implements a number of environmentally friendly practices, such as upgrading to LED light bulbs (which may save up to seventy-five additional kilowatt hours of power on a daily basis) and heating the pools using generators that work on heat recovery systems.

2.10.5 The Hix Island House

The Hix Island House is a magnificent hillside eco-retreat that was constructed in the year 2000 as part of the Green Hotel chain in Puerto Rico. Because it is perched on top of a hill, guests may take advantage of the steady flow of fresh air. The layout of the hotel was designed to take use of natural ventilation as much as possible in order to reduce the amount

of energy that was wasted and make the most of the available natural resources (Khan, 2019). This eco-hotel was also constructed to withstand the effects of natural disasters, such as earthquakes, hurricanes, and fires. The solar power technology is incorporated into each of the hotel apartments, and the apartments are also intended to collect rainwater, which is then heated by the sun across the entire property in order to supply guests with environmentally friendly hot water. After that, the grey water is utilised for the purpose of irrigating the bananas, papayas, and guavas that are farmed in the surrounding area (Khan, 2019).



Figure 2.7: The Hix Island House

Source: <https://www.dezeen.com/> (2016)

2.10.6 Alila Villas Soori Bali

Alila Villas EarthCheck International Environmental Standards were adhered to in both the development and ownership of the resort complex known as Soori Bali, which is located in Indonesia. The resort places an emphasis on emerging ideas such as cultural sustainability and environmentally responsible luxury (Khan, 2019). Sandstones and native volcanic rocks were used in the construction of the structure, which resulted in a naturally cooling effect. The building was constructed entirely out of regionally obtained materials. Between the months of October and April, Bali experiences its monsoon season, which is characterised by nonstop rainfall. This hotel was constructed with the intention of taking advantage of the rainy season during monsoon season by installing rainwater filtering systems that are capable of meeting all of the hotel's requirements for fresh water.

The architecture of Soori Bali has also been built in such a manner as to let the entry of filtered natural light and natural ventilation into the rooms. This minimises the amount of heat that occurs during the day and the necessity for the use of air conditioning. The hotel uses water and energy efficient appliances in all of the rooms, which helps to limit the amount of wasted water and energy (Khan, 2019). In order to maintain a natural atmosphere, the restaurants use seasonal produce sourced from local farms as well as herbs and spices grown in-house. The holistic healing and nurturing therapies offered at the spa, together with traditional medicine practitioners and herbal pharmacists, are all part of the establishment's mission to direct visitors toward an enduring feeling of well-being.

2.10.7 The Park Royal hotel



Figure 2.8: The Park Royal hotel

Source: <https://thearchitecturegazette.com/> (2018)

A "hotel in a garden" idea can be found at the Park Royal Hotel, located in Singapore and has more than fifteen thousand square meters of vegetation. It is the first hotel in Singapore to include zero-energy sky-gardens, which are powered by solar energy and a gravity-driven watering system that uses rainwater harvested from the roof (Chen, 2020). In lieu of plastic water bottles, (which are progressively becoming reviled by travellers who are conscious of their impact on the environment as well as hotel owners), glass water bottles with daily or on-demand refills are provided in each room. In order to reduce the amount of energy wasted,

each room in the hotel has been outfitted with motion and light sensors. A variety of locally produced and organic plant-based eating alternatives are provided at the Park Royal Hotel. Furthermore, the hotel has its very own herb garden which helps to offer a wellness experience to its guests (Chen, 2020).

2.11 BENEFITS OF GREEN PRACTICES

The implementation of green practices presents several advantages to hotels. Some of the most significant advantages are highlighted below.

2.11.1 Cost reduction

According to Weaver, Davidson, Lawton, Patiar, Reid and Johnston (2013), in spite of becoming green being generally acknowledged as a smart business in the modern hotel sector, the acceptance of this mindset does not necessarily convert into sustainable behaviour. This is as a result of becoming green in a company being seen as an additional burden (either in terms of increased costs or decreased income) (Fadhil, 2015). Although there is a concern that the financial performance of green hotels may deteriorate if green activities lead to discomfort or inconvenience for their customers, hotels have begun to recognise that implementing environmentally friendly practices is not only an ethical practice but also beneficial in terms of reducing costs (Kularatne, Wilson, Mansson, Hoang & Lee, 2019). Green practices make it feasible for hotels to contribute to an eco-friendly business environment while also lowering the possibility of incurring additional operational costs due to an increased consumption of business supplies (Yi *et al.*, 2018). These business practices have a favourable impact on brand image, which in turn generates financial advantages and makes a contribution to the continued economic viability of the local community (DeFreitas, 2018; Schubert *et al.*, 2010). According to Zengeni *et al.* (2013), green hotels have reaped benefits such as decreased costs and liabilities, higher profitability and positive cash flows, high return and low-risk investments.

Table 2.1 below shows how environment friendly upgrades can reduce energy costs, water costs and reduce waste. The installation of resource efficient and energy saving equipment in the resort makes both economic and environmental sense. The investment has brought about significant savings.

Table 2.1: Investment, savings and payback periods for green equipment

Item	Investment (US\$)	Annual savings	Payback
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		(US\$)	
Energy monitoring system	11000	About 10%	N/A
Quantum heat recovery	9000	7500	1.2 years
Centralised mini chillers	130000	44000	1.8 years
Energy efficient light bulbs	8500	17000	6 months
Biomass absorption chillers	11500	41000	2.8 years
LPG boilers for laundry	27000	17000	1.6 years
Rainwater reservoir	36000	330000	1 month

Source: UNEP (2013)

2.11.2 Image enhancement

Rani and Rashi (2014) contend that hotels that engage in environmentally conscious measures project a more positive image. Green practices not only assist in building a more sustainable environment by preserving natural resources, they also ensure that guests have a favourable impression of the firm; they cut down on pollution; and they contribute to the preservation of the ecological balance in the surrounding area (Lynes & Dredge, 2006). Bagur-Femenias, Celma, and Patau (2016) indicate that in the specific situation of the hotel sector, when a hotel adopts green management systems that integrate the certification of environmental measures, its operating performance improves, and it is perceived in a more favourable light. When a hotel participates in an environmental certification program, such as environmental management systems or eco-labels, the company's potential for enhancing its environmental and sustainable performance is significantly increased (Palazzo *et al.* 2022).

2.11.3 Competitive advantage

The adoption of environmentally friendly business methods makes it easier for hotels to gain a new market segment for consumers who are environmentally conscious. This segment of consumers helps hotels maintain long-term sales and profitability while also saving the environment (De Freitas, 2018). According to Robin *et al.*, (2017), hotels can gain a source of competitive advantage by implementing eco-friendly tourism practices. These practices not only help hotels attract certain types of customers who are looking for an explicit commitment to the natural environment, but they also help hotels attract customers in general (Le Tan *et al.* 2021). Engaging in eco-friendly business practices gives a hotel the

opportunity to achieve a strategic edge over its rivals in the marketplace (Park, Jeong Kim, & McCleary, 2014).

2.11.4 Guest satisfaction

According to Deraman, Ismail, Arifin, and Mostafa (2017), green practices lead to greater levels of customer satisfaction and positive word of mouth, which in turn attracts new customers, helps existing customers stay loyal, and establishes staff who are more motivated. Green tourism practices typically allow for a more satisfying and genuine travel experience, which encourages stronger ties with the local people and places that guest's visit (Rani & Rashi, 2014). Customers, who are often environmentally conscious, are aware of and appreciative of hotels' efforts to reduce their impact on the surrounding natural environment. According to Londono and Hernandez-Maskivker (2016), travellers are becoming more worried about the effects of climate change, and as a result, they are more likely to choose an environmentally responsible hotel. Customers who have a positive view, idea, and recognition of green hotels are more likely to be captivated by the notion of green hotels and more likely to participate in environmental preservation on their own (Fukey & Issac, 2014).

2.12 CHALLENGES IN ADOPTING GREEN TOURISM PRACTICES

The tourism industry has attempted, over the years, to incorporate environmentally friendly practices. However, there are challenges that have been faced in implementing green tourism practices. Some of the major challenges are given below.

2.12.1 Lack of skills, expertise and information

According to Graci and Dodds (2008), the absence of skills, knowledge, experience, and information in a hotel organisation and the industry as a whole has been a significant barrier to the introduction of environmentally friendly practices. In addition to that, Fukey and Issac (2014) assert that a fundamental restraint in hotels is a lack of information about environmental challenges and solutions. According to Graci (2008) there has been a barrier to the implementation of environmentally friendly practices in hotels due to a lack of knowledge as well as the necessity to share existing best practices. According to Mbasera *et al.*, (2017), the most important factor in successfully executing a program is to have human resources that are knowledgeable in environmental management.

2.12.2 Extra costs

The implementation of environmentally friendly methods comes with a significant increase in operational costs, which makes it difficult for individual companies to advance their efforts toward becoming environmentally responsible (Graci, 2008). For example, in the case of green buildings, there is a ten to fifteen percent rise in the cost of the infrastructure (Fukey & Issac, 2014). In order to get around the issue of high construction costs, hotel owners and operators have resorted to adopting initiatives that are low-cost and straightforward rather than adopting complex measures such as green building. The idea that environmentally friendly business practices provide an opportunity to cut costs is widely held, but for many managers, this is more of a theory than a fact (Deraman *et al.*, 2017). According to Tzschentke, Kirk, and Lynch (2008), a number of hotel managers are hesitant to incorporate environmentally friendly practices in their establishments because of a few cost-related concerns. Environmental auditing, the payment of certification costs, and improvements to the facilities are those considerations. All of these aspects need a significant amount of financial investment, which would be a burden for the management of the hotel (Deraman *et al.*, 2017). However, Walker and Walker (2011) recommend the implementation of environmentally friendly practices and regulations that do not require a large investment of cash.

2.12.3 Lack of policies and regulations

Graci (2008) found that in areas where there were little or no rules imposed by the government on the tourism industry, the prevalence of voluntary efforts led to a decrease in the amount of pressure exerted by regulators. Mbasera *et al.* (2017) came to the conclusion that many hotels in developing countries are still at a crossroads when it comes to implementing environmental management standards. This is due to the absence of government assistance as well as the shortage of appropriate environmental management regulations. In order for a hotel organisation to embrace green management measures, both the customer and the hotel establishments themselves need to be engaged in decreasing negative effects on the environment and need to make a commitment to lessen the severity of environmental harm (Mbasera, 2018).

2.12.4 Lack of awareness and support

According to the findings of a study that was carried out by Mbasera *et al.* (2017) in Zimbabwe hotels, the level of knowledge among local customers regarding environmental issues is quite low. This is a problem that exists in many underdeveloped nations, including Zimbabwe. As a consequence of this, some hotel owners have a tendency to not place a high focus on implementing environmentally friendly practices. Some customers are unaware of the environmentally conscious efforts that are being made by hotels. In a study by Fukey and Issac (2014), the majority of guests freely acknowledged to engaging in garbage recycling techniques within their own homes but surprisingly, they do not want stay in a hotel that offers environmentally friendly choices. These sorts of guests typically request that the linens in their rooms be changed every day. In addition to this, they argue that because they are the ones who pay for the linen, they have the legal right to demand that they be freshly washed (Deraman *et al.*, 2017).

2.12.5 Lack of employee support

The success of environmentally friendly initiatives is heavily dependent on the contributions made by staff members. It is important for hotel personnel to be educated, trained, and directly interested in the preservation of the environment (Deraman *et al.*, 2017). Training can begin with straightforward instructions to power down any electronic gadgets or pieces of machinery that are not currently in use in order to preserve as much energy as possible. Employees benefit greatly from having supervision and training, which would also motivate them to engage in environmentally friendly activities (Zhang *et al.* 2017).

2.13 FACTORS AFFECTING THE IMPLEMENTATION OF GREEN TOURISM PRACTICES

The following are some of the factors that have hindered the implementation of green tourism:

2.13.1 Costs

The expense of putting green practices into effect is one of the most significant obstacles in implementing green tourism practices (Deraman *et al.*, 2017; Mbasera, 2018). Whilst hotel managers are aware that implementing eco-friendly activities would lead to a reduction in operational expenses, some of them think that becoming green will not be a burden. In

addition, environmentally friendly goods are typically made from non-depletable and recyclable materials, both of which tend to be pricey on their own. Green hotels also incur additional significant expenses, such as certification and the price of developing and training human resources (Verma & Chandra, 2016). Other expenses of implementing green hotel practices include auditing, accreditation, training and development expenditures of personnel, equipment installation costs, and green or eco-friendly certification fees, all of which might become a burden for the hotels (Tzschentke *et al.*, 2008). Although establishing environmentally friendly policies at certain hotels will be an expensive endeavour, doing so ultimately results in cost savings for the establishment. To cut costs, hotels can engage in less expensive initiatives that help to save costs. For instance, the use of placards that encourage guests to re-use their towels is a practice that is becoming more widespread and can help save energy costs. This is one example of an initiative that can help save costs (Verma & Chandra, 2018).

2.13.2 Environmental Legislations

Governance quality is essential to the successful implementation of environmentally conscious plans and policies (Bramwell, 2011). An environmental conservation program requires multiple resources because it requires a change or innovation in the structure, planning, responsibilities, procedures, and processes in the course of developing, adopting, and implementing green practices. These changes and innovations are necessary in order for the program to successfully conserve the environment (Verma & Chandra, 2016). Legislation pertaining to the environment has a considerable impact on the way managers feel about the environment. According to the findings of a study carried out by Verma and Chandra (2018), it would be much simpler for hotels to implement environmentally friendly procedures if the laws and policies enacted by the government in regard to environmental preservation were positive and balanced.

2.13.3 Customers' Attitude towards the Environment

According to a study by Tzschentke *et al.* (2008), the implementation of environmentally friendly business practices had a negative effect on hotels, as the majority of consumers who were surveyed saw a drop in the quality of service. According to Butler (2008), many hotel operations are waiting for an increased customer demand as well as lower implementation costs before they would fully adopt green initiatives. On the other side, there is the perception

that in order for hotels to maintain their level of competitiveness in the market, they need to display their green credentials and activities (Verma & Chandra, 2017). Singhal *et al.* (2018) contend that customers do take the environment into consideration. This is putting an even greater amount of pressure on hotels to become environmentally friendly and safe for the environment and ecology.

2.13.4 Concern for the environment

In line with Dunlap and Jones (2002), an individual's care for the environment has an effect on their attitude towards environmental protection. Concern for the environment is an indication that a person has a positive attitude towards environmental protection, as well as a readiness to contribute directly in the resolution of environmental concerns. The more guests care about the environment, the more likely it is that they will have a positive attitude towards the environment. The level of care for the environment is inversely proportional to the likelihood that a hotel would implement environmentally friendly policies and procedures (Verma & Chandra, 2018, Yadav & Pathak, 2017). It was believed that a guest's awareness of environmental concerns was a vital motivator of environmentally responsible behaviour and choice of hotel.

2.14 GREEN TOURISM CERTIFICATION

Certification is a method through which a logo or seal is provided to individuals who achieve or surpass a set of criteria that have been put out by the certifying authority (Furqan *et al.*, 2010). Those that fulfil or surpass the basic requirements receive a marketable logo from the organisation. The Earth Summit in Rio de Janeiro in 1992, served as the motivation for environmental certification (Poser & Swenson, 2009). The "Agenda 21" was one of the many products of this conference, and it included a demand for environmental and social responsibility on the part of all segments of society around the world. This includes governments, non-governmental organisations and enterprises. Shortly after that, environmental honours, prizes, and certification systems were created in the agricultural and commercial sectors (DeFretais, 2018). In spite of its serious limitations, the ISO 14001 generic standard for environmental management systems was published in 1996 and quickly gained popularity as a universal environmental certification system. This is according to Poser and Swenson (2009), who state that the ISO 14001 standard was released in order to promote environmental management systems as a whole.

Tourism certification programs have been optional, which means that tourism enterprises have not been required to participate in them by the government or anybody else (Grapentin & Ayikoru, 2019). Certification across the tourism sector is not a simple undertaking because of the industry's high level of diversity and the fact that it provides both products and services (Honey 2001). For instance, there are programs such as the Sustainable Tourism Eco-certification Program (STEP) that accredit tour operators, housing facilities, attractions, and destinations on the basis of their social, economic, and environmental sustainability. Certification of environmentally friendly buildings is the primary objective of the Leadership in Energy and Environmental Design (LEED) program (Grapentin & Ayikoru, 2019). The majority of tourism certification programs are run by governments in affluent nations, whereas most of those in underdeveloped countries are run by non-governmental organizations (Font and Sallows, 2002). The bulk of certification programs can be found in Europe, however just a few are found in other regions, including the Americas, Africa, Asia-Pacific and the Caribbean (Spenceley, 2014). The majority of these programs are geared at lodging establishments and do not include socio-cultural or economic characteristics as selection factors (Spenceley, 2019). Some programs, such as STEP and Green Globe 21, operate on a worldwide scale, but the majority of certification programs operate on a regional, national, or local scale (Grapentin & Ayikoru, 2019).

2.14.1 Tourism certification programs

According to Spenceley (2014), conventional tourism certification programs are primarily concerned with enhancing eco-efficiency standards, which allow a company to save money by putting into practice procedures that cut down on the amount of water and energy they use, as opposed to focusing on the external community and environmental impacts of tourism. This is because conventional tourism certification programs focus on the internal business rather than the external community and environmental impacts of tourism (Honey & Rome, 2001). In addition to this, certification is typically granted based on the establishment of a management system rather than the achievement of certain criteria or benchmarks. A certification program for sustainable tourism should have criteria on the environmental, socio-economic, and cultural impacts of a company, with an emphasis on minimising such impacts as much as possible while also protecting the environment (Lazaj *et al.*, 2017). The criteria are performance-based and are often wide enough to attempt to certify a variety of different sized enterprises as well as different forms of tourism, such as cultural tourism or

tourism that focuses on nature. In addition, there is the possibility that the criteria will contain questions that are relevant to certain problems that are prevalent within an area. Ecotourism certification programs go beyond the goal of reducing adverse effects on the environment, socio-economic conditions, and cultural traditions. Instead, they evaluate whether or not businesses contribute positively to these facets both inside and externally to the organisation (Honey, 2002). Typically, they grant certification to companies who conduct business in unspoiled or protected regions.

On the basis of the technique used to certify firms, tourism certification programs may also be divided into two groups: process-based programs and performance-based programs. These two categories are respectively referred to as process-based programs and performance-based programs (Honey 2002).

2.14.1.1 Process-based programs

According to Honey (2002), process based certification programs have a dedication to continuous development, have built-in mechanisms for self-improvement, and are designed to be generic and easily portable between nations. Process-based programs are not sufficient on their own to ensure environmental and social sustainability because certification may be awarded simply when a company sets up an Environmental Management System (EMS), and not when particular criteria or a certain level of sustainability are met. This makes process-based programs insufficient to ensure environmental and social sustainability (Poser & Swenson, 2009). In addition, process-based initiatives centre their attention on the internal working systems of organisations rather than the exterior social or economic repercussions of their activities. The Environmental Management System (EMS) ISO 14001, which strives to enhance the environmental policy of enterprises, is now one of the most popular systems available today (Honey 2001). The ISO 9000 series for quality management systems and the ISO 14001 series for environmental management systems are the process-based systems that are utilised the most frequently (Grapentin & Ayikoru, 2019). The standards for an environmental management system are outlined in ISO 14001, which is a standard that has been accepted on an international level. It assists businesses in enhancing their environmental performance by making better use of available resources and cutting down on waste, so earning a competitive edge and the confidence of various stakeholders (Spenceley, 2019). ISO 14001 may be implemented successfully in organisations of every kind and size. It is necessary for an organisation to take into consideration all of the environmental concerns that

are pertinent to its operations, such as air pollution, water and sewage difficulties, waste management, soil contamination, climate change mitigation and adaptation, and resource usage and efficiency.

Businesses can earn certification through process-based programs provided they can demonstrate that they have built and documented methods for ensuring the improvement of quality or environmental performance (Poser & Swenson, 2009). However, they do not determine any precise performance results other than those that are determined by the firm itself and those that are mandated by law. They are responsible for demonstrating ongoing progress, but solely in relation to their own previous work. For instance, two separate hotels can both be awarded the ISO 14001 certification, yet it's possible that Hotel A has water conservation measures that are up to date, whereas Hotel B has terrible water waste from excessive consumption. Process-based systems have this significant flaw, which means that a company may get certified as long as it follows the law and puts in place mechanisms to ensure that its management system gets better in comparison to itself as long as it also has those mechanisms in place. In other words, it earns a certification not based on its actual performance, but on the effort that it puts out (Grapentin & Ayikoru, 2019; Poser & Swenson, 2009).

2.14.1.2 Performance-based programs

Honey (2002) defines performance-based certification programs as programs that are focused on performance evaluation in relation to predetermined criteria or standards (Honey, 2002). Such programs undergo continuous and external upgrading in order to keep up with the industry. Whether or not an organisation or activity meets with objective external standards can be certified by using a performance-based approach for instance, how many litres of water a hotel consumes on a nightly basis for each guest. This makes it possible to conduct a head-to-head comparison between two companies to determine which one has a superior environmental performance. Small and medium-sized firms, which account for around eighty to ninety percent of all tourist businesses globally, are the ideal candidates for performance management systems. They allow for comparisons between different companies because each one is ranked according to the same criteria, and they are often easier and less expensive to establish than ISO 14001 or other forms of environmental management systems (Spenceley, 2019). Performance-based certification systems are superior to process-based certification systems. A business is able to document its performance and, more crucially, guarantee that

it has the internal controls in place to continue to maintain strong performance thanks to process-based management systems (Honey, 2001). There has been a growing international agreement in the tourism industry that certification systems for sustainable tourism should encompass aspects of both the process and performance, with a primary focus on performance (Grapentin & Ayikoru, 2019; Spenceley, 2019). Some certification programs, such as NEAP (Australian Nature and Ecotourism Accreditation Program) or Green Globe 21, are hybrid programs that include both process-based standards as well as performance-based standards. In fact, best practice standards for certification programs state that criteria should have aspects of both a performance-based program as well as a process-based program (Poser & Swenson, 2009).

2.15 BENEFITS OF CERTIFICATION

Certification in the tourism industry confers a plethora of advantages on firms, as well as on customers, communities, governments, and the natural environment. Certification establishes guidelines and aids in differentiating enterprises that genuinely engage in ecotourism and sustainable tourism from those who only make bogus promises (Furqan *et al.*, 2010). Tourism certification is one of several strategies that may be used to motivate businesses and other organisations to improve their environmental, social, and economic performance while also providing incentives for them to do so. Businesses who have completed the certification procedure have the benefit of increased knowledge of the elements of sustainability that are included in their operations (Honey & Rome, 2001). A company that runs more smoothly typically has a higher rate of employee productivity and brings in a greater number of customers. Certification has a tendency to lower prices for utilities like water and electricity without lowering the level of service provided (Poser & Swenson, 2009). Grapentin and Ayikoru (2019) argue that customers would eventually learn to recognise legitimate certification brands, which will provide certified enterprises a marketing edge over non-certified businesses.

Guests are provided with options that are socially and environmentally responsible thanks to certification (Spencer, 2019). Ecolabels and insignia let guests know which establishments are actually socially and ecologically responsible, allowing them to make more well-informed decisions (Poser & Swenson, 2009). There is a possibility that an organisation's reputation and customer base may improve as a direct result of the growing popularity of certification programs. The general public is made more aware of ethical company operations due to

certification (Grapentin & Ayikoru, 2019). Certification can make visitors aware of environmental and socioeconomic problems in a region, giving them the opportunity to behave more responsibly (Spenceley, 2019). Certification provides governments with a means to preserve their market niches as ecotourism or sustainable tourist destinations, which is particularly useful in situations in which the legitimacy of the destination is under attack from greenwashing. The industry standards for health, safety, the environment, and social stability all improve when certification is achieved. Certification can contribute to the reduction of poverty, particularly in rural regions, through economic advantages for local people (Poser & Swenson, 2009).

2.16 THE DIFFERENCE BETWEEN CERTIFICATION AND ECOLABEL

Businesses or activities can earn environmental certification if they demonstrate that they conform fully to a predetermined set of criteria (Poser & Swenson, 2009). If the requirements are met, a certain percentage or even all of the companies operating within a particular industry might earn certification. Certification is awarded for successfully satisfying a predetermined set of baseline or minimum criteria, which are typically higher than the requirements set forth by legal rules. An ecolabel is a type of environmental award that is presented to a company or activity that has demonstrated considerably superior performance in comparison to the other companies operating in the same industry (Grapentin & Ayikoru, 2019). The ecolabel is only awarded to those companies who have the most environmentally responsible practices and that demonstrate exceptional performance in accordance with the standards that have been set. As the market shifts and an increasing number of companies implement environmentally responsible policies, the standards that must be met to earn the eco-label are raised. This ensures that, once again, only the firms who demonstrate superior levels of performance are recognised (Grapentin & Ayikoru, 2019). Ecolabels do not evaluate products based on whether or not they comply with baseline criteria, but rather on how well they compare to the highest performing products (benchmarking). In the field of sustainable tourism, there are several certification methods, many of which contain elements of both certification to basic standards and the comparative requirements of an ecolabel (Poser & Swenson, 2009).

2.16 CHAPTER SUMMARY

This chapter focused on green tourism and its meaning. The chapter also reviewed literature on the developments in green tourism, green hotels and demand for green hotels. Benefits of green practices and the challenges in adopting green practices were presented. The next chapter will focus on the concept of implementation as a key variable in the study.

CHAPTER THREE

ENVIRONMENTAL POLICY AND POLICY IMPLEMENTATION IN THE HOSPITALITY SECTOR

3.1 INTRODUCTION

The success of a policy depends on how successfully it is implemented. It is necessary to implement policy in order to achieve the objectives of a proposed intervention. However, a good policy is of little worth if it is not implemented successfully. The main objective of the study is to develop a green tourism implementation framework for the hotel sector in Zimbabwe. In order to develop this framework, it is imperative to review literature on policy and implementation. The chapter also looks at two implementation frameworks that have been developed and in use.

The success or failure of policy implementation is highly dependent on a variety of political, social, economic, organisational, and attitudinal elements. The context in which a policy or program is carried out has a significant impact on how successfully or how poorly it is carried out (Stewart *et al.*, 2008) Due to the fact that the study of policy implementation is still in its formative stages, there is no such thing as a comprehensive or comprehensively grand theory (Khan, 2017). Policy implementation also varies significantly over time, from one policy to the next, and from one state to the next (Goggin, Bowman, Lester, and O'Toole, 1990). For instance, the process by which any policy is put into effect in a democratic nation is frequently subjected to the scrutiny of a variety of stakeholders. Since there are less possibilities for various stakeholders to have their voices heard throughout the policymaking process, it might be simpler for an authoritarian nation to put any policy into effect (Khan, 2017).

3.2 TOURISM POLICY

According to the Organisation for Economic Cooperation and Development (OECD) (2010), governments are becoming more conscious of the significance of tourism as an economic driver and as a means of attaining the economic development plans and goals. Viennet and Pont (2017) define tourism policy as a goal-oriented effort made by a government or its authorities to exert some level of control over the growth of tourism through the application of particular tools. According to Freyer (2001), tourism policy is defined as organised

planning that influences both the present and the future of tourism via the participation of a variety of stakeholders. According to Goeldner and Ritchie's (2012) definition of tourism policy, the emphasis is placed on a set of measures in the form of regulations, rules, guidelines, and strategies that provide a framework for decisions affecting the long-term development of tourism in a destination. These measures can take the form of regulations, rules, guidelines, or strategies. According to Ritchie and Crouch's (2003) theory, the primary objective of developing a tourism strategy is to provide conditions that generate the greatest number of positive outcomes for stakeholders while simultaneously reducing the number of unfavourable results that tourism may have.

3.2.1 Sustainable tourism policies

According to Guo, Jiang & Li, (2019), the primary goal of developing sustainable tourism is to shift people's mindset towards the importance of environmental protection. Guo *et al.* (2019) further asserts that in order to build a more effective policy for sustainable tourism, it is necessary to engage in active communication with all of the relevant stakeholders. It is necessary, throughout the process of creating and putting sustainable tourism policies into action, to pay attention to the economic revenue generated by tourism. However, one of the most important goals should be the reduction of disagreements among the many stakeholders (Solstrand, 2013). Sustainable tourism policies encourage people to pay attention to the integrity of tourism and the environment whilst developing tourism, and encourage the development of environmentally friendly forms of tourism that best meet the objectives of sustainable tourism (Sharply, 2000). However, there are a lot of things that stand in the way of putting sustainable tourism policy into action. The complexity of successfully implementing policies entails adjustments on several fronts, including the political and cultural spheres, the economy, society, and human psychology (Guo *et al.*, 2019). In order to accomplish the aims of sustainable tourism, policymakers not only need to promote awareness of the policies, but they also need to act on the policies (Dodds & Butler, 2010).

3.2.2 Zimbabwe Tourism Policy

The Tourism Policy of Zimbabwe was first introduced in 2014 with the goal of easing the delivery of tourism goods that are of a high quality and can contribute to the country's continued economic growth. According to Zengeni, Zengeni and Chipungu (2015) the primary purpose of the Zimbabwe Tourism Policy is to foster a culture of national pride and

foster the creation of a national identity for the country through tourism. In addition, the Zimbabwe Tourism Policy aims to improve the quality of life for Zimbabweans through equitable geographic distribution of tourism products, as well as to promote gender equality and give women and young people the ability to participate in economic activities that are considered to be part of the mainstream economy through tourism (Zengeni *et al.* 2015). However, it is important to note that the Zimbabwe Tourism Policy places more emphasis on the economic and social aspects of tourism rather than the need to safeguard the natural environment.

3.2.3 National Environment Policy and Strategies of 2009 in Zimbabwe

Since the 1980s, many legislative, regulatory, and institutional initiatives have been undertaken with the intention of solving environmental problems. The National Environment Policy and Strategies of 2009 reaffirms the commitment of the government to successfully manage the environment for the benefit of both the current generation and the generations to come. The purpose of this policy is to guarantee environmentally responsible resource management. This policy is backed by a wide range of additional policies and strategies designed for a variety of different industries. The National Environmental Policy places an emphasis on the fact that caring for the environment is an obligation that must be fulfilled by any organisation, whether it be government or non-government, as well as by any individual who uses the resources of the environment or engages in any other activity that has an effect on those resources.

3.2.4 Statutory instruments governing tourism in Zimbabwe

In 1980, the Department of Tourism, operated under the Ministry of Information, Immigration, and Tourism at the time, produced the first document on lodges grading, standards, and rules in February 1980. This publication was Statutory Instrument 79 of 1980 (Maphosa, 2014). In the immediate aftermath of the country's declaration of independence in 1980, Statutory Instrument 79 of 1980 was struck down by the legislature, opening the way for Statutory Instrument 424 of 1980. However, Muchenje (2011) asserts that in spite of this, the former grading system that was part of Statutory Instrument 424 of 1980 was rendered irrelevant to the contemporary hospitality sector since some aspects of its content had become obsolete as a result of events.

A new grading and quality system was included in Statutory Instrument 128 of 2005 (Designated Tourist Facilities (Grading and Standard Regulations) and is being utilised at the present time. With the help of this statutory instrument, each and every hospitality establishment is evaluated and ranked according to the standards of the present market. According to Maphosa (2014), when the system was first put into place in 2006, all of the hotels and lodges were supposed to be evaluated and then regraded in order to determine whether or not they met the parameters that were anticipated. This activity is a continual process that requires dedication from both the operators and the ZTA Quality Assurance Executives in order to sustain the specified standards that would affect the service delivery (Muchenje 2011). In accordance with Statutory Instrument 128 of 2005 and Tourism Act Chapter 14:20, lodges and hotels can be categorised as either standard, comfort, or luxury.

3.3 ENVIRONMENTAL LEGISLATION IN ZIMBABWE

In Zimbabwe, environmental legislation is administered by various Government Departments in various ministries (Naome, Rajah & Jerie, 2012). According to Naome *et al.*, (2012), there are nearly 20 Acts and nearly 40 statutory laws that are used in the country. Of the most important include the Natural Resources Act (1941), Forest Act (1949), Hazardous Substances and Articles Act (1977), Atmospheric Pollution Prevention Act (1971) Water Act (1976) and Communal Land Act (1982).

According to Chibememe *et al.*, (2014), the Environmental Management Act (Chapter 20:27) of 2002, as amended in 2006, is the overall environmental law and regulatory framework on environmental concerns in Zimbabwe. According to Naome *et al.* (2012), one of the primary goals of the Environmental Management Act is to encourage the sustainable management of Zimbabwe's natural and physical resources. The Environmental Management Act is a public policy with the goals of efficiency, justice, and transparency in mind. The purpose of the Environmental Management Act was to give credence to the idea of intergenerational equity by referencing the Brundtland Commission's definition of sustainable development from 1987 and by imploring current generations to consider the impact of their actions on future generations. The act was designed to go into effect in 1993 (Mukwindidza, 2008). The Environmental Management Act places an emphasis on results and makes use of a comprehensive set of policy tools in order to provide a response to the challenges, priorities, and values that are faced by Zimbabwe. In order to ensure compliance with the requirements outlined in the Environmental Management Act, the Environmental Management Agency

(EMA) was established in 2003. Some of the objectives of EMA are to provide for the sustainable management of natural resources and protection of the environment, to prevent pollution and environmental degradation, to prepare a National Environment Plan and other plans for the management and protection of the environment (Chibememe *et al.*, 2014).

Policy/Act	Brief Description	Responsible Ministry
Constitution of Zimbabwe Amendment (No. 20) Act, 2013	The Constitution outlines that the State must ensure that local communities benefit from the resources in their areas. Section 73 provides for environmental rights expounding the promotion of conservation, and securing ecologically sustainable development and use of natural resources while promoting economic and social development. In addition, under Section 282(1)(b), a function of Traditional Leadership includes “...to take measures to preserve the culture, traditions, history, and heritage of their communities, including sacred shrines”.	Government of Zimbabwe
Parks and Wildlife Act (Chapter 20:14) 1996	This is the key legislative framework for wildlife heritage conservation and management in Zimbabwe. It provides for the establishment and management of protected areas, conservation, and management of wildlife resources and associated habitats. Section 2 confers privileges on owners or occupiers of alienated land as custodians of wildlife and offers “Appropriate Authority” status to Rural District Councils over wildlife in their respective Communal Lands on behalf of their rural local communities, referred to as “producer communities”.	Ministry of Environment, Water and Climate (Parks and Wildlife Management Authority)

35

Policy for Wildlife Zimbabwe 1999	The policy aims at empowering land owners to conserve and derive benefits from wildlife resources existing on their land, inclusive of communal and private lands. This enhanced the establishment of community-orientated programmes like the CAMPFIRE, designed to integrate rural development and wildlife conservation, particularly in communities living with wildlife outside of protected areas.	Ministry of Environment, Water and Climate (Parks and Wildlife Management Authority)
Wildlife Based Land Reform Policy 2006	The policy aims to facilitate wildlife-based land reform to ensure profitable, equitable, and sustainable use of wildlife resources, particularly in areas where agricultural potential is limited. One of the policy objectives under Section 3 is to “to facilitate the indigenisation of the wildlife sector and to ensure more equitable access by the majority of Zimbabweans to land and wildlife resources and to the business opportunities that stem from these resources”.	Ministry of Environment, Water and Climate (Parks and Wildlife Management Authority)
Forest Based Land Reform Policy 2004	The policy ensures that forest development plans are integrated with overall land use plans, and supports the development of environmentally sustainable small-scale industries including furniture manufacturing and wood carving. It also ensures strict control of invasive alien species encroaching from plantations into natural forests, cultural heritage sites, and protected biodiversity zones.	Ministry of Environment, Water and Climate (Forestry Commission)
National Museums and Monuments Act (Chapter 25:11) of 2001	The Minister may declare National Monuments under this Act. The discovery of any ancient monument or relic must be declared to the National Museums and Monuments Board by the discoverer or the owner or occupier where the relic occurs. The state can acquire the land on which the monument or relic occurs for its preservation or analysis.	Ministry of Home Affairs (Department of National Museums and Monuments)

Figure 3.1: Legal and policy instruments and mandated agencies in Zimbabwe

Source: Chibememe et al (2014)

Forest Act (Chapter 19:05) 1949 (as amended 2002)	The Act provides for the protection and management of both indigenous non-commercial and commercial vegetation on both alienated and unalienated land. The Act provides for demarcating forests and nature reserves, conserving timber resources, regulating trade in forest produce, and regulating the burning of vegetation.	Ministry of Environment, Water and Climate (Forestry Commission)
Communal Land Act (Chapter 20:04) 1982	The Act provides for the classification of land in Zimbabwe as communal land and for the alteration of such classification. It seeks to alter and regulate the occupation and use of Communal Land.	Ministry of Local Government and National Housing (Rural District Councils)
Communal Land Forest Produce Act (Chapter 19:04) 1987	The Act controls the use of wood resources within communal lands, where such resources in communal lands should be used for domestic purposes by the residents only.	Ministry of Environment, Water and Climate (Forestry Commission)
Traditional Leaders Act (Chapter 29:17) amendment 2001	The Act provides for the management of natural resources by traditional leaders. Section 5(1) states that traditional chiefs have the responsibility to ensure land and natural resources are used and exploited according to the law, to control: (i) over-cultivation; (ii) over-grazing; (iii) the indiscriminate destruction of flora and fauna; (iv) illegal settlements; and generally preventing the degradation, abuse or misuse of land and natural resources.	Ministry of Local Government and National Housing (Traditional Leadership Institutions)
Wildlife-Based Land Reform Policy 2006	The policy aims to promote the participation of Zimbabweans in the wildlife industry, especially local communities living in or adjacent to areas with wildlife. It encourages new participants outside core wildlife zones to engage in wildlife production where this can demonstrate profitability and sustainability, including in mixed wildlife–livestock systems.	Ministry of Environment, Water and Climate (Parks and Wildlife Management Authority)
Rural District Act (Chapter 29:13) 1988 (as	The Act, under Section (61), provides for the establishment of Environmental Committees and Sub-committees that have an oversight	Ministry of Local Government and National Housing (Rural

41

amended 2002)	on the conservation of natural resources in Communal Lands.	District Councils)
The Firearms Act (Chapter 10:09) of 1996	The Act provides for the control, possession, and use of firearms in the protection of problem wildlife and legal hunting. It controls the issuance of firearms for the purposes of crop protection and hunting.	Minister of Defence
Trapping of Animal (Control) Act (Chapter 20:21) 1996	The Act prohibits making, possessing, or using certain types of traps, and specifies the purposes for which animal trapping is permitted.	Ministry of Environment, Water and Climate (Parks and Wildlife Management Authority)
Environmental Management Act (Chapter 20:27) 2002	The Act provides for the development of an effective and efficient legal and administrative framework to facilitate management of natural resources.	Ministry of Environment, Water and Climate (Environmental Management Agency)

Figure 3.2: Legal and policy instruments and mandated agencies in Zimbabwe

Source: Chibememe et al (2014)

Disposal of waste into the environment is against the law, as stated in Chapter 20:27 of the Environmental Management Act (Chibememe *et al.*, 2014). In Zimbabwe, the Polluter Pays Principle is a provision of the Environmental Management Act which is enforced by the Environmental Management Agency. The PPP states that whoever causes pollution should be responsible for paying the full cost of its treatment. This principle also includes the cost of monitoring and managing pollution in its various forms (OECD, 2012). For instance, if a company pollutes a river that serves as a source of water for a community's domestic, agricultural, or recreational needs, then that company should either pay for the cost of cleaning up the river or pay for the cost of providing alternative sources of water, such as the drilling of boreholes in (Mbasera, 2018).

Despite the various environmental policies in Zimbabwe, the tourism industry does not have a policy for green tourism. The National Environment Policy and Strategies of 2009 falls short in specifying how the tourism industry can reduce its negative impact on the environment. The policy does not clearly stipulate what practices the tourism industry should engage in, in order to minimise environmental damage. Furthermore, statutory instrument 128 of 2005 which is used by ZTA is silent about green practices in hotels. As a result, hotels do not have any lawful obligation to adopt green initiatives. This is why the study seeks to develop an implementation framework that will ensure that hotels in Zimbabwe implement green practices within their operations.

3.4 IMPLEMENTATION FRAMEWORKS

This study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. Therefore, it is imperative to review existing frameworks to guide and inform the development of a green tourism framework for Zimbabwe. In this section, two implementation frameworks that have been adopted where lessons can be inferred from.

3.4.1 Education policy implementation framework

Viennet and Pont (2017) came up with the idea for the education policy implementation framework. The policy is shown below.

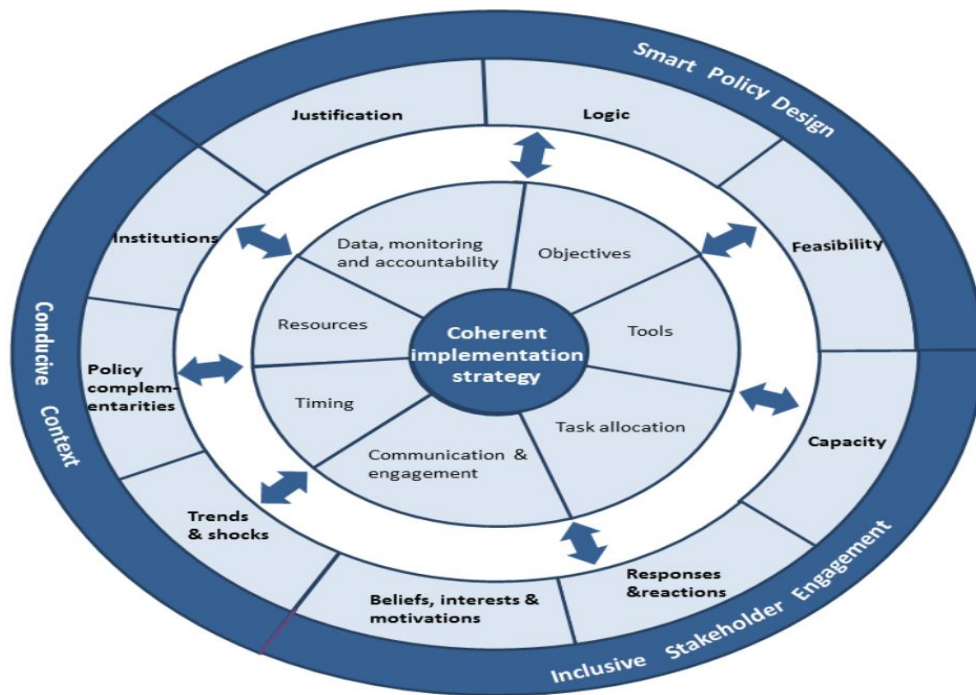


Figure 3.3: The Education policy implementation framework

Source: Viennet and Pont (2017)

The purpose of the education policy implementation framework is to inform policymakers who act at the national or regional level when an education policy must be implemented. The primary focus of the search process was to find relevant literature that addresses challenges in and determinants of the implementation of social policies. According to the research by Viennet and Pont (2017), one of the most basic aspects of putting an education policy into action is coordinating the efforts of a large number of stakeholders operating at a variety of levels within the education system. In this approach, a policy can translate into new learning materials for students, new techniques for instructors, new management practices for school leaders, new assessments, and a great number of other policies that impact education at school level. It is necessary for an education policy to be at least partially defined before it can be put into action. However, the actual process of putting the policy into action adds to the overall formation of the policy as it is understood by the general public. When it comes to formulating and carrying out an implementation strategy, having a solid grasp of the environment in which the policy will be applied, the policy design itself, and the human aspect of education policy is of the utmost importance. Viennet and Pont (2017) proposed the following factors as predictors of the successful implementation of education policy:

(1) A policy is considered to have been designed intelligently if it is able to provide a solution to a problem that is logical and is also within the realm of possibility. This has a significant

role in determining both whether or not the policy can be implemented and how it will be done so. For example, if a new curriculum is introduced that requires schools to employ high-tech equipment but schools do not have the financial means to purchase, then the policy may not be implemented until some funding is made available either at the national or local level (Viennet & Pont, 2017).

(2) The recognition of key stakeholders and their participation in the implementation process is an essential factor in determining how well the process will be carried out. Inclusive stakeholder engagement refers to the method through which stakeholders are recognised and participate in the implementation. For instance, there will be long-term benefits to including teacher unions in conversations at an early stage in the process of formulating education policies (Viennet & Pont, 2017).

(3) An efficient method of policy implementation is one that acknowledges the influence of the pre-existing policy environment, the educational governance and institutional settings. This type of environment is referred to as a conducive institutional, policy, and societal context. According to Viennet and Pont (2017), acknowledging the context of an issue increases the likelihood that the implementation will be successful. In order to make the policy workable at school level, a coherent implementation plan must describe real steps that bring together all of the factors in a manner that is consistent.

As can be seen in Figure 3.3, the cohesive implementation strategy occupies the centre of the implementation framework, and the factors that impact and shape the process surround it on all sides. Even if it is a crucial instrument for driving the implementation process forward, having a well-designed strategy alone is not enough to ensure successful project execution. It is essential to bear in mind the multidirectional nature of the process of putting education policy into action while offering a framework that is geared toward policy makers. The process is piloted by a group of actors who are either close to policy makers or who have been tasked by policy makers to achieve particular goals. However, it is open to being influenced by actors who are located at various points throughout the education system, such as schools, parents, and local or regional education authorities. It is also important to note that the implementation of educational policies must always be contextualised. The characteristics of the process change because it is rooted in the structures of a particular educational system at a particular time, with specific actors, and revolving around a particular educational policy.

The fact that context plays such an important role demonstrates that "there is no one-size-fits-all paradigm" for putting education policy into action. In order to analyse the process or offer recommendations regarding it, one must pay careful attention to the particulars of the policy, the many stakeholders, and the local context. Whilst this framework is for the education sector, there are some key aspects that can be borrowed in developing an implementation framework for the hotel sector in Zimbabwe. The framework assists in identifying and analysing the factors that determine the level of success in the execution of policy. The main factor that is considered is the coordination of the efforts of a large number of stakeholders. When implementing green practices, it is necessary to coordinate stakeholders (managers, government, guests, employees) to ensure their active participation in green tourism practices.

3.4.2 Framework for implementation of sustainable tourism development indicators in Boujagh National Park

The framework for implementation of sustainable tourism development indicators in Boujagh National Park was developed by Reihanian, Hin, Kahrom and Binti Mahmood (2015) because tourism planning and administration in many locations had been carried out with insufficient information. There was a lack of knowledge on the effects of tourism on destinations, the effects of changes in the social and natural environment on tourism, and the maintenance of the core assets that make a destination appealing over the longer term. The World Trade Organisation (WTO) produced basic indicators, which were then broadly classified into economic, planning, social, and ecological indicator kinds (Dymond, 2010). WTO proposed eleven core indicators in 1997. These indicators are as follows: site protection, site stress, use intensity, social impacts, development control, waste management, planning process, critical ecosystem, consumer satisfaction, local satisfaction, and tourism's contribution to the economy of the local community (Twining-Ward & Butler, 2002). However, despite the fact that the work done by the WTO provided a useful starting point, there were still challenges to overcome, such as a lack of clear participation from stakeholders and the absence of an appropriate monitoring framework to assist in translating these indicators into appropriate management actions (Reihanian *et al.*, 2015). This framework is shown below.

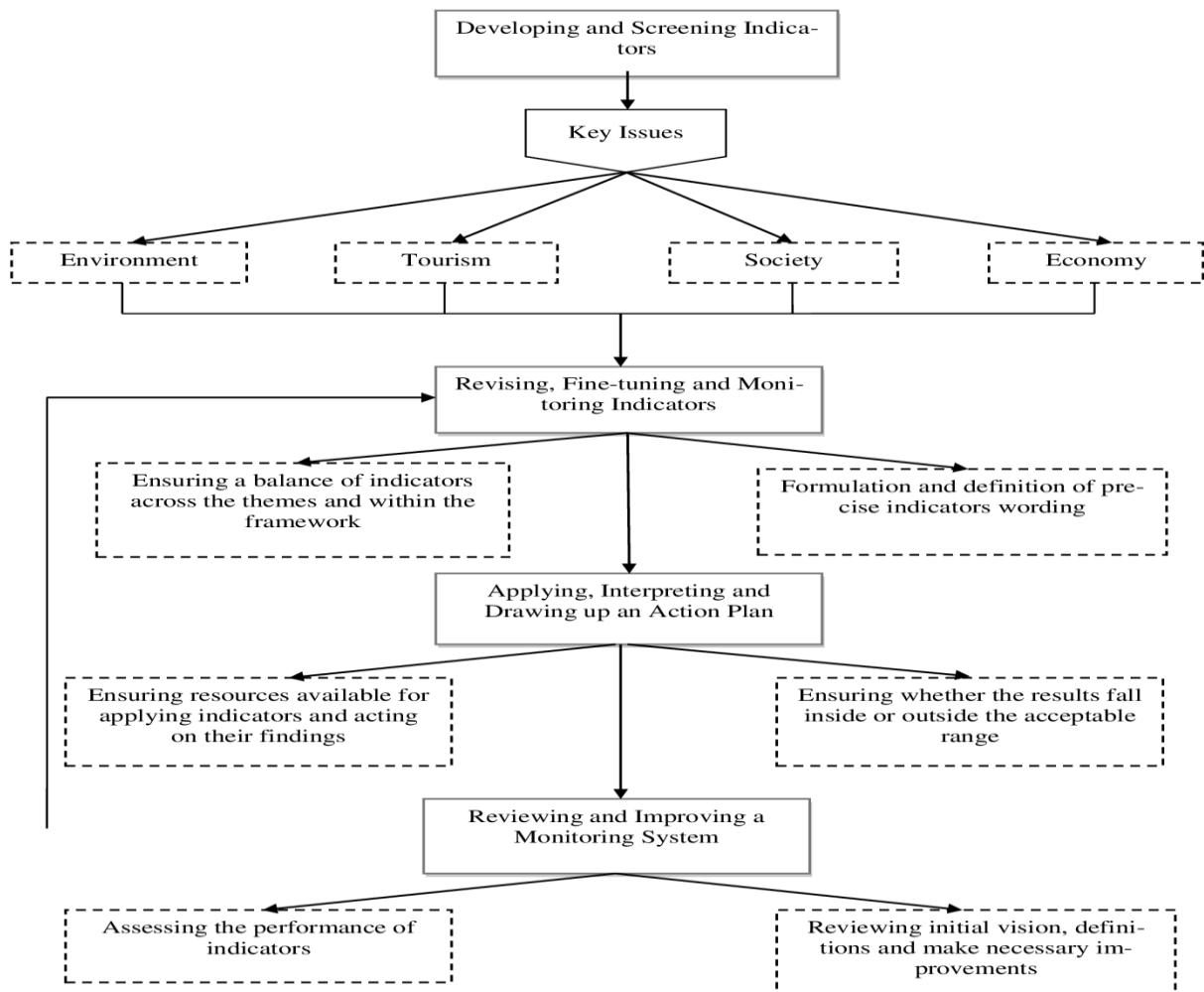


Figure 3.4: Framework for implementation of sustainable tourism development indicators in Boujagh National Park

Source: Reihanian, Hin, Kahrom and Binti Mahmood (2015)

The framework for the application of sustainable tourist development indicators was developed in Boujagh National Park in Iran. In their study, Reihanian *et al.* (2015) developed a framework that may be used to identify and put into action sustainable tourism KPIs for Boujagh National Park. The park authority wanted to move beyond the concepts of sustainable tourism and start assessing improvements, therefore the framework was established to provide assistance to them in this endeavour. Some of the key concepts that were identified in the above reviewed framework that were used in developing the green tourism implementation framework for this study, include the need to identify key green practices and setting up reviewing and monitoring systems in order to evaluate performance of hotels during the implementation of green practices.

3.5 GREEN PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE

Despite the detrimental consequences that hotels have on the environment and the pressing need to take action to minimise these effects, there is a lack of information regarding green management efforts in the hotel sector in Zimbabwe (Mbasera, 2015; Rogerson & Simms, 2012). According to the National Renewable Energy Policy (2019), frequent power outages have caused businesses to turn to diesel generators as an alternative to the electricity. One industry that has made this transition is the hotel sector. Diesel generators have a high cost of operation and are known to contaminate the environment. In order to develop a sustainable energy portfolio for the country, Zimbabwe has to make the most of its vast and varied renewable energy potential. This potential must be exploited in an efficient manner. According to Mhizha *et al.* (2012) in Zimbabwe, up to 92 percent of hotel organisations do not make use of solar energy. Given the quantity of solar energy that is accessible throughout the year in every province throughout the country, this is rather concerning (Mhizha *et al.*, 2012). Solar power might play a significant part in lowering Zimbabwe's overall demand for electricity and the hotel sector is well positioned to take advantage of this opportunity.

According to Zengeni *et al.* (2013), despite the abundance of statistics and research, green tourism in Zimbabwe is still operating at a relatively low level. Mbasera and Mutana (2014) conducted research to determine the level of eco-friendly waste management measures that are implemented in hotels in Zimbabwe. According to the findings of the study, the majority of hotels in Zimbabwe have a waste management policy even if the degree to which these policies are being enforced varies. According to Mbasera (2018), some of the environmentally friendly practices in Zimbabwe include turning off the electricity whenever it is not necessary. Recycling materials and switching from incandescent to energy-efficient light bulbs are two further environmentally responsible behaviours being implemented in the hotel sector in Zimbabwe. In addition, key cards are used in hotels in Zimbabwe, and when guests leave their rooms, they are required to turn out all of the lights (Mbasera, 2018). The majority of hotels do not have green management policies, however there have been efforts made to introduce green management initiatives in a few of the hotels. There is not a policy in place to direct the environmentally responsible actions of hotels in Zimbabwe. There is pressure to embrace environmentally friendly measures, yet hotels in Zimbabwe are not efficiently implementing environmentally friendly activities. This may be due to the absence of policies that control hotels' efforts to implement environmentally responsible practices. As

a result, it is important to explore the mechanisms being used to implement green practices by the hotel sector in Zimbabwe.

3.6 CHAPTER SUMMARY

This chapter sought to review literature on the policies governing the hotel sector in Zimbabwe with regard to green tourism practices. Two implementation frameworks were reviewed. The next chapter presents the theoretical framework for the study.

CHAPTER FOUR

THEORETICAL FRAMEWORK

4.1 INTRODUCTION

It is important for a research to be informed by theories. This study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. In developing this implementation framework, it is important to take into account several theories that will be used to inform the formulation of the green tourism implementation framework. Six theories were used in this study. This Chapter reviews theories and models that inform this study in detail below.

4.2 NORMALISATION PROCESS THEORY (May & Finch, 2009)

The Normalisation Process Theory (NPT) places an emphasis on the role that social action plays in the implementation of public policy (May and Finch, 2009). The NPT recognises the collaborative efforts that are required from individuals in order to put into a new practice into effect. The NPT takes into account the behaviours and perspectives of many groups of individuals who are involved in the process of adopting a new intervention, as well as the environment in which it is being implemented and the intervention itself (May, Cummings, Girling, Bracher & Mair, 2018). May and Finch (2009) conceptualised the implementation of policy as being realisable through the use of four mechanisms namely coherence, participation, collective action, and reflexive monitoring. They referred to this as "The Normalisation Process." A process called differentiation is required for coherence. In this process, a new working practice is characterised by the ways in which it differs from prior practices. Participation is the act of defining and organising the people who take part in any kind of complicated interaction. Before a new working policy action can be implemented, the individuals concerned need to collaborate to engage in that new working practice. This must be done before the new working practice is introduced. It is also required for the individuals who are affected to be active in the process of change and in understanding how the new practice connects to commonly held views or norms regarding what constitutes valid working practice (May & Finch, 2009).

The concept of collective action refers to the work that is done by people and groups in order to establish a new practice that is then incorporated into the routine working practices of an

organisation. The idea of collective action pertains to the coordinated effort put forward by a group of people toward the accomplishment of a policy objective, which may take the form of opposition as well as acceptance or compliance (May *et al.*, 2018). Reflexive monitoring is the process of regularly evaluating the implementation of a new policy practice by the participants, either formally or informally (May, Finch, Ballini, MacFarlane, Mair, Murray, Treweek & Rapley, 2011). The NPT is the overarching theory in this investigation because it tackles the necessity of incorporating environmentally responsible tourism practices into the day-to-day operations of the hotel sector in Zimbabwe as the new standard operating procedure. Furthermore, the NPT is pertinent to this study because it underlines the necessity for the hotel sector to adopt a policy that addresses green tourism. The stakeholders that are involved in the implementation of green tourism practices need to be in agreement with the aims of the green tourism policy, and they need to collaborate in order to accomplish those goals. The NPT acknowledges that there is a requirement for tracking the progress made toward sustainable tourism objectives in the hotel sector in Zimbabwe.

4.3 STAKEHOLDER THEORY (Freeman, 1984)

According to the stakeholder theory, a company has an obligation to various interest groups to try to maximise the value it creates for them. According to Freeman (1984), a stakeholder is any group or individual that is either able to impact the success of an organisation's goals or is affected by the success of those goals. The stakeholder theory places an emphasis on the linkages that exist between businesses and all of the parties that have a stake in the success of the firm, including customers, workers, suppliers, investors, and the community at large. The company is responsible for attempting to meet the requirements of all of the relevant stakeholders (Bhasin, 2018). Instead of trying to maximise profits for shareholders or owners, the stakeholder theory suggests that a corporate organisation should be utilised as a vehicle for aligning the interests of its many stakeholders. A corporation would cease to exist if it did not have the backing of its many stakeholders. To ensure the continued prosperity and well-being of the business over the long term, all relevant stakeholders must be taken into account and accommodated (Freeman, 1984). The stakeholder theory characterises the corporate environment as an ecosystem comprised of connected groups, all of which must be taken into account and appeased for the business to continue to enjoy sustained success over the long term (Yaro *et al.*, 2017).

When an organisation makes an effort to take into consideration the thoughts and concerns of all of its stakeholders, it puts itself in a far stronger position to achieve success (Bhasin, 2018). According to the stakeholder theory, a business is only successful if it provides value to its many stakeholders. Greater overall productivity is one of the values created by stakeholder theory, which is one of the values produced by stakeholder theory (Freeman, 1984). For instance, if employees, have the impression that their contributions are being recognised, they are likely to put in more effort and be more productive. This not only implies that businesses will keep more of their consumers and employees, but it also means that they will keep more of their personnel (Bhasin, 2018). If productivity is increased, the quality of the final product or service that is provided to the consumer will also improve. Freeman (1984) Because the customer is one of the numerous stakeholders the firm takes into consideration when making choices, the loyalty of the consumer will increase as a direct result of the improvement. Customers are also more likely to suggest the firm to other potential customers, which can result in further investment from the company's financiers (Yaro *et al.*, 2017).

The challenge presented by the stakeholder theory is the assertion that the interests of the numerous stakeholders cannot be weighed against one another in a fair and equitable manner. This is due to the fact that stakeholders represent a big and varied group; as a result, an organisation is unable to satisfy all of its stakeholders (Oruc & Sarikaya, 2011). Because of this, it is possible that some of the stakeholders may need to adopt a secondary role to accommodate the needs of other, more powerful stakeholders, which will almost certainly result in discontent. In addition, Bhasin (2018) indicates that one of the difficulties associated with the stakeholder theory is that which of the stakeholders will hold the greatest power. Therefore, the various power and influence levels inside an organisation could be a challenge for the company. The Stakeholder Theory is important to this study because it will be used to explain the perceptions of hotel managers regarding how a hotel stakeholders' influence the implementation of green tourism practices in a hotel organisation. In addition, employees as key stakeholders in the hotel sector will be included as participants in the study since they are the front-line implementers of green tourism practices. This indicates that their cooperation is essential to the achievement of the goal of successfully implementing environmentally responsible tourism practices within the hotel sector in Zimbabwe.

4.4 TRIPLE BOTTOM LINE (Elkington, 1998)

The concept of the Triple Bottom Line (TBL) seeks to balance the needs of people, planet, and profit (Elkington, 1998). Elkington (1998) proposed that businesses should evaluate and report on their financial success in addition to how well they create social wealth and how responsibly they treat the environment. The TBL philosophy stipulates that stakeholders, and not shareholders, are to shoulder the responsibility for an organisation's actions. In the context of TBL, the term "stakeholder" refers to any individual or group that is impacted directly or indirectly by the activities of the company. The concepts of social equality, economic viability, and environmental impact make up the "triple bottom line" (Slaper & Hall, 2011).

According to Wang *et al.* (2019), the term "people" refers to social equity or the human capital bottom line. The social bottom line pertains to fair and beneficial business practices toward stakeholders in the area in which an organisation conducts its business. A TBL company's social mission is to be a good neighbour by enhancing the vitality and expansion of the community in which it operates (Slaper & Hall, 2011). The term "Planet" can refer to either the environmental bottom line or the natural capital bottom line. When it comes to the environment, a TBL firm will make every effort not to damage the environment. A TBL company will make an effort to lessen its impact on the environment by managing its operations in such a way that it consumes less energy and other non-renewable resources, decreases the amount of waste produced (Melissen, 2013). The term "profit" refers to the economic value that is generated by an organisation after the cost of all inputs is subtracted from that value. Profit is also known as the "economic bottom line."

Despite the fact that the TBL theory takes into account the social, economic, and environmental aspects of sustainable development, the difficulty lies in the fact that these three distinct aspects cannot simply be combined together (Slaper & Hall, 2011). It is challenging to measure the "planet" and "people" accounts in the same terms as profits, which are measured in terms of currency. As a result, the TBL was expanded to include a cost-benefit analysis, which is referred to as the Triple Bottom Line Cost Benefit Analysis (TBL-CBA). The Global Reporting Initiative is responsible for putting a numerical value on the social bottom line. The Global Reporting Initiative (GRI) has produced criteria that will enable non-governmental organisations (NGOs) as well as businesses to report on the social effect of their operations in a comparable manner (Wang *et al.*, 2019).

In addition, according to Elkington (1998), one of the most significant difficulties associated with the TBL theory is the difficulty in determining how to measure the social and environmental bottom lines. Because profitability can be quantified, it is not difficult to evaluate it. However, what exactly defines social and environmental responsibility can be interpreted in a variety of ways. It is also not always easy to move between objectives that are different, such as maximising financial returns while still providing the most good for society. This may be a challenging task. It may be difficult for an organisation to strike a balance between allocating money and other resources to each of the three bottom lines without giving preference to one over the others. In the TBL theory, profits are important, but not at the expense of other considerations such as social and environmental issues (Slaper & Hall, 2011). The TBL theory was used in this study because the hotel business, like any other company, should not only generate a profit but should also guarantee that its operations have a minimal impact on the environment. Tourism is dependent on the environment for its continued existence. If the hotel sector continues to prioritise money above "planet," then there is little hope for the future of tourism, and there may not even be any tourism at all. The TBL model also assisted the researcher in identifying the perceptions of managers on the manner in which the implementation of environmentally friendly activities may be accomplished while taking the TBL into consideration.

4.5 THEORY OF PLANNED BEHAVIOUR (Ajzen & Fishbein, 1980)

The purpose of an individual to carry out a certain behaviour is explained in Ajzen and Fishbein's (1980) theory commonly referred to as the Theory of Planned Behaviour. The term "intention" refers to the components that are responsible for influencing a behaviour. Indicators of how hard an individual is willing to try and how much effort an individual is prepared to put in order to carry out a certain behaviour are motivating elements. The more fervently one intends to carry out a certain action, the greater the likelihood that the action will really be carried out (Ajzen & Fishbein, 1980). The performance of the majority of stakeholders is determined by motivation, the availability of required opportunities and resources (for instance, time, money, skills, and the collaboration of others) (Ajzen, 1985). These aspects of a person's life show the level of control that person actually has over their behaviour. This indicates that if a person wishes to engage in a certain behaviour, and has the intention to do so, then that person should be successful in engaging in the behaviour.

The Theory of Planned Behaviour (TPB) asserts that the performance of a certain behaviour is a simultaneous function of an individual's goals and their perceived level of behavioural control. However, Ajzen and Fishbein (1977) state that the measures of intention and perceived behavioural control ought to match to or be consistent with the behaviour that is to be predicted in order to be considered valid (Ajzen, 1985). An evaluation of intents and perceptions of control must be conducted in regard to the specific behaviour that is of interest, and the environment that is provided must be the same as that in which the behaviour is expected to take place. The Theory of Planned Behaviour was used in this study to investigate the willingness or intention of stakeholders (managers and employees) to change their behaviours and embrace the implementation of green tourism practices in hotels in Zimbabwe, as well as how the stakeholders' behaviour toward green tourism practices affects the implementation of these green practices. It will be difficult to successfully adopt green tourism practices within the hotel sector in Zimbabwe if stakeholders do not have the intention to actively participate in environmentally responsible activities or the willingness to modify their behaviour.

4.6 MAGIC PENTAGON (Muller, 1994)

A conceptual framework for the development of sustainable tourism, "the magic pentagon" was first presented by Muller (1994). The pentagon is comprised of the following five dimensions: economic health, subjective well-being, unspoiled nature or conservation of resources, healthy culture, and maximum satisfaction of the expectations of guests. According to the Magic Pentagon hypothesis, in order to ensure that sustainable tourism growth may continue, it is necessary to strike a balance between these five aspects. According to Muller (1994), in order for organisations to achieve balance, they need to pay the same amount of significance to the economic and financial components of sustainable tourism as they do to the ecological and cultural dimensions of sustainable tourism. However, the most significant flaw in Muller's (1994) theory is that, in practice, it is difficult for places to achieve balance and quantify all five aspects of sustainable tourism. This is the most significant limitation of Muller's theory. The Magic Pentagon theory was used in this study because it recognises the need for the hotel sector to not only concentrate on the financial benefits, but also take into account the need to ensure that customers are happy and that stakeholders are healthy.

4.7 TECHNOLOGY ACCEPTANCE MODEL (Davis, 1986; 1989)

It is generally agreed that the Technology Acceptance Model, sometimes known as TAM, is the most prominent and widely used theory for defining an individual's level of comfort with various information systems (Davis, 1986). The Technology Acceptance Model (TAM) is a system theory that attempts to explain how consumers eventually accept and use a technology. The model is based on Ajzen and Fishbein's (1980) Theory of Reasoned Action (TRA), which assumes that an individual's acceptance of information systems is determined by two major variables, namely Perceived Usefulness and Perceived Ease of Use. The theory of Reasoned Action (TRA) proposes that beliefs have an effect on attitudes, which in turn lead to intents, which ultimately result in behaviour. According to Davis (1986, 1989), the TAM model initially consisted of the following components: attitude, perceived utility, perceived ease of use, and behavioural intention to use. According to the TAM model, when consumers are confronted with a new piece of technology, they evaluate both its perceived ease of use and its perceived utility, or the extent to which a specific system contributes to an increase in work performance. An end-user's views about a technology are formed from the constructions, including perceived usage and perceived ease of use. These beliefs, in turn, predict the end-user's attitude toward the technology, which, in turn, predicts the technology's adoption. The TAM theory is an important part of the research since it is being used to evaluate how stakeholders feel about the applicability of certain green technologies, such as solar energy, which they would utilise in their day-to-day operations.

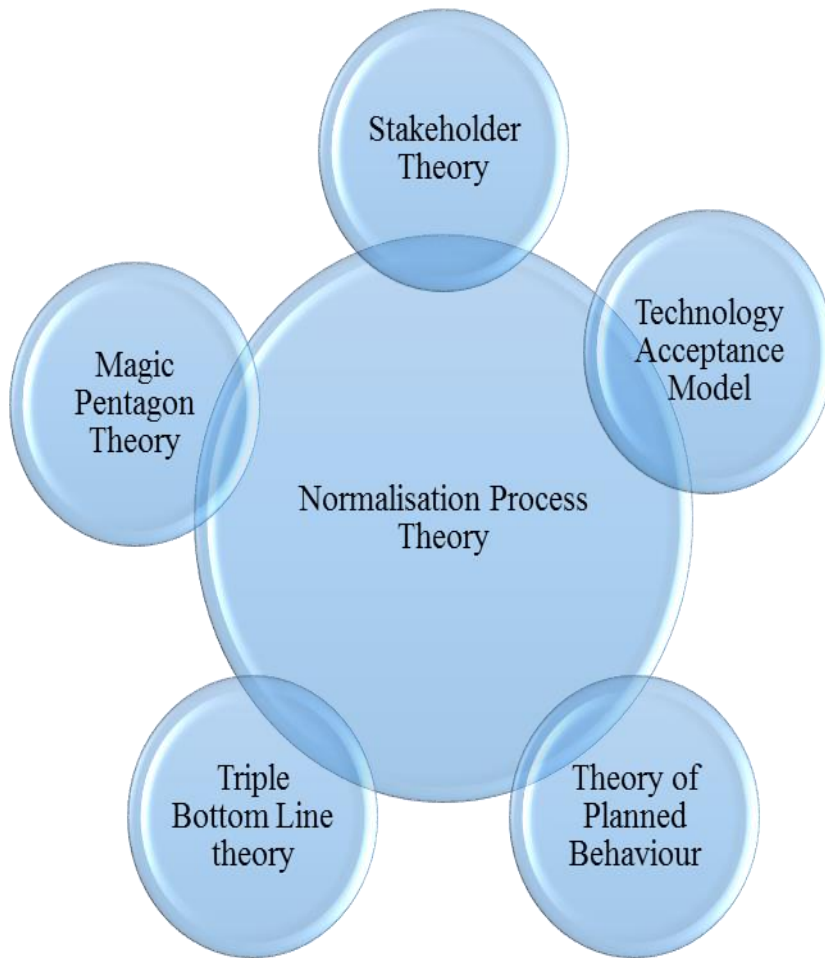


Figure 4.1: Theoretical Framework for the study
Source: Researcher's compilation

4.8 CHAPTER SUMMARY

This chapter highlighted the theories that informed the study. The Normalisation Process Theory was the principal theory. The study was also informed by the Stakeholder Theory, the TBL model, Magic Pentagon, Technology Acceptance Model and Theory of Planned Behaviour. The next chapter will be on the research methodology.

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 INTRODUCTION

The preceding chapter outlined the theoretical framework for the study. In this chapter, the research methodology is explained in detail. The aim of the study was develop a green tourism implementation framework for the hotel sector in Zimbabwe. The study sought to answer the following research questions:

1. What are the green tourism practices being implemented by the hotel sector in Zimbabwe?
2. What are the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe?
3. What challenges has the hotel sector in Zimbabwe faced in the implementation of green tourism practices?
4. What mechanisms are being used to implement green tourism practices in the hotel sector in Zimbabwe?
5. What strategies can be adopted to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe?

Chapter Five examines the methodology that was applied in the research in order to achieve the research objectives. This chapter explains the research methodology by outlining the paradigmatic assumptions of the researcher, the research design, sampling techniques, data collection process, validity and reliability of the research, data analysis strategies and the ethical considerations that was used in the study.

5.2 RESEARCH PHILOSOPHY

According to Uusitalo (2014) a research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. Saunders, Lewis and Thornhill (2019) defines research philosophy as a system of beliefs and assumptions about the development of knowledge. Four major research philosophies have been identified in research, namely positivist and interpretivist, critical realist and pragmatist. These research philosophies are explained below.

5.2.1 Positivism

McKim (2017) affirms that positivists believe that reality is unchanging and that it is possible to observe and explain reality without affecting the things that are being researched. Positivists argue that phenomena need to be separated from one another, and that observations ought to be capable of being repeated. This frequently includes manipulating reality with variations in only a single independent variable so as to find regularities in some of the constituent aspects of the social environment. Positivists make predictions on the basis of the facts that have been seen and described in the past, as well as the interrelationships between them (Saunders *et al.*, 2019).

5.2.2 Interpretivism

According to Kumar (2011), interpretivists argue that in order to properly comprehend reality, it is necessary to first engage in one's own subjective interpretation of that reality before attempting to intervene in it. The interpretivist philosophy relies heavily on the observation of events in the settings in which they occur naturally (Saunders *et al.*, 2019). The philosophy of interpretivism recognises that it is impossible for scientists to avoid influencing the things they examine. Interpretivists acknowledge the possibility that there are many different ways to interpret reality, but they insist that these interpretations, in and of themselves, are a component of the scientific knowledge that they are seeking to acquire (McKim, 2017).

5.2.3 Critical realism

In line with Antwi and Hamza (2015), the goal of critical realism is to provide an explanation for what a researcher sees and experiences by analysing it in terms of the underlying structures of reality that affect the events that may be observed. Reality is the most significant philosophical topic, according to critical realists (Kumar, 2011). Oshagbemi (2017) posits that for critical realists, reality is something that exists outside of oneself and is independent from oneself, yet it is not immediately accessible through observation or knowledge. Research that adheres to the critical realist philosophy focuses on offering an explanation for observed organisational occurrences. This is achieved by searching for the underlying causes and mechanisms that are responsible for the way in which fundamental social structures affect day-to-day organisational activity (McKim, 2017). Because of this emphasis, a significant portion of critical realism study takes the form of detailed historical analyses of

social and organisational systems, focusing on how these structures have evolved throughout the course of human history (Saunders *et al.*, 2019).

5.2.4 Pragmatism

Pragmatism was selected as the appropriate research philosophy for this study. Pragmatism was selected by the researcher because Saunders and Lewis (2012) propose that for a pragmatist, research starts with a problem, and aims to contribute practical solutions that inform future practice. The researcher noted that the hotel sector in Zimbabwe is hardly implementing green tourism practices. In order to address this problem, the researcher conducted a study which sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. This implementation framework can be used to inform policy and assist in enhancing the adoption of green tourism practices in Zimbabwean hotels. In order to develop this framework, the researcher used theories that support green tourism from literature. The researcher also conducted research in the hotel sector to seek views of hoteliers regarding implementation of green tourism practices and used those research findings to develop a green tourism implementation framework. This is supported by Saunders *et al.* (2019) who posits that pragmatists consider theories, concepts, ideas, hypotheses and research findings, in terms of the roles they play as instruments of thought and action, and in terms of their practical consequences. According to Uusitalo (2014), reality matters to pragmatists as practical effects of ideas, and knowledge is valued for enabling actions to be carried out successfully. According to McKim (2017) pragmatists are more interested in practical outcomes. This reason further justifies why the researcher settled for the pragmatist approach. The green tourism implementation framework that was developed will help to ensure that green initiatives are effectively practiced in the hotel sector in Zimbabwe in order to minimise the negative impacts of tourism activities on the environment.

5.3 RESEARCH METHODOLOGY

According to Antwi and Hamza (2015), research methodology is a theory of how an inquiry should proceed. There are three approaches that can be used when conducting research as proposed by Antwi and Hamza (2015) namely qualitative methodology, quantitative methodology and mixed methodology. These approaches are explained below.

5.3.1 Qualitative research methodology

Patton (2001) defines qualitative research as a naturalistic approach which seeks to understand phenomena in context-specific settings, such as real world settings, where the researcher does not attempt to manipulate the phenomena of interest. It is any kind of research that produces findings that are not by means of statistical procedures or other means of quantification. Instead, qualitative research produces findings derived from real-world settings where the phenomena of interest unfolds naturally (Denzin and Lincoln, 2005). The benefits of qualitative inquiry are embedded in its emphasis on thick description, obtaining real, rich, deep data which illuminates everyday patterns of action and meaning from the perspective of those being studied (Creswell, 2009). Qualitative research methodology emphasizes the importance of the voice of the participants and gaining first-hand information regarding the experiences of the respondents on a particular subject. It tends to focus on social processes, where the established relationship between the researcher and the respondents is valued. In qualitative research, the researcher is regarded as a great research instrument due to active participation in the research process. A disadvantage of the qualitative approach is that it may be labour intensive and time consuming.

5.3.2 Quantitative research methodology

Quantitative research, according to Creswell (2014), is a research approach aimed at testing theories, determining facts, demonstrating relationships between variables, and predicting outcomes. Quantitative research uses methods from the natural sciences that are designed to ensure objectivity, generalisability and reliability (Creswell, 2009). In quantitative research, statistical methods are used to test predetermined hypotheses regarding the relationship between specific variables. The researcher in quantitative research is considered as being external to the actual research, and results are expected to be replicable, no matter who conducts the research.

5.3.3 Mixed methods research

Johnson, Onwuegbuzie, and Turner (2007) define mixed methods research as the type of research in which a researcher combines elements of qualitative and quantitative research approaches. Mixing methods and data is the core value of mixed methods research because, by doing so, the researcher can gain insights from multiple methods (Fielding, 2012). The mixed methods approach was used in this study. According to Creswell (2014), a mixed

methods approach is used when a researcher intends to holistically explain a phenomenon for which extant research is fragmented, inconclusive, and/or equivocal. The phenomenon of green tourism in Zimbabwe is still vague. For this reason, it was deemed important to establish which practices have been adopted by hotels in Zimbabwe and explain the status quo.

Unlike qualitative or quantitative research questions, mixed methods research questions are questions that have both a quantitative research question and a qualitative research question within the same question (Onwuegbuzie & Leech, 2006). Table 5.1 below shows the research objectives and the methodology used for each objective.

Table 5.1 Objectives of the study and methodology adopted

Objective		Methodology
1	To establish the current green tourism practices that are being implemented in the hotel sector in Zimbabwe.	Quantitative
2	To establish the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe.	Mixed
3	To assess the challenges the hotel sector in Zimbabwe has faced in order to implement green tourism practices.	Mixed
4	To explore the mechanisms of implementing green tourism practices in the hotel sector in Zimbabwe	Qualitative
5	To suggest strategies to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe.	Mixed

The researcher chose mixed methods for the broad purposes of breadth and depth of understanding and corroboration as supported by Creswell (2014). The study sought to establish the green tourism practices that are being implemented in hotels in Zimbabwe. Furthermore, there was need to gain more understanding from hoteliers in terms of challenges they were facing in implementing green tourism practices as well as reasons for preferred

green tourism practices. Quantitative data was useful in determining the status quo in terms of implementation of green tourism practices within the hotel sector in Zimbabwe. The qualitative data enabled the researcher to have a further understanding the state of implementation of green tourism practices within the hotel sector in Zimbabwe. The mixed methods approach provided an opportunity to develop an implementation framework by combining the strengths of quantitative and qualitative methods. Thus, using mixed methods provided rich insights by overcoming limitations associated with either method alone (Creswell, 2009; Venkatesh, Brown & Sullivan, 2016).

Creswell (2003) identifies two basic types of mixed methods designs namely concurrent mixed methods design and sequential mixed methods design. In sequential mixed-methods designs, researchers typically conduct one strand of the study (e.g. qualitative) first and then the other strand of the study (e.g. quantitative) (Creswell, 2003). The sequence depends on the objective of the study and the research questions. A concurrent mixed-methods design is characterised by conducting the study's qualitative and quantitative components during the same stage (Castro, Kellison, Boyd, & Kopak, 2010). This design uses both qualitative and quantitative data and analyses in independent strands to answer the research questions (Teddlie & Tashakkori, 2006). This research used the concurrent mixed methods design. The researcher chose the concurrent mixed methods design because the study sought to understand the concept of green tourism practices in the day to day operations of the hotel sector in Zimbabwe. This is supported by Venkatesh et al., (2016) who posit that if a researcher conducts a study to understand a phenomenon as it occurs, the concurrent mixed methods design should be employed.

5.4 RESEARCH DESIGN

Kothari (2004) posits a research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Creswell (2009) defines a research design as a framework for action that acts as a bridge between research questions and the implementation of the research methodology. According to Van Wyk (2010), the research design articulates what data is required, what methods are going to be used to collect and analyse this data, and how all of this is going to answer the research questions. There are three main research designs that can be used in research namely exploratory research design, explanatory research design and descriptive research designs. These three research designs are explained below.

5.4.1 Descriptive research design

In line with Macdonald and Headlam (2011), descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group (Kothari, 2004). The main aim of descriptive research is to provide an accurate and valid representation of the factors or variables that pertain or are relevant to the research question. Such research is more structured than exploratory research.

5.4.2 Explanatory research design

Explanatory research design is also referred to as analytical study (Kothari, 2004). The main aim of explanatory research is to identify any causal links between the factors or variables that pertain to the research problem. Such research is also very structured in nature.

5.4.3 Exploratory research design

The exploratory research design was used in this study. According to Saunders and Lewis (2012), exploratory research design is the most useful and appropriate research design for those projects that seek to address a subject in which there are high levels of uncertainty and ignorance, and when the problem is not very well understood (i.e. very little existing research on the subject matter). In Zimbabwe, there is very limited research on green tourism practices. Due to this reason, it was deemed fit to use the exploratory research design because it allowed the researcher to gain more information from hoteliers regarding green tourism practices. According to Creswell (2014), exploratory research is usually characterised by a high degree of flexibility and lacks a formal structure. The researcher used the exploratory research design because the major emphasis in this study was on the discovery of ideas and insights that would be used to develop a green tourism implementation framework for the hotel sector in Zimbabwe. As such the research design needed to be flexible enough to provide opportunity for considering different aspects of the problem. This is further supported by Creswell (2009) who proposes that inbuilt flexibility in research design is needed because the research problem, is transformed into one with more precise meaning in exploratory studies.

5.5 DATA COLLECTION TECHNIQUES

Creswell (2009) highlights that data collection techniques include observation, focus group discussions, experiments, interviews and surveys. The following section will explain the data collection techniques that can be used in research.

5.5.1 Discussion groups

Discussion groups (also known as ‘focus’ groups) are a data collection technique used in social research. Focus group discussions consist of a number of individuals invited by a researcher to discuss their views on a particular topic, typically involving between six and twelve people, which is conducted specifically to get a group of people’s views on a subject (McKim, 2017). Groups can be constructed in order to attempt to recreate demographics. Discussion groups are best applied when rich, in-depth material from a number of people is required. Being part of a group often creates a more relaxed atmosphere than a one-to-one interview. Therefore, information gathered from discussion groups is often more varied than if participants had been interviewed on a one-to-one basis. Another advantage of using discussion groups, as opposed to one-to-one interviews, is that they provide in-depth information from a number of individuals simultaneously, making it a time effective method of gathering data (Macdonald & Headlam, 2011). Focus groups were not deemed fit for this study because the researcher sought to explore the perceptions of hotel managers regarding the adoption of green initiatives in the hotel sector. This information could be obtained through one on one interviews.

5.5.2 Observation

Observation consists of a mixture of techniques such as informal interviews, direct observation, participation in the life of the group, collective discussions, analyses of personal documents produced within the group (Macdonald & Headlam, 2011). Participant observation is usually undertaken over an extended period of time, ranging from several months to many years. An extended research time period means that the researcher will be able to obtain more detailed and accurate information about the people under study. Observation is more appropriate when seeking to uncover observable details. The researcher watches the activities and actions of people involved in a process and works out the specific time allocation devoted to every single step, with the objective of improving efficiency by cutting out unnecessary or time consuming steps. The observation method highlights

interpersonal relationships and the investigator can reflect upon social proximity and distance, observe relationships and explore body language and other behaviours (McKim, 2017).

5.5.3 Surveys

According to Zohrabi (2011) surveys are a useful means of gathering data from businesses, community organisations and residents. Survey research is one of the most important areas of measurement in applied social research. Surveys were used to collect quantitative data for this research. This is because according to Macdonald and Headlam (2011), surveys are a flexible tool, which can produce both qualitative and quantitative information depending on how they are structured and analysed. Also, the sample size of respondents for this study was quite large so the researcher settled for surveys. This is in tandem with Creswell (2009) who propounds that surveys are also used when a researcher needs to generate primary data from a large number of sources to answer research questions. Surveys can be delivered in a variety of ways namely postal surveys, telephone surveys, email or internet surveys and street surveys or administered surveys (Zohrabi, 2011). This study used self-administered surveys.

5.5.4 Interviews

Interviews were used to collect qualitative data for the study. Creswell (2009) posits that one of the most popular and frequently used methods of gathering information from people about a phenomenon is by interviewing them. The researcher used interviews in order to obtain in depth information on green initiatives in the hotel sector in Zimbabwe. Interviews are also the most popular method used within the social sciences. According to Ishtiaq (2019) interviews are a qualitative data collection technique often used to obtain the interviewees' perceptions and attitudes about an issue. This is also why the researcher chose to conduct interviews. Interviews allowed the researcher to ask the perceptions of hotel managers about implementation of green tourism practices. Zohrabi (2011) postulates that the key issue with interviewing is making decisions about who are the key people to talk to and what type of interview to conduct. The researcher used hotel managers as key informants in this study.

The different types and styles of interview elicit very different types of information. There are three clearly identifiable styles of interviews namely structured, semi-structured and unstructured (Macdonald & Headlam, 2011). According to Ishtiaq (2019), structured interviews follow a set of specific questions, which are worked through systematically. This

type of interview is used when the researcher wishes to acquire information where the responses are directly comparable. The researcher conducted semi-structured interviews. The focus of the interview was to ask the perceptions of hotel managers on mechanisms that they are using to implement green tourism. Semi-structured interviews are more commonly used interview technique that follows a framework in order to address key themes rather than specific questions. Semi structured interviews were chosen by the researcher because of their flexibility. The semi structured interviews allowed the researcher to make follow up questions from the responses given by the interviewees. This is supported by Zohrabi (2011) who posits that semi-structured interviews are flexible and give room for the researcher to respond to the answers of the interviewee and therefore develop the themes and issues as they arise (Zohrabi, 2011). Unstructured interviews do not follow any predetermined pattern of questions or themes. Rather, the interviewer will address the issues as they emerge in the interview. The method is useful when the researcher wishes to explore the full breadth of a topic (Ishtiaq, 2019).

5.6 RESEARCH INSTRUMENTS

Data collection instruments are tools designed to obtain data on a topic of interest from research participants. Different tools of gathering information can supplement each other and boost the validity and dependability of the data (Zohrabi, 2013). The research methodology influences choice of the research tool that will be used in collecting data. Due to the mixed methods approach that was used in the study, two research instruments were used to collect data, namely a close ended questionnaire and a semi structured interview guide. Teddlie and Tashakkori (2009) point out that combining questionnaires and interviews in a one research ensures breadth and depth associated with these two respective methods.

5.6.1 Questionnaire

Questionnaires are one of the primary sources of obtaining data in any research endeavour (Zohrabi, 2013). A questionnaire is a form containing a set of questions, especially addressed to a statistically significant number of subjects, and is a way of gathering information for a survey (Oshagbemi, 2017). The researcher used a closed ended questionnaire. The purpose of the questionnaire was to obtain information about the green tourism practices that have been adopted by hotels in Zimbabwe so far. Brown (2001) recommends the use of closed-ended questionnaires because they are one of the efficient means of collecting data on a large

amounts of data and that participants are anonymous so they can share information more easily. On the other hand, Brown (2001) and Gillham (2000) believe that sometimes the answers are inaccurate and questionable. Ambiguity and unclearness of some questions might lead to inaccurate and unrelated responses. The researcher used simple short phrases in the questionnaire so that respondents could easily answer the questionnaires.

5.6.2 Layout of the questionnaire

A closed-ended questionnaire was designed for this study. Respondents provided their responses on a 5 point Likert scale. The layout of the questionnaire was as follows:

The questionnaire consisted of Chinhoyi University of Technology logo, researcher and supervisor's signatures and an introductory letter from the researcher which contained the topic of the study, ethics and guidelines on how to answer the questions. In the first section, there is bio data. Section 2 of the survey sought to establish the extent to which the hotel sector in Zimbabwe has implemented green tourism practices. This section listed green tourism practices derived from literature. Section 3 of the questionnaire sought to assess the challenges that the hotel sector has faced in order to implement green tourism practices. The purpose of Section D to Section F of the survey was to assess the reasons why hotels prefer some green tourism practices over others. The last section of the questionnaire listed strategies that can be used by the hotel sector in order to enhance the implementation of green tourism practices (*see Appendix 2*).

5.6.3 Interview guide

Seale, Gobo, Gubrium and Silverman (2004) define an interview as a social encounter where speakers collaborate in producing accounts of their past or future actions, experiences, feelings and thoughts. A semi-structured interview guide was used (*see Appendix 3*). Johnson and Turner (2003) posit that interviews allow probing by the interviewer and hence can provide in-depth information. It is for this reason that the researcher conducted one-on-one interviews with hotel managers in-order to gain more information on the implementation of green initiatives in the hotel sector in Zimbabwe. The researcher was able to probe further on responses that were questionable or unclear. Interviews were conducted with managers of 1 to 5 star hotels because they have the knowledge of challenges and reasons for varied levels of implementation of green tourism practices within hotels (*see Appendix 3*).

5.7 POPULATION

Population is a clearly defined group of research subjects that is being sampled (DeFreitas, 2018). In this study, the target population were hoteliers that are employed in one-star to five-star graded hotels in Zimbabwe. The population for this study was derived from the last manpower audit conducted by ZTA in 2014. The ZTA manpower audit revealed that the total number of people directly employed in the tourism and hospitality industry in Zimbabwe is 12 264. Hence, this was used as the population for this study.

5.8 SAMPLING PROCEDURE

When conducting research, it is rarely possible to collect data from the entire population. Instead, the researcher has to select a sample. The sample is a group of individuals who will actually participate in the research (McCombers, 2019). Sampling is an important step in a research process because it helps determine the inference quality that researchers make and influences the degree to which one can generalise the findings to other individuals, groups, or contexts (Collins, Onwuegbuzie, & Jiao, 2007). In mixed methods investigations, researchers make sampling decisions for both the qualitative and quantitative components of the study. There are generally two types of sampling methods. These are probability sampling methods and non-probability sampling methods. These methods are explained below.

5.8.1 Probability sampling

Thomas (2020) highlights that probability sampling means that every member of the population has a chance of being selected. Probability sampling is mainly used in quantitative research. It involves random selection which allows a researcher to make strong statistical inferences about the whole group. In-order for a researcher to produce results that are representative of the whole population, probability sampling techniques are the most valid choice. The main types of probability sampling are simple random sampling, systematic sampling, stratified sampling and cluster sampling (Creswell, 2009).

In a simple random sample, every member of the population has an equal chance of being selected. Systematic sampling is similar to simple random sampling, but it is usually slightly easier to conduct. Every member of the population is listed with a number, but instead of randomly generating numbers, individuals are chosen at regular intervals (Thomas, 2020). Stratified sampling involves dividing the population into subpopulations that may differ in

important ways. It allows the researcher to draw more precise conclusions by ensuring that every subgroup is properly represented in the sample. To use this sampling method, divide the population into subgroups (called strata) (McKim, 2017). Based on the overall proportions of the population, a researcher calculates how many people should be sampled from each subgroup, then uses random or systematic sampling to select a sample from each subgroup. The researcher used stratified sampling for quantitative data. Stratified random sampling involves sampling within subgroups of known size that are relatively homogenous, to yield more precise results than a simple random sample (Bacon-Shone, 2015). The researcher first divided the respondents into strata (Harare, Nyanga and Victoria Falls) and then randomly selected the respondents to participate in the study intensively in each strata.

Thomas (2020) propounds that cluster sampling also involves dividing the population into subgroups, but each subgroup should have similar characteristics to the whole sample. Instead of sampling individuals from each subgroup, a researcher randomly selects entire subgroups. If it is practically possible, every individual from each sampled cluster may be included. If the clusters themselves are large, individuals from within each cluster can be sampled. This is called multistage sampling. This method is good for dealing with large and dispersed populations, but there is more risk of error in the sample, as there could be substantial differences between clusters. It's difficult to guarantee that the sampled clusters are really representative of the whole population (Venkatesh *et al*, 2016).

5.8.2 Non-probability sampling

In a non-probability sample, individuals are selected based on non-random criteria, and not every individual has a chance of being included. This type of sample is easier and cheaper to access, but it has a higher risk of sampling bias (McKim, 2017). That means the inferences made about the population are weaker than with probability samples, and conclusions may be more limited. If a researcher uses a non-probability sample, it is important to still aim to make it as representative of the population as possible. Non-probability sampling techniques are often used in exploratory and qualitative research. In these types of research, the aim is not to test a hypothesis about a broad population, but to develop an initial understanding of a small or under-researched population. Convenience sampling, voluntary response sampling, purposive sampling and snowball sampling are the four main types of non-probability sampling (Venkatesh *et al*, 2016; Creswell, 2009).

If the population is hard to access or unknown, snowball sampling can be used to recruit participants via other participants. The number of people that a researcher has access to “snowballs” as the researcher get in contact with more people (Venkatesh *et al*, 2016). A convenience sample simply includes the individuals who happen to be most accessible to the researcher. This is an easy and inexpensive way to gather initial data, but there is no way to tell if the sample is representative of the population, so it cannot produce generalisable results. Similar to a convenience sample, a voluntary response sample is mainly based on ease of access. Instead of the researcher choosing participants and directly contacting them, people volunteer themselves (e.g. by responding to a public online survey). Voluntary response samples are always at least somewhat biased, as some people will inherently be more likely to volunteer than others (Thomas, 2020).

Purposive sampling according to Creswell (2009) also known as judgement sampling, involves the researcher using their expertise to select a sample that is most useful to the purposes of the research. It is often used in qualitative research, where the researcher wants to gain detailed knowledge about a specific phenomenon rather than make statistical inferences, or where the population is very small and specific. An effective purposive sample must have clear criteria and rationale for inclusion. Purposive sampling was used to selecting the sample size for qualitative data. Purposive sampling is a technique employed to deliberately select sample members based on certain characteristics representative of the population (Pietersen & Maree, 2016; Saunders & Lewis, 2012). The sample chosen comprised of hotel managers and employees in Zimbabwe. It was the researcher’s judgement that the selected population (hotel managers and hotel employees) had the knowledge of green tourism practices within their hotels and would be able to provide the most appropriate information on green tourism practices that have been adopted within their hotels.

5.8.3 Sample size

The sample size for the quantitative data was then determined using Kraecjie and Morgan (1970)’s table. According to Kraecjie and Morgan (1970), a population of above ten thousand has a sample size of 375 (*see* Figure 5.1 below). Therefore, the researcher used a sample size of 375.

Table 3.1
Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Figure 5.1 Table for determining sample size of a known population
Source: Krejcie and Morgan (1970)

According to Shetty (2018), the sample size for qualitative data should be large enough to adequately explain the phenomena of interest and provide an answer to the research problem. According to Guest, Bunce and Johnson (2006) reaching data saturation should be the objective of qualitative research. Saturation happens when adding more participants to the study does not result in collecting more viewpoints or information (Shetty (2018); Vasileiou, Barnett, Thorpe, and Young (2018). Vasileiou, *et al* (2018) contend that in qualitative research, the question of "how many" does not have a straightforward answer. According to Sandelowski (1995), it is recommended that qualitative sample sizes be large enough to permit the unfolding of a new and richly textured understanding of the phenomenon that is being studied, but small enough to ensure that the deep, case-oriented analysis of qualitative data is not prevented. It is recommended by Clarke and Braun (2015); Fugard and Potts (2014); and Guest, Bunce, & Johnson (2006) that a minimum sample size of at least twelve is required for qualitative investigations in order to attain data saturation. Twenty hotel managers working in three- to five-star hotels in Victoria Falls, Nyanga, and Harare made up

the sample size for the qualitative data collection in this study. Data saturation was achieved on the fifteenth interview.

5.9 DATA COLLECTION PROCEDURE

Ivanov (2018) refers to data collection procedures as those activities which are designed to determine data for a particular field of study, what to gather, who to gather the relevant data from, and the techniques to be used for gathering such data. Secondary data was used as a starting point for an evaluation of green tourism practices to gain some background knowledge and understanding of the phenomenon under study. Secondary data was obtained through a review of literature on green tourism practices from journals articles, websites and government reports. Field work was carried out between May 2021 and July 2021. Primary data was obtained through self-administered questionnaires and interviews. The researcher self-administered the questionnaires. The administration of questionnaires was dependent on the welcome given by the hotel. The researcher was assisted by former students working in the hotel sector. Such hotels were quite co-operative and filled in the questionnaire whilst the researcher waited. In some cases, the researcher left the questionnaires at the hotel and collected them after three days. Hotel managers were approached to participate in the study and queried for information on green tourism practices through one on one interviews. The researcher made appointments with some hotel managers prior to the interviews. Before the interview commenced, the research sought permission to record the interviews. The researcher wrote notes whilst conducting interviews with those managers who did not want to be recorded.

5.10 DATA PROCESSING AND ANALYSIS

Creswell (2009) defines data presentation as a process of showing the research findings according to the objective derived themes by using tables, graphs or diagrams. According to Klass (2012) data analysis is a process that involves the inspection of the data collected, the cleaning, transformation and the moulding of that data into a coherent structure so as to highlight important findings, derive conclusions and act as the basis for decision making. Since the study adopted mixed methods approach, both qualitative data and quantitative data was collected and analysed separately as outlined below.

5.10.1 Quantitative data

Data analysis of quantitative data involved editing of questionnaires to check for omissions and consistency of responses “in order to ensure the integrity of the data and wholesomeness of the questionnaire” (Ndlovu, 2009). Descriptive statistics were derived from data analysis process. Descriptive analysis refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret (Kumar, 2011). Descriptive analysis gives meaning to data through frequency distribution, mean, and standard deviation, which are useful to identify differences among groups. After data collection, the questionnaires were coded for completeness and accuracy. A statistical software, SPSS version 23 was used to generate statistics and information on the collected data. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s Test of Sphericity was used to determine if the data could be subjected to factor analysis. KMO returns values between 0 and 1. A rule of thumb for interpreting the statistic is that KMO values between 0.8 and 1 indicate the sampling is adequate (Glen, 2016). The data was also subjected to factor analysis.

5.10.1.1 Factor analysis

Factor analysis is a type of data reduction approach. The results of factor analysis produce data that is simple to comprehend and can be put into practice since the method reduces a large number of variables to a small number of understandable underlying components (Alchemer, 2018). The researcher was able to notice trends more quickly and see themes in the datasets by using factor analysis. Factor analysis allowed the researcher to determine what the data points had in common as proposed by Platin and Ergun (2017) that the most typical use of factor analysis is to determine the connection between all of the variables that are contained inside a certain dataset (Alchemer, 2018). Factor loadings on the factors that were less than 0.6 were deemed as inadequate ((Bagozzi & Yi, (1988); MacCallum, Widaman, Zhang, & Hong, (1999) Platin & Ergun, 2017).

5.10.2 Qualitative data

The study used thematic approach for the analysis of qualitative data (Creswell, 2014). Thematic analysis was used to identify common themes, topics and ideas of meaning that come up repeatedly from the interviews. In this study thematic analysis was made the basis for clarifying the existing relationship between concepts uncovered and to make comparisons

with the replicated ones in literature. Kumar (2011) posits that there are two main approaches to writing up the findings of qualitative research. The first is simply to report key findings under each main theme or category and the second is to do the same, but to incorporate the discussion into the findings. The researcher used the latter method of using themes and categories by use of verbatim quotes to illustrate those findings. The researcher adopted the thematic approach in analysing data. With interpretive analysis, it was possible for the researcher to note relations between variables as well as noting patterns and themes which enabled the researcher to clearly understand the findings and made it easy for data presentation. Themes were generated from data collected from the interviews.

5.11 RELIABILITY AND VALIDITY

The methods used to establish validity are different in quantitative and qualitative research. The concept of validity refers to a situation where the findings of a study are in accordance with what the researcher intended to find out (Kumar, 2011). Validity relates to whether a research instrument is measuring what it set out to measure. The reliability of an instrument refers to its ability to produce consistent measurements each time. When a researcher administers an instrument under the same conditions to the same population and obtains similar results, that means the instrument is 'reliable' (Kumar, 2011; Saunders & Lewis, 2012). Validity of the questionnaire was tested in SPSS which yielded p values < 0.05. According to Field (2005), to test validity of a questionnaire, p values should be less than 0.05.

5.11.1 Reliability of quantitative data

Validity in quantitative studies is the extent to which a data collection method accurately measures what it claims to measure and that the research findings reflect what they claim to reflect (Saunders & Lewis 2012). In order to ensure validity, the questionnaires used to collect data were administered in the same way to every participant to ensure uniformity of findings. In order to test reliability, a Cronbach coefficient alpha was used as it is the most commonly method used for assessing the reliability for a measurement scale with multi-point items (Creswell, 2009). A good reliability should produce at least a coefficient value of 0.70 (Pallant, 2013).

5.11.1.1 Cronbach Alpha Reliability tests

Cronbach's alpha is a measure that is used for assessing the internal consistency for a set of scale or test items (Goforth, 2015). Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The reliability test can be accepted if the value is 0.70 to 0.99. Cronbach Alpha is tested for each scale in the questionnaire. It is not recommended to do a Cronbach alpha for the entire questionnaire (Saidi & Siew, 2019). For this study, the questionnaire was grouped into related items and reliability was tested for each section. The questionnaire was split into energy management initiatives, water conservation initiatives and waste management initiatives. The table below presents the Cronbach alpha values for each section.

Table 5.2 Cronbach Alpha's reliability test results

Construct	N of items	Cronbach Alpha
Energy management (EM) practices	9	0.858
Water conservation (WC) practices	9	0.711
Waste management (WM) practices	10	0.775
Challenges (C) in implementing green tourism practices	10	0.736
Energy Management Preferences (EMP)	8	0.970
Water Conservation Preferences (WCP)	8	0.994
Waste Management Preferences (WMP)	8	0.893
Strategies (ST) to enhance implementation of green tourism practices	11	0.981

Table 5.2 shows the reliability tests for different sections of the questionnaire. All the sections of the questionnaire yielded results that were above the acceptable 0.7 mark. It is interesting to note that the Cronbach alpha reliability tests are different throughout the questionnaire. This is because respondents answer differently across scales and across items. The more consistent the responses, the higher the Cronbach alpha reliability tests (Saidi & Siew, 2019)

5.11.2 Reliability of qualitative data

According to Schwandt, Lincoln and Guba (2007), the four indicators that reflect validity and reliability of qualitative research are credibility, transferability, dependability and conformability. As suggested by Trochim and Donnelly (2007), dependability is concerned with whether the same results would be achieved if the research is done twice. Since, qualitative research advocates flexibility and freedom, dependability may be difficult to establish unless the researcher keeps an extensive and detailed record of the data collection

process for others to imitate to ascertain the same level of dependability. To ensure dependability of findings, the researcher kept a record of raw data, that is, notes and recordings of interviews, questionnaires and any other records obtained from the research field.

Ndlovu (2009) states that confirmability is the extent to which the results can be confirmed or verified by others. Confirmability is only possible if researchers follow the process in an identical manner for the results to be compared. It requires the researcher's subjectivity in establishing data and its subsequent presentation. Noble and Smith (2015) support the use of an audit trail in enhancing the confirmability of research findings, and so is going to be adopted by the researcher in this study.

Transferability refers to the degree to which the results of qualitative research can be generalised to other contexts or settings (Guba & Lincoln, 2007). Though it is very difficult to establish transferability primarily because of the approach adopted in qualitative research, to some extent this can be achieved if the researcher extensively describes the research process used for others to replicate. According to Cohen, Manion and Morrison (2011), sampling technique used in the research study helps to provide in-depth information particularly the use of purposive sampling which helps to satisfy issues of transferability in qualitative studies as it allows the researcher to focus on key informants who are knowledgeable about green tourism practices. Therefore, the researcher used purposive sampling technique to ensure transferability of research findings.

Credibility is defined as the extent to which collected data and data analysis is trustworthy and believable (Anney, 2014; Ndlovu, 2009). To fulfill issues of credibility in this study, the researcher will use triangulation of research instruments. Research instruments that were used are the interview guide and closed-ended questionnaires. Triangulation was also done by incorporating both the managers and their subordinates. Johnson *et al* (2007) assert that triangulation reduces researcher's partiality as it cross examines the integrity of informants' responses.

5.12 ETHICAL CONSIDERATIONS

Kumar (2011) posits that researchers should ensure research participants are well informed of the study's intended purpose, aims, data collection methods to be employed, and the advantages and disadvantages of participation in the study before they make a decision of

whether or not to participate. In this research, the researcher observed several ethics whilst conducting the research. Prior to field work, the researcher obtained clearance from the university to collect data (*see* Appendix 1). Upon arrival at a hotel, the researcher asked to permission to conduct research from the duty managers or general managers. The researcher did not ask any identity-based questions within the questionnaire and interviews. This guaranteed the preservation of respondents' anonymity and protection of their rights. Before filling out the questionnaire, the researcher informed the participants about the nature of the research and the researcher obtained consent prior to their participation in the study. The researcher paid attention to issues of anonymity and confidentiality of respondents.

5.13 CHAPTER SUMMARY

Chapter Five outlined the research methodology which was used by the researcher in order to achieve the research objectives. Mixed methods approach was used in the study using the exploratory concurrent mixed methods research design. The participants of the study were hotel managers and hotel employees in three to five star graded hotels in Harare, Victoria Falls and Nyanga. Stratified random sampling and purposive sampling were used to select the sample size. The chapter also discusses data analysis and concludes by highlighting ethical issues. The next chapter dwells on the presentation, interpretation and discussion of research findings.

CHAPTER SIX

DATA PRESENTATION, DATA ANALYSIS AND DISCUSSION OF FINDINGS

6.1 INTRODUCTION

The preceding chapter outlined the research methodology that was adopted in this study. This chapter presents, analyses and discusses the data emanating from the field work described in Chapter 5. The main research objective was to develop a green tourism implementation framework for the hotel sector in Zimbabwe. The specific objectives were to:

1. Establish the green tourism practices which are currently being implemented by the hotel sector in Zimbabwe,
2. Establish the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe,
3. Assess the challenges the hotel sector in Zimbabwe has faced in order to implement green tourism practices and,
4. Explore the mechanisms for implementing green tourism in the hotel sector in Zimbabwe
5. Suggest strategies to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe.

Qualitative data and quantitative data will be presented, interpreted and discussed concurrently using research objectives. The response rate, demographic characteristics and factor analysis are presented.

6.2 RESPONSE RATE

According to Montgomery, Dennis and Ganesh (2016) the response rate is the percentage of the eligible sample members who complete the questionnaire. It is calculated by taking the actual number of respondents who participated in the study and divide by the targeted number of respondents. That number is then multiplied by 100 to give a percentage. The response rate for the quantitative data was calculated as follows: $\frac{\text{Number of answered questionnaires}}{\text{Number of questionnaires issued}} \times 100$.

The target population for the study was 375 respondents. 375 questionnaires were administered. Out of the 375 questionnaires that were administered, 354 were returned giving

a 94.4% response rate, calculated as follows: $\frac{354}{375} \times 100 = 94.4\%$. The response rate was sufficient to warrant data analysis to proceed. After conducting a missing data analysis in SPSS, 21 questionnaires were not considered due to missing data. As a result, 333 questionnaires were used for data analysis. For qualitative data, the response rate was 15 out of 20. This gave a response rate of 75%. Hendra and Hill (2019) suggest that response rates of 85 percent and higher are excellent, 70 percent to 85 percent are very good, over 60 percent are acceptable, 50 percent to 59 percent are doubtful, and below 50 percent are not scientifically approved. According to Babbie and Mouton (2007), response rates below 50% are suspect and sometimes wasteful of resources. A response rate of 50% or higher is often considered to be excellent for most studies.

6.3 CHARACTERISTICS OF THE RESPONDENTS

This section seeks to present the characteristics of the respondents of the study. The respondents for the study were hotel employees and hotel managers.

6.3.1 Characteristics of respondents for quantitative data

The characteristics of hotel employees are given below.

6.3.1.1 Gender of respondents

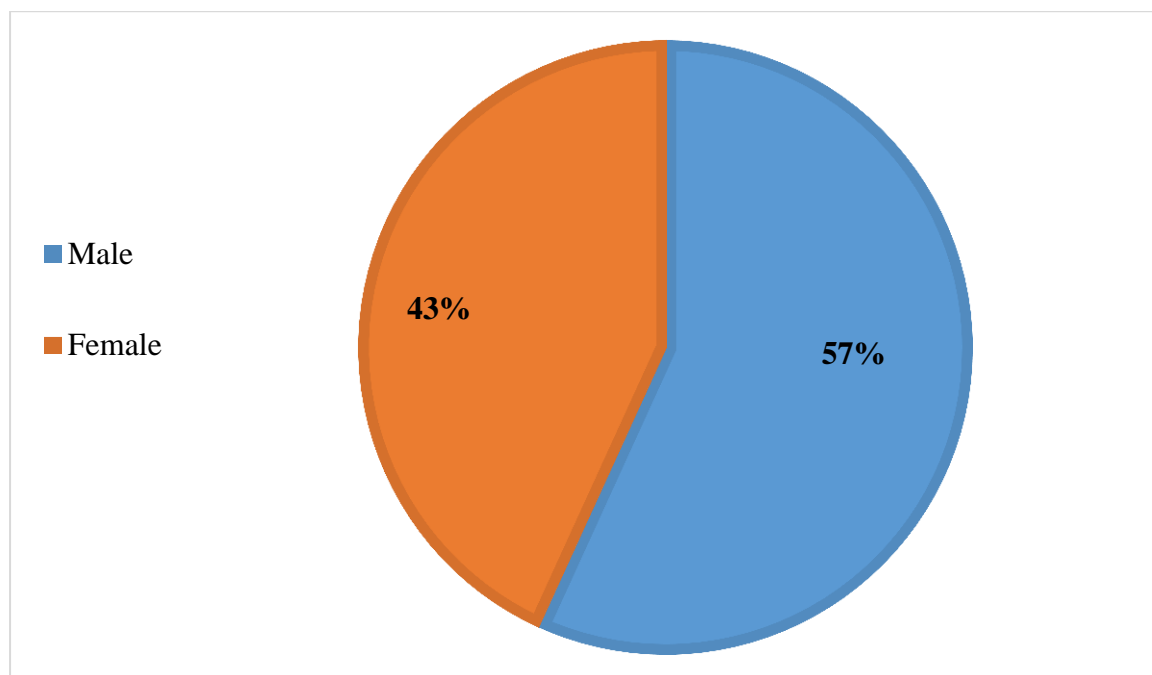


Figure 6.1: Gender of respondents

Figure 6.1 above reveals that male hotel employees outnumbered their female counterparts by taking up 57% (190 respondents) of the total responses as indicated in the pie chart above. Marunda (2014) highlighted similar findings stating that in most workplaces in Zimbabwe, men greatly outnumber women especially in the fields of management. Ferguson (2009) argues that the reason why there are more males working in the hotel sector is attributed to a prevalence of “gender-blind” tourism policies. Without specific policies aimed at mainstreaming gender in tourism management the status quo will remain in both the developed and developing countries. Similarly in a study of hotel managers in Egypt, Kattara,(2005) found out that women were unable to attain senior managerial positions in five star hotels due to gender discrimination, relationships at work, lack of mentor support and lack of network access. However it is important to point out that where there is deliberate company or national policy to mainstream gender in management of tourism enterprises the results are significant (Madzara, 2011) for example in countries like the United Kingdom the proportion of women employees in the tourism sector can be as high as 70% (Hemmati, 2002).

6.3.1.2 Age range

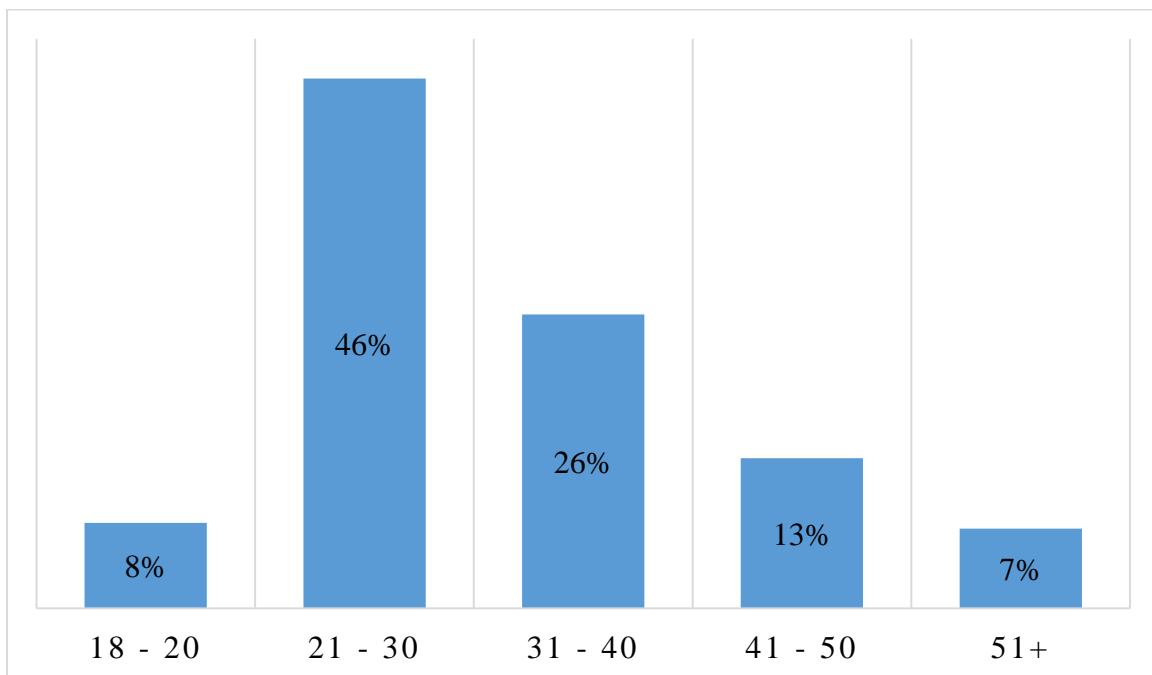


Figure 6.2 Age of respondents

Figure 6.2 above shows that 8% (27 respondents) of the hotel employees were aged between 18 and 20. The bulk of hotel employees (152 respondents) was between 21 to 30 years of age. 26% (87 respondents) of the respondents were aged between 31 and 40 whilst 13% (44

respondents) of the hotel employees were within the 41-50 age range. Only 7% (23 respondents) of the respondents were above 51 years of age. These findings corroborate the findings of the International Labour Organisation (ILO) (2018), which says that in contrast to other sectors of the economy, employment in the tourism and hospitality tends to be oriented towards people under the age of 40, half of which are 30 years or under. According to Impos (2018), the hospitality industry is a major employer of people aged 15 to 24. This is the case because hospitality businesses seek to boost young people’s confidence and provide them the stability they need in life. As the age progresses beyond the 50 mark, there was a marked decline, due to the fact that the physicality nature of the majority of the work in the hospitality sector is not for the frail and old (Impos, 2018).

6.3.1.3 Hotel Department

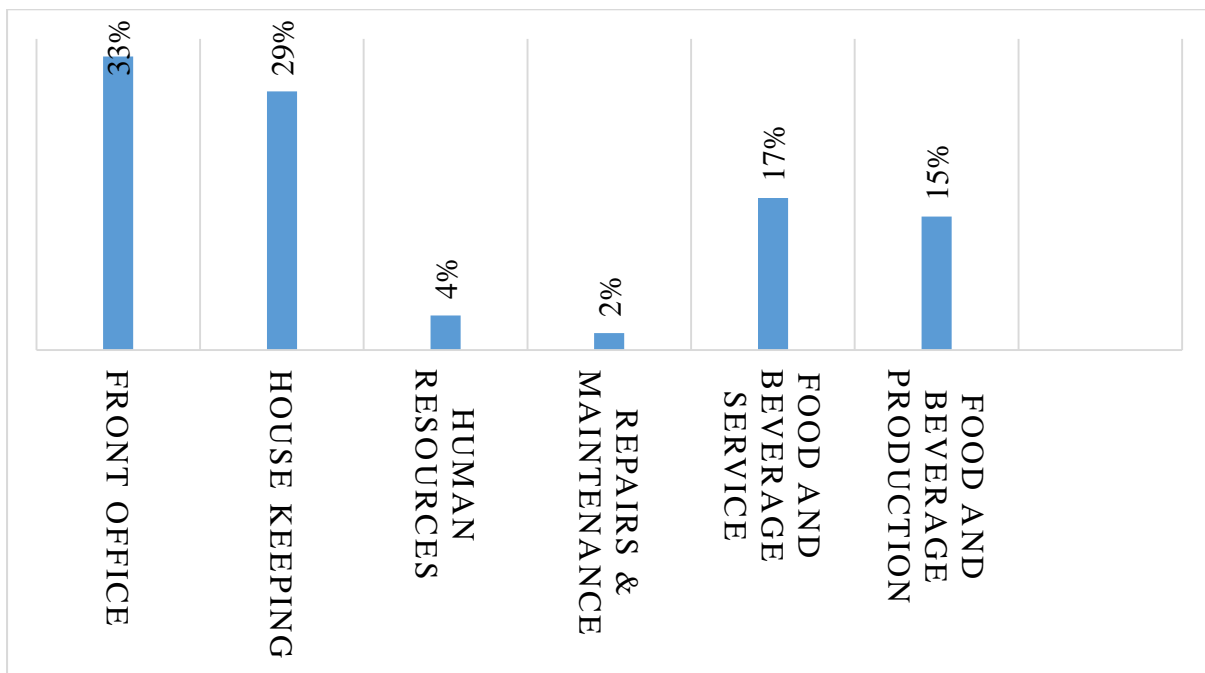


Figure 6.3 Respondents’ departments

The distribution of hotel employees by department in the hotel is shown in Figure 6.3 above. The Figure 6.3 shows that 33% (110 respondents) of the hotel employees belong to the front office department. 29% (97 respondents) were from the housekeeping department. The food and beverage department had a total of 32% (107 respondents) whilst employees from the human resources department and repairs & maintenance department were 4% (14 respondents) and 2% (5 respondents) respectively. The results of this study concur with literature from David (2019) which states that the four major operational departments that employ the majority of people are the housekeeping department, food and beverage service

department, food production (kitchen) department and front office department. However, it is important to note that departments at a hotel vary with type of hotel organisation, size and budget (David, 2019).

6.3.1.4 Years of experience

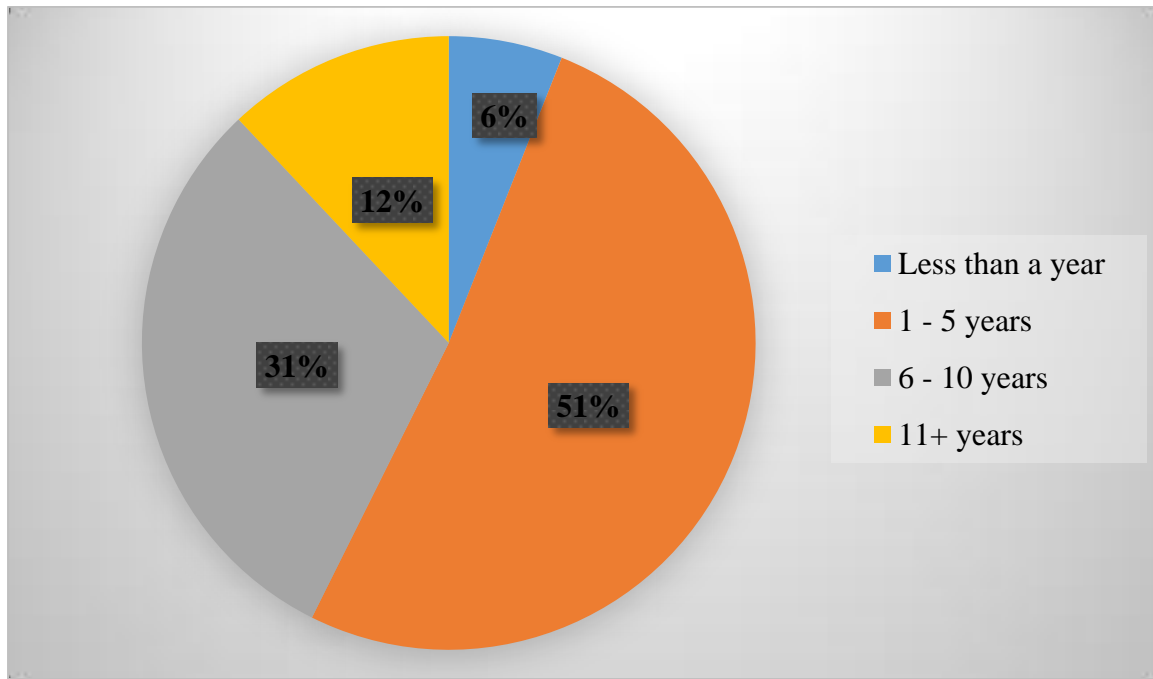


Figure 6.4 Respondents' years of experience

The hotel employees comprised of 6% (20 respondents) who had less than a year of experience in the industry. Respondents with 1 to 5 years' experience were 51% (170 respondents) whilst 31% (104 respondents) had 6 to 10 years' experience in the industry. 12% (39 respondents) of the respondents had more than 10 years' experience in the industry. The bulk of hotel employees had between 1 to 5 years' experience and this is explained by the fact that most of employees in the hotel sector are below 30 (International Labour Organisation, 2018). The years of experience of the hotel employees were useful in assessing whether the respondents had enough knowledge to participate in the study and provide the required answers to address the problem. One's length of service in the hotel sector is a strong indicator of the experiences encountered in delivering service under various climatic conditions. The years of experience of respondents helped the study to explore some green tourism practices implemented in the hotel sector.

6.3.1.5 Star rating of the hotel

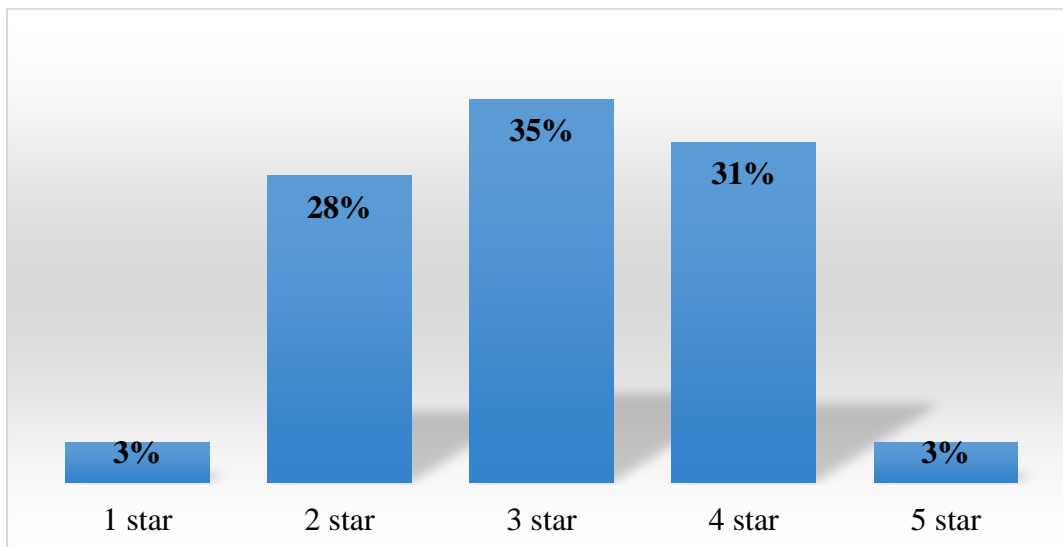


Figure 6.5 Star rating of hotel

3% of the hotels under study were 1 star hotels whilst the 28% of the hotels constituted 2 star hotels. The majority of respondents (35%) was from three star rated hotels. 31% of the participants were from 4 star graded hotels. 5 star hotels constituted 3% of the findings. These findings correspond with statistics from the Zimbabwe Tourism Authority (2017) which states that the majority of hotels in Zimbabwe have three and four star ratings. The researcher selected one star to five star hotels to ensure representation from all the star-rated hotels.

6.3.1.6 Number of years the hotel has been in business

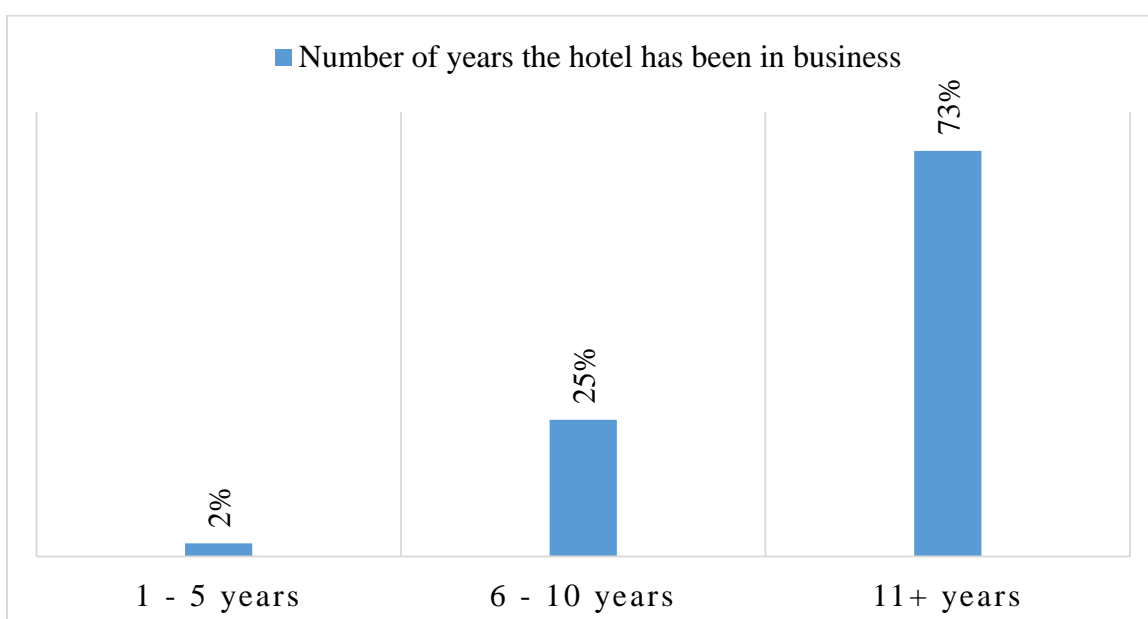


Figure 6.6 Number of years the hotel has been in business

The results revealed in Figure 6.6 above show that most of the hotel employees (73%) were employed in hotels that have been in business for more than 10 years. 2% of the respondents were from hotels that have been in business between 1 and 5 years. 25% of the hotel employees were from hotels that have been in business between 6 and 10 years. It was important to include the number of years that the hotel has been in business because it reflects the exposure that the hotel has and the expectations of the tourism industry in Zimbabwe.

6.3.1.7 Location of hotel

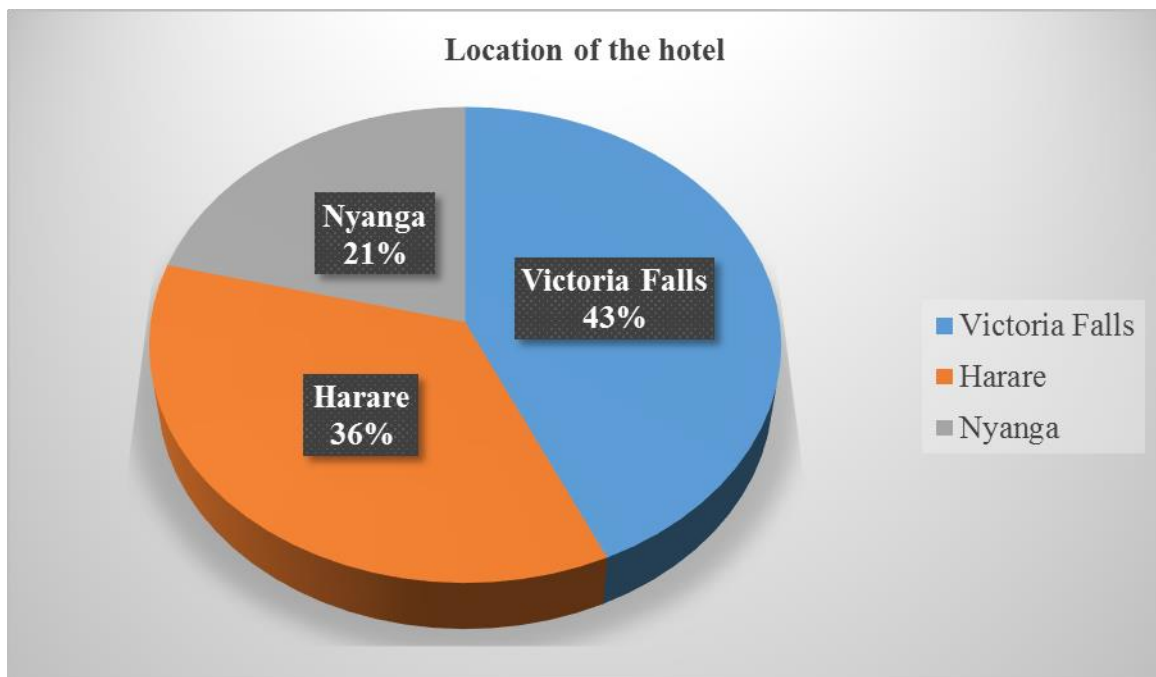


Figure 6.7 Location of hotel

As shown by Figure 6.7 above, 21% (70 respondents) of the hotel employees were from hotels located in Nyanga. 36% (120 respondents) were from hotels in Harare whilst 43% (143 respondents) were from hotels in Victoria Falls. According to ZTA (2017) most of the hotels in Zimbabwe are located in the Victoria Falls and Hwange area as well as Harare since it is the capital city of Zimbabwe. The results presented above show an acceptable distribution of hotels in the areas chosen to conduct the research since 43% of the respondents were from Victoria Falls.

6.3.2 Characteristics of respondents for qualitative data

The section below will present the characteristics of hotel managers that were interviewed in the study.

Table 6.1 Characteristics of respondents for qualitative data

Variables	Characteristics	Frequency
Gender	Male	12
	Female	3
Age range	20 – 29	2
	30 – 39	3
	40 – 49	9
	50+	1
Position held at organisation	General manager	8
	Departmental manager: Front Office	2
	Food & Beverage	3
	Housekeeping	2
Highest level of education	Honours degree	2
	Master's degree	13
Years of experience	6 – 10 years	4
	10+ years	11
Location of hotel	Victoria Falls	7
	Harare	6
	Nyanga	2
Star rating of hotel	3 star	4
	4 star	9
	5 star	2
Number of years the hotel has been in business	11 – 20 years	9
	21+ years	6

The hotel managers were selected using purposive sampling. Three to five star graded hotels in Harare, Victoria Falls and Nyanga were targeted by the researcher since that is where most hotels are located in Zimbabwe. Fifteen hotel managers were interviewed because they are

the ones with in-depth knowledge of green practices in the hotel sector in Zimbabwe. Of the 15 managers, 12 were males and 3 were female. According to Wawira (2016) the male gender dominates most managerial positions in the tourism industry, a situation that is prevalent across the entire job market and Zimbabwe is no exception. Most of the managers were aged between 40 and 49 years of age. This is in line with statistics published by Zippia (2022) which highlighted that the average age of an employed hotel manager is 43 years. 13 out of 15 managers held a Master’s degree as the highest level of education.

6.4 GREEN TOURISM PRACTICES THAT ARE CURRENTLY BEING IMPLEMENTED IN THE HOTEL SECTOR IN ZIMBABWE

This section seeks to present the green tourism practices that are being implemented by the hotel sector in Zimbabwe. Below is Table 6.2 presenting the green tourism practices gathered from hotel employees.

Table 6.2: Green tourism practices being implemented by the hotel sector in Zimbabwe (Descriptive Statistics)

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
Donation of leftovers or amenities	333	4.39	.920
Composting bio-degradable waste	333	4.35	.973
Waste reduction initiatives	333	4.31	1.019
Purchasing organic food	333	4.30	1.026
Purchasing locally grown food	333	4.27	1.080
Energy-saver bulbs	333	4.19	.916
Staff and guest guidance on minimising water usage	333	4.18	.930
Aeration of water (reducing pressure)	333	4.14	.975
Detection and repair of drips and leaks	333	4.10	1.028
Linen reuse in guestrooms	333	4.09	1.059
Low flow showerheads	333	4.06	1.078
Staff and guest guidance on minimising energy use	333	3.68	.902

Recycling waste	333	2.23	1.020
Solid waste management policy	333	2.17	.943
Monitoring waste per guest	333	2.15	.950
No print policy	333	2.13	.936
Use of key cards to switch off appliances when guest leaves a room	333	1.45	1.125
Goals for reducing energy consumption	333	1.44	1.114
Use of hydro energy	333	1.44	1.053
Rainwater harvesting	333	1.44	1.100
Grey water recycling systems	333	1.42	1.051
Use of wind energy	333	1.41	1.027
Monitoring water usage per guest	333	1.41	1.031
Goals for reducing water consumption	333	1.41	1.045
Movement sensors in rooms	333	1.40	1.050
Use of refillable dispensers for guest amenities	333	1.38	.977
Use of bio energy	333	1.38	1.019
Use of solar energy	333	1.31	.901
Valid N (listwise)	333		

Table 6.2 above shows that eleven green practices were being commonly implemented in Zimbabwe's hotel sector, with mean scores of four (4) and above. These practices are spread across the three main parameters of green tourism practices namely energy management, water conservation and waste management. Based on the findings presented above, the most common energy management practices being implemented in the hotel sector in Zimbabwe are the use of energy-saver bulbs as well as guest and staff guidance on minimising energy usage. Respondents disagree that practices such as implementing renewable energy programs (solar and wind power), installing energy-efficient appliances and equipment, controlling guestroom energy consumption by using digital thermostats, use of energy star-qualified products, installation of motion sensors are being implemented in the hotel sector in Zimbabwe

As shown in Table 6.2, hotels in Zimbabwe are composting waste and purchasing locally to reduce waste. Donation of unwanted guest amenities and food leftovers had the highest mean. This means that it is the most common green practice being implemented in the hotel sector

in Zimbabwe. According to Abdou, Hassan and El Dief (2020), hotel operators are adopting various practices that aim at reducing hotel waste as follows through separating hotel waste by using clearly labelled containers and coloured bins for collecting recyclables, purchasing products containing recycled content, collecting organic kitchen wastes separately for soil composting, purchasing food items and cleaning chemicals locally, adopting a donation program (donating food leftovers and linens to charity). This shows that the Zimbabwe hotel sector is in the right direction in terms of waste management initiatives.

Of the eleven green practices being implemented by the hotel sector in Zimbabwe (*see* Table 6.2), almost 50% of these initiatives are targeting water conservation. These practices are: use of low flow showerheads, linen reuse programs, aeration of water pressure, detection and repairs of drips and leaks as well as staff and guest guidance on minimising water usage. This shows that water conservation practices are the ones being implemented the most. These findings are in tandem with Tawiah *et al.* (2021) who asserts that that green hotels are using water efficient devices and appliances (e.g., using low-flow toilets and showerheads and installing infrared-activated faucets), implementing towel or bed linen reuse programs, fixing leaks in toilets and baths regularly, watering grass and plants early in the morning and late at night to limit evaporation, recycling the grey water (water from washing vegetables and fruits) for grass irrigation and monitoring the water consumption in each department to track usage.

The study notes that the hotel sector in Zimbabwe is targeting the “low hang fruit” by adopting the simplest, basic and cheapest green tourism practices. These practices do not necessarily require large amounts of money to implement. Fukey and Issac (2014) affirm that the implementation of green practices comes with a financial crunch. As a result, some hotels avoid high certification fees that has to be paid in order to get eco-certification. Hoteliers have resorted to implementing and adopting low cost simple projects rather than adopting complicated measures (Fukey & Issac, 2014).

6.4.1 FACTOR ANALYSIS FOR GREEN TOURISM PRACTISES

This section seeks to present findings on factor analysis for green tourism practices in the hotel sector in Zimbabwe. The first factor analysis looked at items 1-28 of green tourism practices in the hotel sector in Zimbabwe. Factors identified in this analysis include energy management practices (Factor 1), water conservation practices (Factor 2) and waste management practices (Factor 3).

Table 6.3 KMO & Bartlett's test for green tourism practices

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett's Test of Sphericity	Approx. Chi-Square	7076.348
	Df	45
	Sig.	.000

Table 6.3 shows the overall KMO for the three factors was 0.714, which, according to statisticians, is acceptable, as Field (2005) and Keiser (1974) regard any value above 0.60 as acceptable. The p value for the Barlett's test is < 0.01 which shows that the data is significantly correlated. The *Total Variance Explained* by the three factors is 71.20%. This means that these three factors account for 71.20% of the total variance. This means that it is an indicator of goodness of fit among the factors.

Table 6.4 Rotated Component Matrix for green tourism practices

	Component		
	1	2	3
	Energy Management Practices	Water Conservation Practices	Waste Management Practices
Movement sensors in rooms	.899		
Use of solar energy	.787		
Use of wind energy	.920		
Use of bio energy	.891		
Use of hydro energy	.951		
Use of key cards to switch off appliances when guest leaves a room	.938		
Goals for reducing energy consumption	.922		
Energy-saver bulbs	.917		
Staff and guest guidance on minimising energy use	.952		
Use of refillable dispensers for guest amenities		.844	

Grey water recycling systems		.870	
Rainwater harvesting		.765	
Monitoring water usage per guest		.872	
Goals for reducing water consumption		.959	
Aeration of water (reducing pressure)		.933	
Low flow showerheads		.864	
Staff and guest guidance on minimising water usage		.961	
Linen reuse in guestrooms		.879	
Detection and repair of drips and leaks		.900	
Composting bio-degradable waste			.895
Recycling waste			.812
Waste reduction initiatives			.814
No print policy			.830
Purchasing organic food			.835
Purchasing locally grown food			.772
Monitoring waste per guest			.806
Solid waste management policy			.897
Donation of leftovers or amenities			.932
Mean	3.93	3.56	3.02
Cronbach Alpha	0.72	0.78	0.83
Standard Deviation	0.88	1.12	0.91

The most important of the three components is *Energy Management Practices* with a mean value of 3.93 (SD=0.88), followed by *Water Conservation Practices* with a mean of 3.56 (SD=1.12) and *Waste Management Practices* (mean=3.02, SD=0.91). The factors with a higher mean have a lower standard deviation. All the means are positively skewed, therefore all these factors are very important.

6.4.1.1 Factor 1: Energy Management Practices

Included in this factor are items to do with using less energy. In order to save energy, hotels need to use renewable energy such as solar energy, wind energy, bio energy and hydro energy. Other energy management practices include use of energy saver bulbs and motion sensors. The Cronbach's Alpha (α) of 0.72 shows that there is high internal consistency

among the variables in this factor. Verma & Chandra (2016) note energy conservation as a key practices that green hotels follow. Most hotels have already taken advantage of the “low hanging fruit” initiatives such as changing to fluorescent bulbs (Bruns-Smith *et al.*, 2015).

6.4.1.2 Factor 2: Water Conservation Practices

This factor included items to do with saving water initiatives in hotels. Such initiatives involve use of rainwater harvesting systems and greywater harvesting systems. Hotels can also monitor water usage per guest and set goals for reducing water consumption. The Cronbach’s Alpha (α) of 0.78 shows that there is high internal consistency among the variables in this factor. According to Ball and Taleb (2011), hotels are driving sustainable management practices at the global scale, with a primary focus on energy and water savings. Many hotel companies today are implementing simple and cost-effective green practices such as reusing linen and reducing waste (Yi *et al.*, 2018).

According to Engel, Smith and Budden (2017), water saving initiatives are being adopted by hotels which include rainwater harvesting, low flow and dual flush toilets equipment and linen and towels reuse program. Mbasera and Mutana (2014) who assert that using water saving techniques allows hotels to significantly reduce water consumption. Rainwater that is harvested can be used for irrigation, toilet flushing, car washing and clothes laundering (Ahmed, Gardner & Toze, 2010). Green Diary (2019) supports these findings by stating that hotels are investing more in installing certified low-flow aerators in faucets and showerheads in the guest rooms, kitchens and public areas to reduce water pressure. Vail Resorts in Colorado is saving up to 5,000 litres of water drainage by fixing low-flow showers and water-less urinals since 2008 (Green Diary, 2019). This has acted as a guide for minimising water usage amongst staff and guests.

However, it is important to note that Yi *et al.*’s (2018) study reveals that some green practices such as low water pressure are actually not positively perceived well by some guests. Some hotel managers realise that water conservation systems have little appeal to guests and therefore are not easily integrated into their green program. Thus it is in the hotel manager’s best interest to find a water pressure level that fulfils the guests’ needs (Yi, *et al.* 2018). Guests have to be guided and educated on water conservation systems otherwise the hotel’s efforts will be in vain.

6.4.1.3 Factor 3: Waste Management Practices

The third factor focuses on waste management initiatives. Such practices include recycling waste, composting biodegradable waste and using a solid waste management policy. Though the waste management factor is lower than the two factors above in terms of mean value (3.02), waste management is very critical in the implementation of green tourism. The fact that its mean is above 3 means that hotel employees regard it as a very important factor. The Cronbach's Alpha (α) of 0.83 shows that there is high internal consistency among the variables in this factor. According to Engel *et al.*, (2017), waste management is a key area in green management. The hospitality industry contributes about one percent of global greenhouse gas emissions, uses two percent of potable water (Becken, 2014) and generates a significant amount of waste, particularly plastics. It is estimated that hospitality establishments generate between 1 to 4 kilogrammes of waste a guest a day, much of it non-recyclable single-use plastics (Ball & Taleb 2011; Pirani & Arafat 2014). These levels of waste could be significantly reduced through proactive interventions in the procuring, usage, recycling and disposal stages.

DeFreitas (2018) posits that since hotels are one of the major sources of solid waste generation in order to reduce the volume of this waste, they should focus on purchasing policies through developing partnership and purchasing products with sensible packing. Furthermore, hotels should pay attention to waste disposal by partnering with disposal companies and adopting sound disposal methods. Green Diary (2019) which states that waste management initiatives such as recycling is the pillar of sustainability and the hospitality industry should invest more into the recycling process. Fukey and Issac (2014) assert that implementing a solid waste reduction program in a hotel can create significant cost savings while creating a more environmentally friendly hotel. However, hotels may be hesitant to establish programs in solid waste management because of the coordination and cooperation needed among management, employees, and guests (Mbasera, 2018).

6.5 REASONS FOR THE PREFERRED GREEN TOURISM PRACTICES BY THE HOTEL SECTOR IN ZIMBABWE

This section presents and discusses findings on the reasons for preferred green tourism practices by the hotel sector in Zimbabwe. It presents findings from employees about preferred green tourism practices in the hotel sector in Zimbabwe in the form of simple descriptive statistics. Results of key informants are also presented in this section. In-order to

have a deeper understanding of the green tourism practices the researcher divided them into three parameters namely: energy management, water conservation and waste management. The results for energy management preferences are shown below.

Table 6.5: Reasons for implementing energy management practices (descriptive statistics)

	Mean	Std. Deviation
The hotel saves costs through energy management	4.72	1.015
Hotel has knowledge on energy management initiatives	3.68	1.019
Improved staff productivity through energy saving appliances	3.42	1.015
Corporate Social Responsibility through environmental sustainability	2.96	.972
Energy management practices are cheap to implement	2.49	.963
Electricity usage restrictions do not affect guest satisfaction	2.11	.871
It is easy for guests to participate in energy management practices	2.09	1.039
Energy management initiatives attract more guests to the hotel	2.01	.982

Two reasons for preferring to implement green tourism are shown in Table 6.5 above. Saving costs was deemed the main reason for preferring to implement energy management practices as this had a mean score of 4.72 evidenced in Table 6.5 above. These findings support Pennisi (2018) who affirms that reducing energy consumption by just 10 percent results in reduction in costs thus increasing the average daily room rate from \$0.62 to \$1.35. The other reason why hotel employees prefer energy management initiatives is that they have knowledge on energy management initiatives. Results in Table 6.5 show hotel employees disagreed that energy management initiatives are cheap to implement. This explains the results presented in Table 6.2 which shows that practices such as use of solar energy or motion sensors in guestrooms are not being implemented in the hotel sector in Zimbabwe. Energy management practices which require installation of solar systems and motion sensors are quite expensive. These findings are in agreement with those of Fadhil (2015), who pointed out that greening of businesses is still widely seen as an additional financial burden for the majority of companies. As a consequence of this, the hospitality industry in Zimbabwe

is focusing on energy management strategies that need less capital investment to implement, such as switching to fluorescent or energy saving lights.

According to Table 6.5, hotel employees disagreed that providing satisfactory service to customers is a primary reason for implementing energy management practices. According to De Freitas (2018), although hotels can enjoy financial benefits from reducing energy costs, there is concern that the financial performance of green hotels may be negatively affected if green activities lead to discomfort or inconvenience to their customers. This is due to the fact that tourists always pay a great deal of attention to the level of comfort they experience during their recreational experience. Table 6.6 below presents results on the reasons why hotel employees prefer to implement water conservation initiatives.

	N	Mean	Std. Deviation
The hotel saves costs through water conservation initiatives	333	4.85	.993
Hotel has knowledge on water conservation initiatives	333	3.79	1.028
Corporate Social Responsibility through environmental sustainability	333	3.77	1.064
Water conservation initiatives are cheap to implement	333	2.84	1.022
It is easy for guests to participate in water conservation practices	333	2.80	1.007
Water conservation initiatives attract more guests to the hotel	333	2.52	1.011
Water usage restrictions do not affect guest satisfaction	333	1.77	1.024
Water conservation initiatives attract more guests to the hotel	333	1.84	.953
Improved staff productivity through water conservation initiatives	333	1.68	.998

As shown by Table 6.6, there are three reasons why hotel employees prefer water conservation practices in the hotel sector in Zimbabwe. These reasons are saving of costs, knowledge of water conservation initiatives and CSR. These findings are in tandem with Pennisi (2018) who posits that water conservation initiatives cut costs for example hotel water and sewer costs can be cut by 25 to 30 percent just by installing water-efficient fixtures Findings from the study seem to indicate that the hotel sector in Zimbabwe does not

implement water conservation practices because they attract more guests to the hotel or improve staff productivity. Hotel employees also disagreed that water usage restrictions do not affect guest satisfaction or that water conservation practices are cheap to implement. Table 6.7 below shows why hotel employees prefer to implement waste management practices.

Table 6.7: Reasons for implementing waste management initiatives (descriptive statistics)

	N	Mean	Std. Deviation
The hotel saves costs through waste management initiatives	333	4.06	.934
Hotels have knowledge on waste management initiatives	333	4.04	.999
Corporate Social Responsibility through environmental sustainability	333	4.00	1.024
Improved staff productivity through waste management initiatives	333	3.09	.937
Waste management initiatives attract more guests to the hotel	333	3.01	1.021
It is easy for guests to participate in waste management initiatives	333	2.31	1.050
Waste management initiatives do not affect guest satisfaction	333	2.06	.981
Waste management initiatives are cheap to implement	333	2.05	.974

Table 6.7 above shows that three reasons why hotel employees prefer to implement waste management practices. These reasons are saving of costs, knowledge on waste management practices and environmental CSR. The study notes that the hotel employees generally agreed that the saving of costs, knowledge of green practices and environmental CSR were reasons why hotel employees preferred implementing green tourism practices in the hotel sector in Zimbabwe because these three reasons have a mean score of above 4. Hotel employees disagreed that green practices are cheap to implement, green practices do not affect guest satisfaction neither do green practices attract guests to a hotel. Respondents also disagree that it is easy for guests to participate in green practices in the hotel sector in Zimbabwe.

According to Graci (2008), lack of knowledge has been a barrier to the adoption of environmentally friendly practices in hotels. According to the findings of a study conducted by Yusof and Jamaludin (2013), the majority of hotel managers feel that there is a significant financial burden associated with the implementation of environmentally friendly practices. While hotels are participating in a variety of environmentally friendly measures, some hoteliers are adopting these practices without being aware of the advantages or having the background information about these practices. The consideration of short-term profit and the high expenses of investments are often the primary factors that contribute to the reluctance of hotels to embrace environmentally friendly practices (Chandran & Bhattacharya, 2019).

Barber (2014) and Ogbeide (2012) conducted studies that demonstrated a substantial gap between the perceptions of guests and their actual actions to embrace environmentally friendly behaviours. Although the majority of responses to these surveys on green practices were favourable, the link between the perception and real acceptability of green hotel practices is a tricky one (Yi *et al*, 2018). Although Ogbeide (2012) found contradictory results that guests wanted to participate in green practices but were not prepared to sacrifice the comfort during their stay at a hotel, a green hotel may have a positive effect on customers' perceptions, increasing guests' intention to revisit for a future stay. Furthermore, despite the fact that many of the respondents were eager to reduce their water use, they did not agree to the installation of low-pressure showerheads in their rooms because they did not believe they were directly responsible for the cost of the water (Ogbeide, 2012).

6.5.1 Managers' reasons for preferred green tourism practices by the hotel sector in Zimbabwe

This study objective for this section was guided by the following research question: What are the reasons for preferred green tourism practices by the hotel sector in Zimbabwe? The three green tourism preferences are energy management, water conservation and waste management. Three themes were isolated namely increase in profits, popularity and simplicity of green practices, and guest support and acceptance. These themes are presented in order of importance.

6.5.1.1 Theme 1: Increase in profits

The findings of the study note that one of the reasons why hotel managers prefer energy management practices is because it results in an increase in profits. A general manager from a

five star hotel in Victoria Falls highlighted that, *“one of my key duties as the manager is to make profit. Some practices we have here help us to save costs which results in more profit. Take for example the reduction of lights that I highlighted earlier, it definitely reduces the electricity bills because every cent counts”*.

A front office manager of a three star hotel in Nyanga highlighted that,

Some practices that we do here save major costs. If we don't change linen and towels every day, it reduces water costs and we save on detergents. When costs decrease, profit increases.

The sentiment expressed by this front office manager shows that the hotel prefers water conservation initiatives because they save costs and result in an increase in profit. These findings support Verma and Chandra (2017) who posit that going green is not a burden for hotels that many managers and executives believe as they are aware of that employing eco-friendly initiatives will cut the operational costs leading to increasing the revenue in the long run.

6.5.1.2 Theme 2: Popularity and simplicity of green practices

Field findings reveal that hotel managers prefer to implement water conservation practices due to their popularity and simplicity. This was highlighted by an executive housekeeper from a four star hotel in Victoria Falls who said, *“some practices have been popularised to the extent that we have adopted them just to fit in and do what other hotels are doing. I don't think there's a hotel in Zimbabwe that does not encourage linen reuse. It's now common practices plus it makes business sense”*. An executive housekeeper from a three star hotel in Nyanga said, *“we engage in green practices that are simple like reusing linen and using fluorescent lights.”*

These findings are in tandem with Chandran and Bhattacharya,(2019) who propound that today hotels are involved in various green practices not only because they are widely popularised, but also because they are simple to practice. Graci (2008) observes that due to lack of government regulations on the tourism industry, the focus on voluntary initiatives resulted in hotels only implementing simple green practices. Fukey and Issac (2014) observed that some hoteliers adopt green practices without knowing the benefits and background knowledge about these practices. Hoteliers resort to implementing and adopting low cost, simple projects rather than adopting complicated measures such as green buildings (Mbasera, 2014).

6.5.1.3 Theme 3: Guest support and acceptance

Findings revealed that hotel managers engage in water conservation practices and waste management practices because they are the ones that are accepted and supported by guests. An executive housekeeper from a four star hotel in Victoria Falls said,

We have had several guest complaints concerning the issue of replenishing guest supplies. For example here we only put a new bar of soap only if the guest has used up the one that we put in the room when they check in. If they are not using the lotion, we do not put a new bottle every day. Now, some guests expect new supply of amenities on top of the ones that they are not using because they are paying for them. We have no choice but to give them. So we have decided to engage in those practices that are acceptable to guests. At the end of day we end up doing things that are not controversial with our guests like buying energy saving appliances that do not necessarily affect guest stays.

The sentiments expressed above indicate that hotels prefer energy management initiatives because they are acceptable to guests and do not affect their stay. These findings support Verma and Chandra (2018) who states that some eco-friendly initiatives are difficult to implement as they may result in guest dissatisfaction. Bruns-Smith *et al.* (2015) affirm that hotel marketers and managers should enthusiastically develop ways to enhance the guests' knowledge and concern about the environment for example by developing and promoting green campaigns for hotels that help build their favourable attitude towards green hotel stay. This will foster guest support in the implementation of green tourism practices.

6.6 CHALLENGES THE HOTEL SECTOR IN ZIMBABWE HAS FACED IN THE IMPLEMENTATION OF GREEN TOURISM PRACTICES

This section seeks to present findings and perceptions on the challenges being faced by the hotel sector in the implementation of green practices.

Table 6.8: Descriptive statistics for challenges being faced by the hotel sector in Zimbabwe in the implementation of green tourism practices

	N	Mean	Std. Deviation
High cost of implementing green tourism practices	333	4.39	.980
Lack of government support	333	4.35	1.046

Lack of training	333	4.34	1.045
Lack of skills by staff	333	4.33	1.060
High start-up costs of purchasing green tourism equipment	333	4.32	1.075
There is limited knowledge on green tourism practices	333	4.30	1.090
Staff resistance to change	333	2.11	1.158
Vandalism of green tourism equipment	333	2.08	1.129
Lack of guest support	333	2.06	1.119
Theft of green tourism equipment	333	2.05	1.109
Valid N (listwise)	333		

Table 6.8 above shows that the hotel employees identified six challenges that hinder implementation of green practices in the hotel sector in Zimbabwe. High cost of implementing green tourism practices was the major impediment in the implementation of green tourism practices. The challenge of high costs has the highest mean score of 4.39. Other challenges that hotel employees raised are lack of training, lack of skills and limited knowledge on green tourism practices. Results also show that hotel employees agree that lack of government support and high start-up costs of purchasing green tourism equipment are challenges that the hotel sector is facing in the implementation of green practices. These results corroborate with Vema and Chandra (2016) who note that green products are quite expensive. Green hotels also incur additional significant expenses, such as certification and the price of developing and training human resources. Other expenses of implementing green hotel practices include accreditation fees, training and development expenditures of personnel, equipment installation costs, and green or eco-friendly certification fees (Tzschentke *et al.*, 2008). On the other hand, hotel employees disagreed that theft and vandalism of green tourism are challenges that the hotel sector is facing in implementing green practices. Findings also reveal that lack of guest support and staff resistance to change were ruled out as barriers in implementing green practices in hotels in Zimbabwe.

6.6.1 Factor analysis for challenges being faced by the hotel sector in Zimbabwe in implementing green tourism practices

This section seeks to present findings on factor analysis for challenges being faced by the hotel sector in Zimbabwe in implementing green tourism practices. The second factor

analysis looked at challenges being faced by the hotel sector in Zimbabwe in implementing green tourism practices. Factors identified in this analysis include *Knowledge, Support & Training* (Factor 1) and *Stakeholder Support & Theft and Vandalism* (Factor 2). The overall KMO for the three factors was 0.766, which, according to statisticians, is acceptable, as Field (2005) and Keiser (1974) regard any value above 0.60 as acceptable. The *p* value for the Barlett's test is < 0.01 which shows that the data is significantly correlated. The *Total Variance Explained* by the three factors is 69.81%. This means that these three factors account for 69.81% of the total variance. This means that it is an indicator of goodness of fit among the factors.

Table 6.9: Rotated Component Matrix for challenges being faced by the hotel sector in Zimbabwe in the implementation of green tourism practices

Rotated Component Matrix^a		
	Component	
	1	2
	Costs, Knowledge, Support & Training	Stakeholder Support & Theft and Vandalism
There is limited knowledge on green tourism practices	.947	
Staff resistance to change		.951
Lack of guest support		.952
Lack of government support	.956	
Lack of training	.940	
High cost of implementing green tourism practices	.916	
Lack of skills by staff	.965	
High start-up costs of purchasing green tourism equipment	.963	
Vandalism of green tourism equipment		.942
Theft of green tourism equipment		.936
Mean	4.42	4.13
Cronbach Alpha	0.81	0.77

Standard Deviation	0.96	1.11
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The most important of the two components is Costs, *Knowledge, Support & Training* (Factor 1) with a mean value of 4.42 (SD=0.96). *Stakeholder Support & Theft and Vandalism* (Factor 2) has a mean of 4.13 (SD=1.11).

6.6.1.1 Factor 1: Costs, Knowledge, Support & Training

Included in this factor are challenges that involve limited knowledge and lack of government support, lack of training and the high costs associated with implementing green tourism practices. The Cronbach's Alpha (α) of 0.81 shows that there is high internal consistency among the variables in this factor. Tzschentke *et al.* (2008) believes that limited awareness amongst hotel owners of their environmental footprint has been identified as a barrier to change. Graci (2009) noted that lack of skills, knowledge, expertise and information in a hotel organisation and the industry as a whole has greatly hindered the level of sustainability of environmental initiatives. In addition to that, Fukey and Issac (2014) assert that lack of knowledge in relation to green issues compounded with a lack of stakeholder support has widely been identified as a major constraint in the implementation of green initiatives.

Graci (2009) notes that lack of information has acted as an impediment to the implementation of green initiatives in hotels. A study by Yusof and Jamaludin (2013) revealed that most hotel managers believe that there is high cost incurred in implementing green practices. Whilst hotels are involved in various green practices some hoteliers adopt these practices without knowing the benefits and background knowledge about these practices. The reason why hotels hesitate to adopt green practices is generally the consideration of short-term profit and the high costs of investments. (Chandran & Bhattacharya, 2019).

6.6.1.2 Factor 2: Stakeholder Support and Theft and/or vandalism of green tourism equipment

Factor 2 shows challenges regarding support of internal stakeholders (employees and guests) and vandalism and theft of green tourism equipment. The Cronbach's Alpha (α) of 0.77 shows that there is high internal consistency among the variables in this factor. Deraman, Ismail, Arifin and Mostafa (2017) who note the importance of guest support for the successful implementation of green practices. Freeman (1984) also notes in the stakeholder theory that without the support of stakeholders, a company would cease to exist. Stakeholders need to be considered and satisfied to keep the company healthy and successful in the long-

term (Freeman, 1984). To avoid theft or vandalism of green tourism equipment, hotels must educate guests on the reasons why they are implementing certain green tourism practices in order to have the support of guests, for example hotels must identify the benefit of using refillable containers and educate their consumers about the harmful effects of throwing away partially used bars of soap or using so many bottles of shampoo on the environment (Deraman *et al.*, 2017). Employees play important roles in ensuring the success of green programs. Employees' willingness to participate is often given as a key determinant for the successful implementation of change.

From the employees' point of view, the major barrier in implementing green practices would be lack of knowledge and awareness. This is because most of the employees are not exposed to green practices by management. Thus, it would be impossible for them to fully implement green practices. This lack of knowledge and awareness may even lead to resistance to change. Therefore, hotel employees should be trained, educated and personally involved in conserving resources through green initiatives, (Deraman *et al.*, 2017). However, according to Goodman (2000), argues that employees among the younger and educated generation are more aware about green practices. This is because they are already exposed to it during their learning phase in school.

6.6.2 Perceptions of managers on the challenges being faced by the hotel sector in the implementation of green tourism practices

This objective was guided by the following research question: What challenges has the hotel sector in Zimbabwe faced in the implementation of green tourism practices? The challenges revealed by the study are highlighted below. Several challenges were noted by the study. The most common challenge is lack of guest support. Other challenges include lack of support from other organisations, high cost of purchasing green equipment, limited funds and lack of support by shareholders.

6.6.2.1 Theme 1: Lack of guest support

Lack of guest support was noted as the most common and major challenge impeding the implementation of green tourism practices in the hotel sector in Zimbabwe. An executive housekeeper from Victoria Falls highlighted that,

Local guests do not have an appreciation of green practices, take for example linen reuse. To them it's a right to have their linen changed on a daily basis because it is value for money. Some even request for a discount in order to participate in this linen reuse program. You see, this a problem because some of the green practices we would like to implement are dependent on the participation of guests.

According to the sentiments expressed above specify that guests seem to show resistance in embracing green practices. A survey conducted by Bruns-Smith *et al.* (2015) yielded similar findings as travellers who do not participate in hotels' green programs were willing to do so only if they were given incentives. However, Yi *et al* (2018) argues that because of increased environmental awareness, guests nowadays have become more environmentally conscious and demanding the lodging industry to be more responsible in preserving the environment.

A front office manager from a five star hotel in Victoria Falls said, "it is the norm that when a guest checks out they usually want to carry guest supplies such as lotion, shower gel but here we use refillable bottles. If a guest wants to check-out with the bottles they need to pay US\$2.00 for each bottle. Some guests have been disappointed when they are told to leave the bottles behind but we always try to explain why". These findings support Deraman *et al.* (2017) who revealed resistance of guests in the issue of the use of refillable bottles. Hotels must identify the benefit of using refillable containers and educate their consumers about the harmful effects of throwing away partially used bars of soap or using so many bottles of shampoo on the environment (De Freitas, 2018). However, Bohdanowicz and Zientara (2008) found that there are hotel guests who prefer to use the refillable dispensers in the toilet instead of bottle amenities. They feel it is more convenient and more environmental friendly.

A female front office manager from a three star hotel in Nyanga was asked on her thoughts on the challenges that the hotel is facing in implementing green practices and she said,

We used to charge US\$1.00 per guest as green fee but it was not acceptable to every guest considering the very limited green practices at the hotel. Many guests would always dispute this fee because they assumed that the honours of raising money towards greening was on the hotel and they didn't have to pay towards that.

The sentiment expressed above concur with studies by Green Traveller (2010) and Millar and Baloglu (2011), who demonstrate that consumers are not willing to pay more for a green hotel. However, luxury hotel guests do not mind taking part in the green programs because

they can afford it and able to pay a little extra to show their support in preserving the environment (Deraman *et al.*, 2017). In actual fact, Chandran and Bhattacharya (2019) found that in South East Asia, 79 to 95 percent of the guests are willing to pay a fee to support environmentally friendly practices by hotels. Schubert, Kandampully, Solnet and Kralj (2010) also note that consumers were willing to pay more and hence a premium could be charged for hotel greening efforts. This controversy has left most hotels in limbo as to whether to institute this extra charge or not.

Calls have therefore been made by various authors such as Jin-Soo, Li-Tzang, Heesup and Yunhi (2010), Rogerson and Simms (2012), and Mallorquí, Fraguell and Ribas (2018) on a global scale, to accentuate the guest dimension in the greening of hotel operations through the adoption of demand oriented green practices. Demand oriented green practices, are those green practices with a high guest involvement (physically and/or mentally) and also a high possibility of negatively affecting guest experiences (Baker, 2014; Susskind, 2014). Ajzen's (1985) Theory of Planned Behaviour posits that (environmental) beliefs shape attitudes towards behaviour, which is then translated into behavioural intention.

6.6.2.2 Theme 2: Lack of support from other organisations

Field findings indicate that the hotel sector is suffering from lack of support from other organisation. This is deterring the implementation of green practices. The general manager of a five star hotel in Victoria Falls grieved that,

We practiced waste separation at some point only to realise that the city council has one dumpsite where they mix all types of waste. This defeats our efforts of waste separation”.

These findings show that hotels are still dependent on the city council for waste collection. This shows that there is no effort being placed on waste management initiatives such as recycling. Njerekai (2019)'s study discovered that upon refuse collection, city councils and rural district councils in the Zimbabwe do not bother to separate the waste to the effect that any waste separation by the hotels and in-room separation by guests was, and could be, a futile effort.

6.6.2.3 Theme 3: High costs of purchasing green equipment

High cost of purchasing green equipment is noted as a barrier in the implementation of green tourism practices in the hotel sector in Zimbabwe. A general manager from a three star hotel in Victoria Falls desperately complained that:

Green practices are easier said than done. Victoria Falls is very hot and we can use that to our advantage by using solar but the cost of buying enough solar panels to power this big hotel is just too much. That's why up to now we still rely on ZESA and generators.

Cost considerations have a significant negative influence on the intention to implement green hotel practices. The cost of implementing green tourism practices prohibits hotels from implementing green hotel practices. These findings also coincide with Tzschentke *et al.* (2008) who asserts that the cost of implementation green hotel practices includes auditing and training costs which might become a burden for the hotels if they are not financially strong.

Although implementing green practices for some hotels will be a costly affair but for a long run, Verma and Chandra (2018) believe that it will help in cost reduction. Installation of new equipment such as fluorescent lights is costly, but the consideration of the benefits should not be based on initial costs but on the entire life cycle (Pennisi, 2018). Njerekai (2019) postulates that the Marriot Hotel Group announced in 2017 that it was going to adopt these refillable shampoo dispensers for all its 450 hotels in North America. The initial cost of purchasing refillable dispensers was high but the hotel's cost benefit analysis revealed that moving to refillable wall dispensers would save US\$1000 to US\$2000 per hotel, and most importantly, would save the environment 23000 miniature plastic bottles (McCartney, 2018).

6.6.2.4 Theme 4: Limited funds

A general manager of a four star hotel in Victoria Falls articulated that

I'm sure you know that the tourism industry was greatly affected by the COVID-19 pandemic especially in terms of revenue. So given the very little revenue we make these days, we have had to side-line our plans for going green. End of 2019, we had already engaged ATG Solar Technologies to install solar at our front office wings but because there was low occupancy rates, we could no longer afford to pay them so we have put those plans on hold.

Literature according to Khan, Khan, Lim, Tan, Ahmed, (2021), concurs with sentiments voiced out above as it states that the COVID-19 has had a detrimental effect on people's

livelihoods and economies worldwide. Social, economic, religious, and cultural activities have been interrupted throughout this epidemic. Mbasera *et al.* (2017) highlighted that the implementation of sustainable systems can be costly. Henceforth, it is often prohibitively expensive for African countries to source equipment for green tourism. That is why hotels in Africa have resorted to simple practices that are not costly. According to Attala, Mills and McQueen (2022) hotels are increasing revenue through traditional, tried and tested methods such as yield management, which involves finding the formula for achieving the greatest profit from a good or service by coordinating consumer, price, timing, and buying patterns. A hotel can use different rates, such as promotional or group pricing, or increased pricing when there is high demand and reduced pricing when demand is low. These methods will ensure an increase in revenue and this money can be used to fund green equipment.

6.6.2.5 Theme 5: Lack of support from shareholders

Another impediment identified in the study was that of lack of top management support. A general manager of a three star hotel in Harare grieved that:

As the GM of a chain hotel, I have to report to senior managers before engaging in new practices that can be adopted by the hotel especially the ones that require money. You find that it is difficult to get management buy-in on some of these green tourism practices. As a manager, I am assessed on how much profit I make for the hotel not how much I spend. There is need to convince them (top management) on the benefits that we will get as a hotel if we are to take money and invest in these green practices. Without their support, it is difficult to even budget for green equipment.

These findings support Abdou *et al.* (2021) who states that some hotel managers are still thinking about old world traditions and do not appreciate the necessity for the adoption of green practices. But Faulkner *et al.* (2005) and Kasim (2007) argue that the greater the involvement of top-level management to adopt environmental practices into their business, the better the success rate of adoption of green practices. When the pledge of top level managers lacks understating the relationship of environmental and economic value, it could possess the potential obstacle to adopting green initiatives for implementation in hotel operations (Fukey and Issac, 2014).

6.7 MECHANISMS BEING USED BY THE HOTEL SECTOR IN IMPLEMENTING GREEN TOURISM PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE

The guiding research question for this objective was what mechanisms are being used to implement green tourism practices in the hotel sector in Zimbabwe? The purpose of this section is to present managers' perceptions on the mechanisms that are being used to implement green tourism practices in the hotel sector in Zimbabwe. The most common sub-theme was guest education. Other sub-themes that emerged are building renovations, use of technology, government engagement, replacement of equipment and use of policies. The findings are presented below.

6.7.1 Theme 1: Guest education

Guest education was noted as a mechanism that hotels are using to enhance the implementation of green tourism practices. An executive housekeeper of a three star hotel in Nyanga highlighted that:

Our guest rooms have stickers in bathrooms and notes on the bedside to encourage guests to practice green efforts.

A front office manager from a three star hotel in Nyanga expressed his thoughts by saying that

During check-in, we encourage our staff to educate guests on saving water and electricity during their stay.

These responses concur with Verbeek and Mommaas (2008) who posit that guest education can create awareness towards the guests and attract them to support green practices. The consumer must be taught and made aware of the threats to the natural environment (Chandran & Bhattacharya, 2019). Zengeni and Leboho (2021) affirm that environmental awareness initiatives by hotels have a positive influences on guests' environmental consciousness and participation. The more guests are involved and encouraged to conserve resources, the more they conserve resources. If guests are in full support of green initiative, this will help hotels to realise the benefits of going green such as reduction in costs.

6.7.2 Theme 2: Building renovations

Findings indicate that hotels are renovating their properties to incorporate green technologies. A general manager of a five star hotel in Victoria Falls highlighted that,

“This hotel is over a 100 years and we have closed our deluxe wing for renovations. We are using the renovations as an opportunity to install some green equipment such as low-flow shower heads to reduce water consumption. We also have plans to install solar panels on that wing”.

Such findings echo Amandeep (2017) who believes that the concept of a green hotel starts from the construction stage. The hotel should have features and equipment which help in saving energy, water and reduces waste. In regions where tourism is a primary contributor to GDP, embracing a sustainable design for new construction and renovations is crucial to ensure protection of the environment (Mousavi, Hoskara & Woosnam, 2017). Chandran and Bhattacharya (2019) note that the hotel sector can increase the level of sustainability from the proper building site and design, refurbishing, developing multi-tier green space through selected trees, shrubs and climbers to provide ambience and controlling climate vulnerability.

6.7.3 Theme 3: Use of technology

Findings of the study revealed that the use of technology as a tool for enhancing the implementation of green tourism practices in the hotel sector in Zimbabwe. A Food and Beverage Manager from a three star hotel in Nyanga said,

We use simple technology for example instead of printing notices or orders, we send e-mails to respective departments.

Similarly, a general manager from a three star hotel in Harare said,

We no longer give newspapers to our guests. Our guests can assess news on their phones using the internet. There is free WI-FI at their disposal. This helps to reduce paper waste.

An executive housekeeper from a four star hotel in Victoria Falls was asked which mechanisms that the hotel is using to implement green tourism practices and she highlighted that

Well, we have activated sleep timers on all our televisions in the guest rooms. You find that some guests fall asleep whilst the TV is playing and this wastes electricity, so the sleep timer function makes the TV switch off automatically after a set time.

These findings concur with Londono and Henandez (2016) who encourages the use of technology as a way of practicing green tourism. Technology has an important role to play in greening the hotel sector, not only because the internet is crucial as an information source for tourists, but also because the internet has reshaped the way tourists interact with the hotel sector. With the help of technology, hotels can decrease power consumption and reduce waste creation, water consumption and pollution. With the right technology and its use, hotels can provide more effective and satisfactory services to its customers at very low cost (Rosenbaum & Wong, 2015). Njerekai (2019) asserts that with the increased availability of Wi-Fi within hotel environments and DSTV in hotel rooms, daily delivery of hard copies of newspapers to rooms has been phased out by many hotels in the world today. As an example, and in a more recent development in 2018, Marriott International announced that it would no longer deliver newspapers to every guestroom in the morning. Guests would be requested to buy a newspaper or read one in the lobby. With this move, Marriot estimated that it would reduce newspaper distribution at its hotels by about 18 million newspapers annually.

6.7.4 Theme 4: Government Engagement

A general manager of a five star hotel in Victoria Falls said, *‘we have tried to engage the ministry for support. We invited them to see our green initiatives around the hotel especially our garden project. They were impressed by some vases that we made from old towels. They took some to showcase to other hotels on how to repurpose some items which we regard as waste. Unfortunately since their visit last year, we have not heard any feedback from them’*. These findings are in tandem with Mbasera (2018), who expresses that for the effective and productive implementation of the concept of greening, the government plays a major part of this. The green concept cannot be conceptualised unless the government makes specific and rigorous laws and utilises its authority to have them implemented and adopted by hotels. If the consumer, the organisation and the government work in solidarity toward the common objective of minimising the unfavourable environmental impact of their activities, then certainly the environment can be protected (Chandran & Bhattacharya, 2019).

6.7.5 Theme 5: Replacement of equipment

The study also revealed that hotels are replacing equipment as a way of enhancing the practice of green tourism in hotels. A general manager from a three star hotel from Victoria Falls said: *‘we have donated our old televisions and replaced them with LED TVs that use lesser power. Our fridges are also energy efficient. This has really helped reduced the cost of electricity’*. The study findings concur with Kasavana (2008) who states that to enable the adoption of green technologies, hotels should consider replacing obsolete equipment with greener ones such as re-lamping campaign involving replacement of incandescent light bulbs with fluorescent lighting, installing energy-efficient laundry equipment, digital thermostats and a reduction in clear air-circulating equipment resulting from a smoke-free policy. According to Pennisi (2018) fluorescent lights convert 30 percent of energy into light and lasts up to 10000 hours. Lighting alone often makes up 10 to 35 percent of energy costs, switching bulbs is worthwhile.

However, Ahn and Pearce (2018) argue that in-order for hospitality business to reduce energy consumption, significant features for energy saving must be employed. This includes installation of a geothermal refrigeration system, sensor technologies, regenerative elevators, insulated precast envelope, and maximum use of daylight must be practiced in hotels. In their study at the Proximity hotel, Ahn and Pearce (2018) also note that when the hotel installed 100 solar hot water heating panels on the rooftop which provided 60 percent of the hotel’s hot water thereby saving 8.49% of the building’s energy costs. These findings show that the energy management practices being implemented in the hospitality sector in Zimbabwe do not necessarily result in a large reduction in the energy used in the industry.

6.7.6 Theme 6: Use of policies

Findings from this study indicate that some hotels have policies in place as a mechanism to enhance implementation of green tourism practices. This was highlighted by a Food and Beverage manager from a five star hotel in Harare who said, *‘we have a solid waste management policy that we use when disposing of our waste. Food is used for manure or donations, plastics, bottles, linen are separated in different bins’*. Similarly, an executive keeper revealed that, *we have purchasing policy that guides us to source all our materials locally including linen and detergents, stationery and some fittings required by the maintenance department. We also buy in bulk where possible’*. These findings concur with

Rogerson and Simms (2012) who realise that sustainability practices by hospitality businesses are more likely when sustainability is embedded in the policies and operational structures. Mbasera and Mutana (2014) also conducted a study reveals that some hotels in Zimbabwe did have waste management policies.

6.8 STRATEGIES TO ENHANCE THE IMPLEMENTATION OF GREEN TOURISM PRACTICES IN THE HOTEL SECTOR IN ZIMBABWE

This section seeks to present research findings by hotel employees and key informants on the strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.

Table 6.10 Descriptive statistics on strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.

Descriptive Statistics			
Strategy	N	Mean	Std. Deviation
Make green tourism practices enforceable at law (e.g. in the Tourism Act)	333	4.30	1.090
Education of green tourism practices to staff and guests	333	4.29	1.025
Allocation of financial resources to the development of green tourism technologies in Zimbabwe	333	4.27	1.132
Participation of staff in green tourism practices (e.g. encouraging guests to take part in green tourism practices)	333	4.39	.920
Guest rewards (e.g. offering incentives to guests who take part in green tourism practices)	333	4.28	1.068
Training of staff on how to implement green tourism practices	333	4.36	.995
Research on new green tourism practices and how they can be implemented	333	4.22	1.148
Recognise and Reward Green Hotels (e.g. at Sanganai/Hlanganani expo)	333	4.40	.918
Initiate Green Tourism Innovation Challenges at the ZTA	333	4.27	1.066
ZTA only license Green Tourism Compliant Hotel	333	4.01	1.019

Ensure only Green Tourism Compliant Hotels host government conferences, workshops	333	3.28	1.075
Valid N (listwise)	333		

Ten strategies from Table 6.10 above have a mean score of above 4. However, all strategies are significant as they have a mean above 2.5 with the least being 3.28 which is quite high. This shows that hotel employees generally agreed that these strategies can be adopted to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe. Findings recommend that green tourism practices must be enforceable at law and that the ZTA must only license Green Tourism Compliant hotels. The findings from this study corroborate Mbasera (2018) who states that the idea of green hotels can be made possible through government policy makers. According to Chandran and Bhattacharya (2019), steps should be taken to control false green claims by the hotels to preserve the authenticity and reliability of green practices. As pointed out by Punitha, Aziz and Rahman (2015), there is clearly a need to have certain policies and guidelines which could prevent environmental damage but there are hardly any policies which could do so. The authorities worldwide need to design strict policies and measures which could prompt hotels to go green (Robin *et al.*, 2017). Singhal *et al.* (2018) also notes that the green policies which are currently in place have hardly been effective enough due to poor implementation.

Findings also reveal that participation of staff in green tourism practices and training of staff in green tourism practices are strategies that can enhance the implementation of green practices. Staff participation in green practices is dependent upon hotel management. Zengeni *et al.* (2013) state that employee awareness is an important drive in the implementation of green tourism initiatives. They recommended that green practices and their implications should be frequently communicated to the employee. By frequently communicating this information to the employees, it encourages more participation and hence in the same way increases their awareness levels. This serves as a motivator to the employees to participate actively in the green movement. Hotels should facilitate employees' participation in green practices so that the employees will not feel disadvantaged or inconvenienced in doing some of the green practices (Deraman *et al.* 2017).

Table 6.10 also indicates rewards and recognition systems for hotels and guests as strategies to enhance the implementation of green practices in hotels. Pallazo *et al.* (2022) notes that the implementation of reward and punishment systems will be of assistance in carrying out green

practices. Hotels that go above and beyond in their efforts to promote environmentally responsible tourism should be recognised for their efforts. This helps to establish standards and differentiate sustainable tourism enterprises from those that are not sustainable (Furqan *et al.*, 2010). According to a research by Viviers (2009) on the viewpoints of managers on becoming green, managers who take green activities want the government to recognise and reward their efforts. Hotel employees also agreed that allocation of financial resources to the development of green tourism technologies in Zimbabwe is a strategy that can be adopted to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe. These findings support Khan (2017) who is of the opinion that in order to put green practices into effect, it is necessary to dedicate adequate amounts financial resources.

6.8.1 Managers' strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.

This study objective was guided by the following research question: What strategies may be adopted to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe? Hotel managers recommend the following strategies: participation of other industries, government support, shareholders' buy-in, revisiting existing policies and increased guest awareness.

6.8.1.1 Theme 1: Participation of other industries in green practices

The study notes the participation of support industries as a strategy that can be adopted to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe. A general manager from a five star hotel in Victoria Falls highlighted that:

Like I said earlier, the city council is really discouraging. We are practically wasting our time separating waste only for them to mix it at their dumpsites. They are the ones with the problem. Waste management is a chain, everyone must play their part.

These findings indicate that green tourism practices is a joint effort of the hotel sector and other industries. The sentiments expressed above show that the hotel is making an effort to separate waste but the city council ends up mixing all the waste. This defeats the effort that would have put by hotels in the first place. According to Nhuta (2015), green tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving

sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and or corrective measures whenever necessary. Tsvere and Pedzisai (2014) suggest that the government of Zimbabwe must develop a strong National Waste management strategy for effective development of an effective waste management strategy covering the collection, transportation and final disposal of waste in all residential areas. Tsvere and Pedzisai (2014) further advocated for a joint effort in managing solid waste in which the municipality works with all stakeholders.

6.8.1.2 Theme 2: Government support

Field findings revealed that there is need for government support as a strategy to enhance the implementation of green practices in the hotel sector in Zimbabwe. Below are sentiments expressed by a general manager from Victoria Falls,

The ministry is letting us down. We expect them to give us support whether its finance or publicity of these green practices to our stakeholders. When they paid us a visit we were so hopeful that something will be done but up to now there have been quiet. Maybe their major focus for now is on trying to resuscitate the industry in the face of the pandemic

These study are in tandem with a study by Borhana and Ahmed (2012), the Malaysian government began to include green practices in its 8th and 9th Malaysia Plan and the concept was reinforced in National Green Technology Policy of 2009. Based on these policies, green practices were incorporated into Malaysian tourism industry, which including the hotels. Chandran and Bhattacharya (2019) also assert that environmental legislation by the government will necessitate the hospitality industry to adopt and implement green practices at a large scale.

Attala *et al.* (2022) posit that governments in developed nations have implemented sustainable policy interventions and finance measures to assist the transformation of energy and industrial systems, enhance energy efficiency, and reduce environmental pollution. This is being accomplished through imposing "green taxes" on activities that are damaging to the environment, enacting stricter laws, establishing new environmental standards, and obtaining certification for energy efficiency. Businesses who are able to maintain these criteria are eligible to get tax refunds (Pallazo *et al.*, 2022). There are also grants and loans available for environmentally responsible investments, such as those in energy-efficient buildings, renewable energy sources, or low-carbon energy sources. Tax refunds and subsidies are

additional instruments that are being used to increase demand for environmentally friendly goods and services like solar panels or any other type of renewable energy. In addition, governments are encouraging innovation and the development of revolutionary technologies by providing financial subsidies and grant money for projects like energy efficiency improvement, carbon capture, waste management, and renewable energy.

6.8.1.3 Theme 3: Shareholders' buy-in

A front office manager of a three star hotel in Nyanga suggested that,

Greening works if everyone fully understands its purpose otherwise it will always remain a dream. Top management needs to be in support of green practices so that they can release funds to buy some of the equipment that is needed.

These findings are in tandem with Verma and Chandra (2018) who uphold that shareholders' attitude has a significant positive relationship with intention to implement green hotel practices. It is evident from the results when the attitude of the top managers have a positive attitude towards the environmental issues then they are more likely to implement green hotel practices.

6.8.1.4 Theme 4: Revisiting existing environmental policies

The study reveals that there is need to revisit the current green tourism policy to guide the implementation of green tourism practices in the tourism and hospitality industry in Zimbabwe. This was concluded from the responses given below:

An executive housekeeper of a three star hotel suggest that,

As an industry I believe we are well equipped with knowledge on the issue of greening. However, there is need for solid policies that govern green practices in hotels. As it stands, there are varied levels of implementation in hotels and no credit is being given to hotels which seem to be doing more than others.

A front manager from a four star hotel in Victoria Falls recommended that

It would be meaningful if there was a policy that we can use as an industry to guide green activities. I feel this area is not being treated with the seriousness it deserves. It is high time

we put our words into action and do something significant in terms of taking responsibility for our actions”.

Similar findings are presented by Bramwell (2011) who believes that the implementation of effective green or environmental strategies and policies relies on good governance. Hotel managers perceive that if the norms and policies of the government towards environmental protection were positively directed and fair, it is easy for them to implement green hotel practices (Verma & Chandra, 2018). Currently the tourism industry in Zimbabwe is governed by the National Environment Policy and Strategies of 2009 which highlights environmental strategies for the key economic sectors including the tourism industry. However, despite the existence of this policy, the tourism industry seems to be lagging behind in terms of reducing its negative environmental impact. The study notes the need to revisit the current policy to incorporate stricter measures and laws to compel the tourism industry to take green tourism seriously.

6.8.1.5 Theme 5: Increased guest awareness of green tourism practices

The study notes the need for guest education as a strategy to enhance the implementation of green tourism practices. A food and beverage manager from a three star hotel in Victoria Falls recommended that:

I've realised over the years that green tourism is a combined effort of the hotel management and staff, and most importantly the guest. If the guest is not on the same page with us as a hotel then I'm afraid at the end of the day we will achieve nothing. We can't force participation but at best we can educate our guests and hope that they share the same beliefs and value for our environment.

These findings uphold the recommendations by Chandran and Bhattacharya (2019) who stated that the consumer must be taught and made aware of the natural environmental threats. For a hotel organisation to adopt green management initiatives, both the customer and the hotel establishments have to be active in reducing adverse impacts on the environment and to make a commitment to mitigate environmental damage (Mbasera, 2014). According to Fukey and Issac (2014), hotels must engage in effective guest education schemes to gain the support of guests. Guest education should be taken seriously to make it easy for the guest to participate in the new green policies. (Chandran & Bhattacharya, 2019).

6.9 CHAPTER SUMMARY

This chapter presented and discussed both the qualitative and quantitative findings of the study. The discussion of findings was guided by the research objectives in enhancing the implementation of green tourism practices. Reliability tests, factor analyses and emerging themes were presented in the chapter. The subsequent chapter makes conclusions to study and suggest recommendations for enhancing the implementation of green tourism practices in the hotel sector in Zimbabwe. A green tourism implementation framework will be proposed in the next Chapter.

CHAPTER SEVEN

A GREEN TOURISM IMPLEMENTATION FRAMEWORK FOR THE HOTEL SECTOR IN ZIMBABWE

7.1 INTRODUCTION

The previous chapter was dedicated to data presentation, analysis and discussion. The results of the study were used to inform the implementation framework that will be presented in this chapter. The study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. The objectives of the study were:

1. To establish the current green tourism practices being implemented by the hotel sector in Zimbabwe
2. To evaluate the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe
3. To explore the mechanisms that are being used to implement green tourism practices in the hotel sector in Zimbabwe
4. To assess the challenges that the hotel sector in Zimbabwe is facing in implementing green tourism practices
5. To suggest strategies to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe

7.2 THE GREEN TOURISM IMPLEMENTATION FRAMEWORK FOR THE HOTEL SECTOR IN ZIMBABWE

The green tourism framework developed by this study was designed with reference to the conceptual framework and study findings. Findings of the study reveal that the hotel sector is implementing green tourism practices that can be divided into three broad parameters namely energy management, waste management and water conservation. The green initiatives that are being implemented are very simple with low impact on reducing energy consumption, water consumption and waste management. Therefore there is need to design a framework that can be used to enhance the implementation of green tourism practices in developing countries. The framework that was developed by the study is presented and explained below.

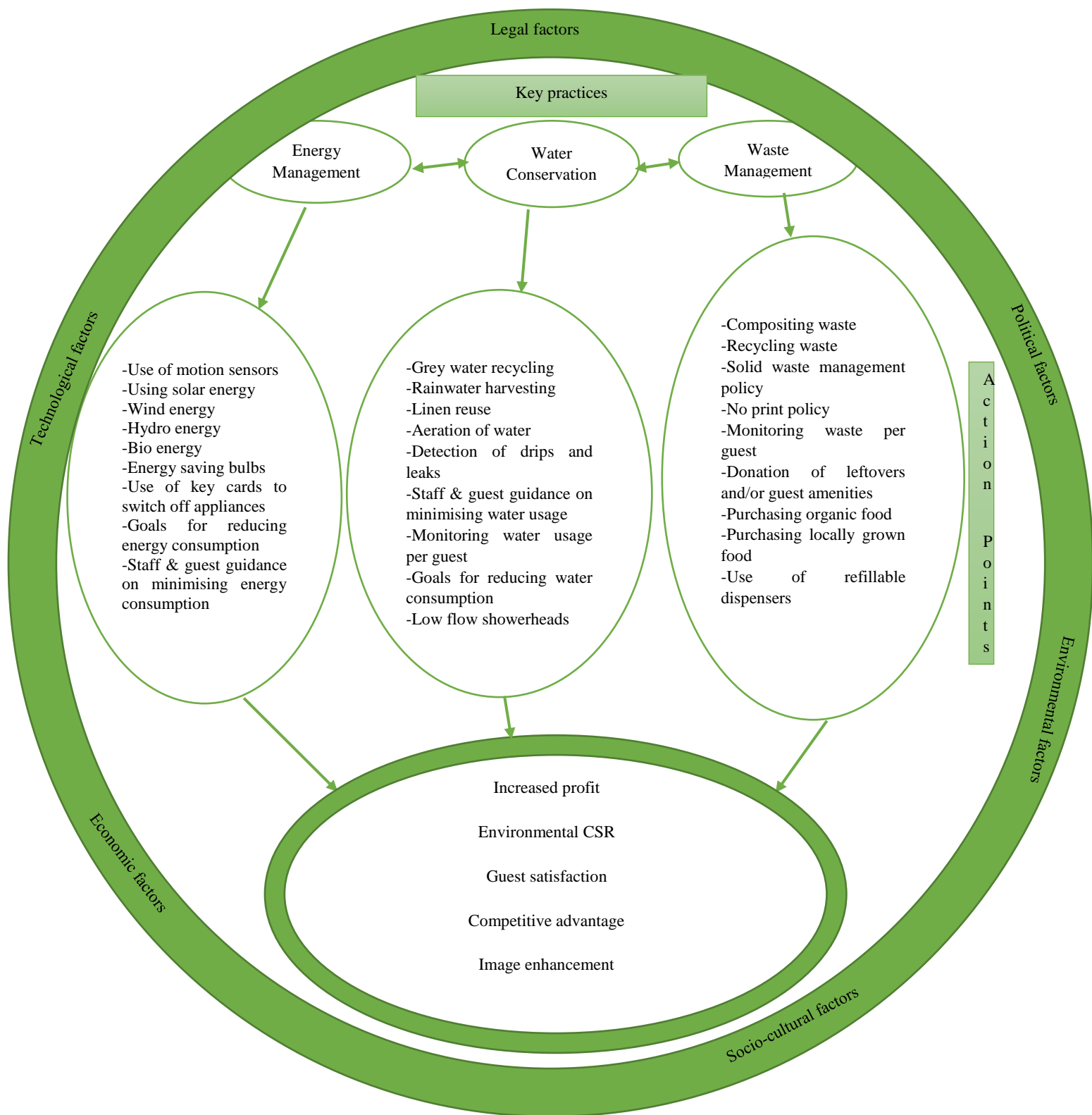


Figure 7.1: A green tourism implementation framework for the hotel sector in Zimbabwe

7.2.1 Energy management

Energy management is key when implementing green tourism practices. Empirical evidence from the study show that so far the hotel sector has adopted the use of energy saving bulbs. The implementation framework proposes that practices such as use of motion sensors, use of renewable sources of energy such as solar energy, wind energy, hydro energy and bio energy must be adopted by hotels as ways of reducing energy consumption. Also, hotels can use key cards to switch off appliances and set goals for reducing energy consumption. Staff and guest must be guided on minimising energy consumption.

7.2.2 Waste management

The hotel sector produces a lot of waste. Therefore it is important to manage the waste generated from the day to day operations of hotels. Empirical evidence from the study shows that hotels in Zimbabwe are donating leftovers and/or unwanted guest amenities, composting biodegradable waste and purchasing organic food and purchasing locally grown food as waste management initiatives. However, more can be done in terms of waste management. Other ways in which the hotel sector can manage waste are recycling of waste, having a solid waste management policy and a no print policy. Hotels can also monitoring waste per guest. The use of refillable dispensers for guest amenities is also another way of managing waste in hotels

7.2.3 Water conservation

The hotel sector is also known for consuming large amount of water. Empirical evidence from this study reveals that the hotel sector in Zimbabwe is implementing water conservation initiatives such as low flow showerheads, linen reuse in guestrooms, aeration of water, detection of drips and leaks and staff and guest guidance on minimising water usage. The implementation framework proposes that the hotel sector must adopt other complex water conservation initiatives such as recycling grey water and rainwater harvesting. The hotel sector must monitor water usage per guest and set goals for reducing water consumption.

7.2.4 Political factors

Political factors are those driven by government actions and policies. Political factors include policies, environmental regulations, and also political stability. These factors determine the extent to which a government may influence an industry or a company. It is imperative to

consider policies that govern the tourism industry. In Zimbabwe, the hotel sector is governed by Statutory Instrument 128 of 2005. However, this statutory instrument is silent about the implementation of green tourism practices in the hotel sector. As a result, hotels have no policy to compel them to adopt any green initiatives. Those hotels that are implementing green tourism are doing so on a voluntary basis. The purpose of this framework is to inform policy in Zimbabwe particularly on what practices can be adopted to minimise the impact of hotel operations on the environment. It is therefore important that a green tourism policy be formulated which focuses on energy management, waste management and water conservation in the hotel sector. This policy will ensure mandatory participation of hotels in eco-friendly practices.

7.2.5 Legal factors

Legal factors are those that emerge from changes to the regulatory environment, which may affect the broader economy, certain industries, or individual businesses within a specific sector. They include industry regulation, licenses and permits required to operate. Certain laws have an impact on the business environment in a country. Legal factors are also taken into consideration as they affect operations of hotels on a daily basis. There are several laws in Zimbabwe concerning environmental protection that were reviewed in Chapter Three of this study. However, there is need for laws that are specific to the hotel sector particularly laws that address high consumption of energy and water as well production of large amounts of waste. These laws must be enforced by compliance offices. Hotels that do not adhere to these laws must be penalised.

7.2.6 Technological factors

Technology affects the day to day operations of business and it changes rapidly. It is important for hotel management to understand how technological factors may impact hotels. Technological factors include the innovations and developments in technologies. The speed and scale of technological disruption in the present business environment are unprecedented, and it has had a devastating impact on many traditional businesses and sectors. If a company fails to match up the current technologies, it may lose its position in the market. Green practices are being widely marketed and some green practices such as rainwater harvesting or use of bio energy require hotels to embrace technology in their operations otherwise they will lose competitive advantage.

7.2.7 Economic factors

Economic factors relate to the economy and they are expressed in financial terms. They include interest rates, inflation and exchange rates. Economic factors directly impact a company and also have resonating long term effects. Favourable economic conditions will allow hotels to invest in green tourism practices. Empirical evidence shows that financial challenges such as high costs of green equipment and limited funds were hindering hotels from implementing green initiatives. The government must formulate lucrative policies that encourage businesses to invest in green technologies.

7.2.8 Environmental factors

Environmental factors are mainly concerned with the effect of business operations on the surrounding environment. Businesses should make environmental considerations such as carbon footprint and climate change impacts, waste disposal laws, and environmental protection laws. The environment is an important resource for the hotel sector. This is why there is need for hotels adopt green initiatives that target energy management, water conservation and waste management. These green initiatives minimise the negative impacts of hotel operations on the environment.

7.2.9 Socio-cultural factors

Social factors focus on evolutions in the ways that stakeholders approach life and leisure, which in turn can impact commercial activity. Social factors include demographic considerations, lifestyle trends and consumer beliefs. These factors are useful for companies to better plan their marketing and strategy. Literature reviewed (*see* Chapter 2) reveals that there are some guests that believe in environmental protection and this has increased the demand for green hotels. As such, it is in the best interest of hotels to adopt green initiatives in order to satisfy the requirements of such guests.

7.2.10 Increased profit

Implementing green tourism practices will result in an increase profits for hotels. By implementing green practices, hotels can reduce costs through energy management, waste management and water conservation initiatives. Also, if hotels invest in green practices such as solar energy, they will enjoy long term financial benefits in the future after the payback period of purchasing green equipment.

7.2.11 Environmental CSR

The implementation of green initiatives by the hotel sector results in environmental CSR. This is because energy management initiatives, waste management initiatives and water conservation initiatives seek to reduce the generation waste and reduce consumption of energy and water. These initiatives have a great contribution on reducing the negative impact of hotel operations on the environment. The hotel sector must be responsible and play its part in preserving the environment because hotels dependent on the environment for business.

7.2.12 Guest satisfaction

One of the key result areas of any hotel business is guest satisfaction. The demand for green hotels is increasing as guests are becoming more conscious of the environment. Therefore, the adoption of green tourism practices in hotels will result in guest satisfaction especially to those guests that are environmentally conscious. This will ensure repeat business and patronage in the hotel sector.

7.2.13 Competitive advantage

The adoption of eco-friendly practices will make it easier for hotels to gain new market segment for consumers who are environmentally conscious. This segment might help hotels maintain long-term sales and profitability while also saving the environment. Green practices help hotels to attract certain types of customers who are committed to the natural environment, but they also help hotels attract customers in general. Furthermore, engaging in eco-friendly business practices gives a hotel the opportunity to achieve a strategic edge over its rivals.

7.2.14 Image enhancement

One of the benefits of adopting green tourism is image enhancement. Hotels that engage in environmentally friendly practices project a more positive image. Green practices assist hotels to build a more sustainable environment by preserving natural resources; they also ensure that guests have a favourable impression of the hotel. When a hotel participates in an environmental certification program, such as environmental management systems or eco-labels, the company's potential for enhancing its environmental and sustainable performance is significantly increased. A hotel can also receive international recognition through the implementation of green initiatives.

The researcher also developed an instrument that can be used as a checklist for grading green hotels.

Suggested Performance Indicators for Green Hotels	
Preamble	
<p>The Criteria listed indicate what should be done, not how to do it or whether the goal has been achieved. The performance indicators presented here are designed to provide guidance in measuring compliance in green tourism practices.</p> <ul style="list-style-type: none"> • Some of the uses of the criteria include: <ul style="list-style-type: none"> -For certification for sustainability -Providing basic guidelines for hotels of all sizes to become more sustainable -Providing greater market access in the growing market for sustainable products. These criteria serve as guidance for travellers and travel agencies in choosing green hotels -Assisting consumers identify sound sustainable tourism programmes and businesses -A common denominator for information media to recognise sustainable tourism providers 	
INDICATORS FOR HOTELS	
SECTION A: ENERGY MANAGEMENT	
<p>Energy consumption should be measured by type and steps are taken to minimise overall consumption. The organisation makes efforts to increase its use of renewable energy.</p>	<ul style="list-style-type: none"> Use of motion sensors -Using solar energy -Wind energy -Hydro energy -Bio energy -Energy saving bulbs -Use of key cards to switch off appliances -Goals for reducing energy consumption -Staff & guest guidance on minimising energy consumption
SECTION B: WATER CONSERVATION	
<p>Water consumption is measured by type, and steps are taken to minimise overall consumption.</p>	<ul style="list-style-type: none"> -Grey water recycling -Rainwater harvesting -Linen reuse -Aeration of water -Detection of drips and leaks -Staff & guest guidance on minimising

	water usage -Monitoring water usage per guest -Goals for reducing water consumption -Low flow showerheads
SECTION C: WASTE MANAGEMENT	
Waste is measured, mechanisms are in place to reduce waste and, where reduction is not possible, to reuse or recycle it.	Compositing waste -Recycling waste -Solid waste management policy -No print policy -Monitoring waste per guest -Donation of leftovers and/or guest amenities -Purchasing organic food -Purchasing locally grown food -Use of refillable dispensers

7.3 CHAPTER SUMMARY

This chapter presented the implementation framework for green tourism practices for the hotel sector in Zimbabwe. The implementation framework was designed using the theoretical framework of the study, research objectives and research findings. The implementation framework incorporates the key parameters of green tourism (energy management, water conservation & waste management). The subsequent chapter presents the summary of findings, conclusions and recommendations.

CHAPTER EIGHT

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS OF THE STUDY

8.1 INTRODUCTION

The previous chapter presented the proposed framework for implementing green tourism practices in the hotel sector in Zimbabwe. The purpose of this chapter is to present the summary of the study and findings, recommendations, conclusions and implications of the study. The study conclusions are done on the basis of research objectives. Research conclusions are drawn from the study findings and discussion.

8.2 SUMMARY OF THE STUDY

The main purpose of this study was to develop a green tourism implementation framework for the hotel sector in Zimbabwe. The study sought to establish the current green tourism practices being implemented in the hotel sector in Zimbabwe. The study also assessed the challenges being faced in implementing green initiatives as well as establishing the reasons for preferred green tourism practices in the hotel sector in Zimbabwe. A green tourism implementation framework for the hotel sector in Zimbabwe was then developed using study findings (*see* Figure 7.1)

8.3 SUMMARY OF FINDINGS

The following section will present the summary of findings using the research objectives that guided the study.

8.3.1 The current green tourism practices being implemented by the hotel sector in Zimbabwe

The study's findings reveal that the hotel sector in Zimbabwe is implementing very few green tourism practices. These practices focus on energy management, water conservation and waste management. Reference is made to Table 6.2 in Chapter 6 which shows that energy management practices that are being implemented include use of energy saving bulbs and staff and guest guidance in minimising energy consumption. Waste management practices being implemented in the hotel sector in Zimbabwe are purchasing organic food and locally grown food. Hotels are also composting waste and donating leftover or unwanted guest

amenities. More is being done in terms of water conservation. The hotel sector is implementing water conservation initiatives such as detection of drips and leaks, linen reuse programs, low-flow showerheads, aeration of water and guiding staff and guests on minimising water usage (see Table 6.2). There are some practices that are also being neglected by the hotel sector in Zimbabwe. Some of the practices that are not being implemented include recycling of waste, use of motion sensors in guest rooms, greywater recycling systems and rainwater harvesting.

8.3.2 The reasons for the preferred green tourism practices by the hotel sector in Zimbabwe

Findings of the study show that the reasons for preferred green tourism practices by hotel employees are knowledge on green practices, saving of costs as well as practicing environmental Corporate Social Responsibility (*see* Table 6.5, Table 6.6 and Table 6.7). The reasons for preferred green tourism practices by managers are increase in profits, popularity and simplicity of green practices, and guest support and acceptance.

8.3.3 Mechanisms being used to implement green tourism practices by the hotel sector in Zimbabwe

Findings from the study reveal that hotels are using simple technologies to implement green tourism practices. Other mechanisms in place to implement green tourism practices include renovating building to incorporate green initiatives, education of guests on green initiatives, as well as government engagement through hotel visits (*see* Chapter 6). Additionally, hotels are replacing old equipment with green equipment that minimises energy consumption, water consumption and minimising waste. Some hotels have policies to encourage implementation of environmentally friendly practices.

8.3.4 The challenges faced by the hotel sector in implementing green tourism practices in Zimbabwe

The study notes that hotel managers blame poor implementation of green practices on impediments such as lack of support of major stakeholders (government and hotel guests) as highlighted in the previous chapter. Furthermore, the results show that some general managers do not have shareholders' support in their efforts to adopt green tourism practices. The high costs of purchasing green tourism equipment and limited funds are highlighted as a barriers in the implementation of green tourism practices by both hotel managers and hotel

employees. Based on the findings, hotel employees highlighted that lack of skills, limited knowledge of green practices and lack of training were the challenges being faced by the hotel sector in implementing green tourism practices (*see* Table 6.8).

8.3.5 Strategies to enhance implementation of green tourism practices

The study shows that in-order to improve green initiatives within the hotel sector in Zimbabwe, there is need to allocate financial resources towards implementation of green tourism practices. The findings also recommend stakeholder support and engagement. The key stakeholders are the government, guests and hotel employees. The effective implementation of green practices is dependent upon stakeholder support. The study notes that there is need for other sectors to also participate in green issues because the tourism industry does not function alone but also needs the support of other industries. Shareholders need to work in tandem with general managers and drive the implementation of green practices. Increased guest education on environmental awareness needs to be done. The study also notes the need to revisit existing policies to compel the hotel sector to implement green tourism practices (refer to Chapter 6).

8.4 CONCLUSION OF THE STUDY

This section seeks to highlight the major conclusion of the study. The study reveals that there are few green tourism mechanisms being implemented in the hotel sector in Zimbabwe (*see* Table 6.2). Of the three major parameters selected for the study, the green tourism mechanisms were mostly biased towards the water conservation and waste management parameters. Very little effort is being done for energy management parameter by the hotel sector. The study also concludes that whilst hotel managers are aware of green initiatives, they are targeting the “low hanging fruit” when implementing green tourism practices. Simple, common and low-cost green initiatives have been adopted so far. Costly initiatives such as use of solar energy or rainwater harvesting equipment are being avoided due to challenges such as limited funds and high costs. Hotel managers have knowledge on green tourism practices but they lack of full understanding of green initiatives and the positive benefits that they bring forth. There is potential for the hotel sector to enjoy the benefits of adopting green practices if they invest in more complex and sophisticated green technologies such as use of wind energy and bio energy.

8.5 RECOMMENDATIONS OF THE STUDY

The following section seeks to present the strategies to enhance the adoption of environmentally friendly initiatives in the hotel sector in Zimbabwe. The recommendations proposed are derived from the information obtained from literature review and findings from the study. The recommendations are given under the following sub-sections: funding of green tourism practices, stakeholder engagement, education and training, reward systems, policy formulation, and research and development.

8.5.1 Funding of green tourism practices

The study recommends funding of green tourism practices in the hotel sector in Zimbabwe. Empirical evidence from the study shows that both hotel managers and hotel employees highlighted high costs of implementing green tourism practices as a major challenge in the implementation of green tourism practices in the hotel sector in Zimbabwe. Therefore, there is need for hotels to allocate resources that are particularly dedicated to the implementation of green practices. Hotels must include green tourism practices in their budgets which will help to address the major challenge of high costs of green equipment.

8.5.2 Stakeholder engagement

The study recommends the need for stakeholder engagement particularly hotel guests, the government and hotel employees (*see* Table 6.10). The stakeholder theory emphasizes the importance of stakeholder engagement. Stakeholders such as guests and employees need to be engaged in green practices since some of the green practices such as linen reuse or use of refillable dispensers involve consent of the guests during implementation. Their support is imperative in ensuring the implementation of green practices otherwise a hotel's efforts will be in vain. The government is also regarded as a key stakeholder. There is need for the government of Zimbabwe to adopt measures that motivate hotels to go green. Hotels seem to be making financial excuses to justify why they have not yet adopted green initiatives. If the government cannot offer financial assistance then it should at least put measures in place to encourage hotel businesses to switch to greener business. The government can employ strategies such as such as tax rebates when a business purchases green equipment such as solar panels.

8.5.3 Education and training

Employees, guests and hotel managers need to be trained and educated on a regular basis concerning green practices (*see* Table 6.10). Some green practices such as waste separation may add on the workload of employees. So it is important to educate the employees why these practices must be done. There is still resistance from some guests who are unwilling to participate in green practices. Hotel managers too need to be educated in order to have full understanding of green tourism practices particularly in terms of the benefits of investing in green equipment. Education of green tourism must be extended to both local and international guests. There is also need to widen the sources of guest education through platforms such as hotel websites, radio stations, national television channels and using social media. This will ensure full support of green practices in hotels without compromising on guest satisfaction.

8.5.4 Policy formulation

The government of Zimbabwe should facilitate the implementation of green tourism practices through policy formulation. One of the strategies recommended was to make green tourism enforceable by law (*see* Table 6.10). Currently, SI 128 of 2005 is being used to grade hotels in Zimbabwe. This statutory instrument does not include the implementation of green initiatives. Therefore, there is need for a green policy specific to the tourism industry that governs green tourism. A statutory instrument for green tourism should be developed that is mandatory for every tourism and hospitality business. The ZTA must consider revisiting their current grading instrument to include green issues so that it only licenses green compliant hotels. Green practices can be ranked from low impact to high impact and hotel. The higher the impact of a green practice, the higher the score. Hotels can be scored and graded based on how much it has embraced the green concept.

There must be enforcement organisations that monitor compliance of hotels periodically. Some hotels practice greenwashing, where they claim to be practicing green practices that they are not. A Zimbabwean based green certification body needs be formed to assess hotels and award eco labels to those hotels implementing green practices. Those hotels that do not comply with green tourism guidelines must be penalised. Furthermore, this certification body should document green hotels must be published to enable sharing of ideas with other countries in terms of greening.

8.5.5 Recognition and reward systems

In order to motivate hotels to implement green initiatives, there must be reward systems in place for both hotels and guests. Verma and Chandra (2018) assert that guests are willing to participate in green activities if they are rewards tied to them such as discounts or incentives. Hotels in Zimbabwe can consider adopting this strategy as well. Hotels too, can be rewarded for adopting green initiatives as a strategy to improve implementation of green practices in the hotel sector in Zimbabwe (refer to Table 6.10). The ZTA should reward those hotels who adopt green initiatives through financial and non-financial rewards. Those hotels that participate in green initiatives can be awarded with green badges that they can display to show their consciousness for the environment.

8.5.6 Research and development

The world is ever-changing and new products are being developed every day. New technologies are being invented. It is therefore important for the tourism industry to engage in research and development in order to keep up with changes that occur in the industry in order to meet guest needs and gain competitive advantage. The ZTA holds an innovation challenge annually as a way to come up with new and unique goods and services in the tourism industry. It would be noble for the ZTA to encourage mandatory inclusion of green tourism issues that target the hotel sector so that hotels can significantly contribute to environmental protection.

8.6 IMPLICATIONS OF THE STUDY

This section seeks to present the practical and theoretical implications of the study. The implications on policy and implications for future research are also given.

8.6.1 Implications for practice

There is need for great improvement in the implementation of green practices in the hotel sector in Zimbabwe. Empirical evidence (*see* Chapter 1) shows that for the past decade, the same few and low impact initiatives are still being implemented in Zimbabwe. There is no significant progress that has been noted. The impediments that are affecting full adoption of green practices remain the same, yet strategies are being suggested. It is high time the hotel sector in Zimbabwe starts engaging in sustainable initiatives. The issue of sustainability

needs take priority without fail otherwise the environment could be degraded to a point of no return.

8.6.2 Implications for policy

It is the responsibility of the government of Zimbabwe to formulate policies. The research findings show that the absence of a green tourism policy is hindering the effective implementation of green tourism practices in the hotel sector in Zimbabwe. Therefore, it is imperative for the government of Zimbabwe to both revisit SI 128 of 2005, and include a section on green tourism or the government of Zimbabwe must formulate a new green tourism policy. A green tourism policy will ensure that the hotel sector adopts green initiatives to avoid breaking the law. New policies should result in a shift from grading hotels based on luxury to grading hotels based on how much they have embraced sustainable practices in their day to day business.

8.6.3 Theoretical implications

The tourism industry must adopt green tourism practices as evidenced by a plethora of literature on green tourism worldwide. This study has developed an implementation framework that can be used in developing countries like Zimbabwe. The implementation framework that has been designed from this study will help to inform policies on green tourism. From a literature perspective, this study provides the guidelines of implementing green tourism practices as shown in the implementation framework.

8.6.3 Implications for future research

This study sought to develop a green tourism implementation framework for the hotel sector in Zimbabwe. The implementation framework was developed with findings from the supply side of the hotel sector. Future researchers may conduct studies that explore the perceptions of guests on the implementation of green tourism practices. The government has been blamed for hindering the implementation of green practices so future research may also look at what the government is doing in assisting green business. Therefore future studies can be conducted to explore the following questions:

- What are the government perceptions regarding green tourism?
- What are the guest perceptions in participating in green tourism practices?

There is also need to conduct studies that rank and score green practices from low impact to high impact.

8.7 LIMITATIONS OF THE STUDY

Concerns regarding green washing by hotel managers, (a practice in which hotels make inflated claims about their commitment to sustainability), have been noted in published works by Furqan *et al.* (2010). In order to guard against greenwashing collected data from both front line employees and hotel managers. The questionnaire listed green practices which employees could fill in anonymously and truthfully without compromising on their identity. Another limitation of the study was limited time factor. The study was carried out during the COVID 19 pandemic. Nationwide lockdowns that were imposed restricted travel. However, the researcher took advantage of the times when the government relaxed the lockdowns and travelled to data collection sites. Despite these limitations, the researcher had high hopes that the study would make a beneficial addition to the current body of knowledge and extend the boundaries of the existing body of knowledge.

8.8 CHAPTER SUMMARY

This chapter presents the study summary of findings, recommendations and conclusions of the study. The implication for theory, practice, policy and future research are also explained.

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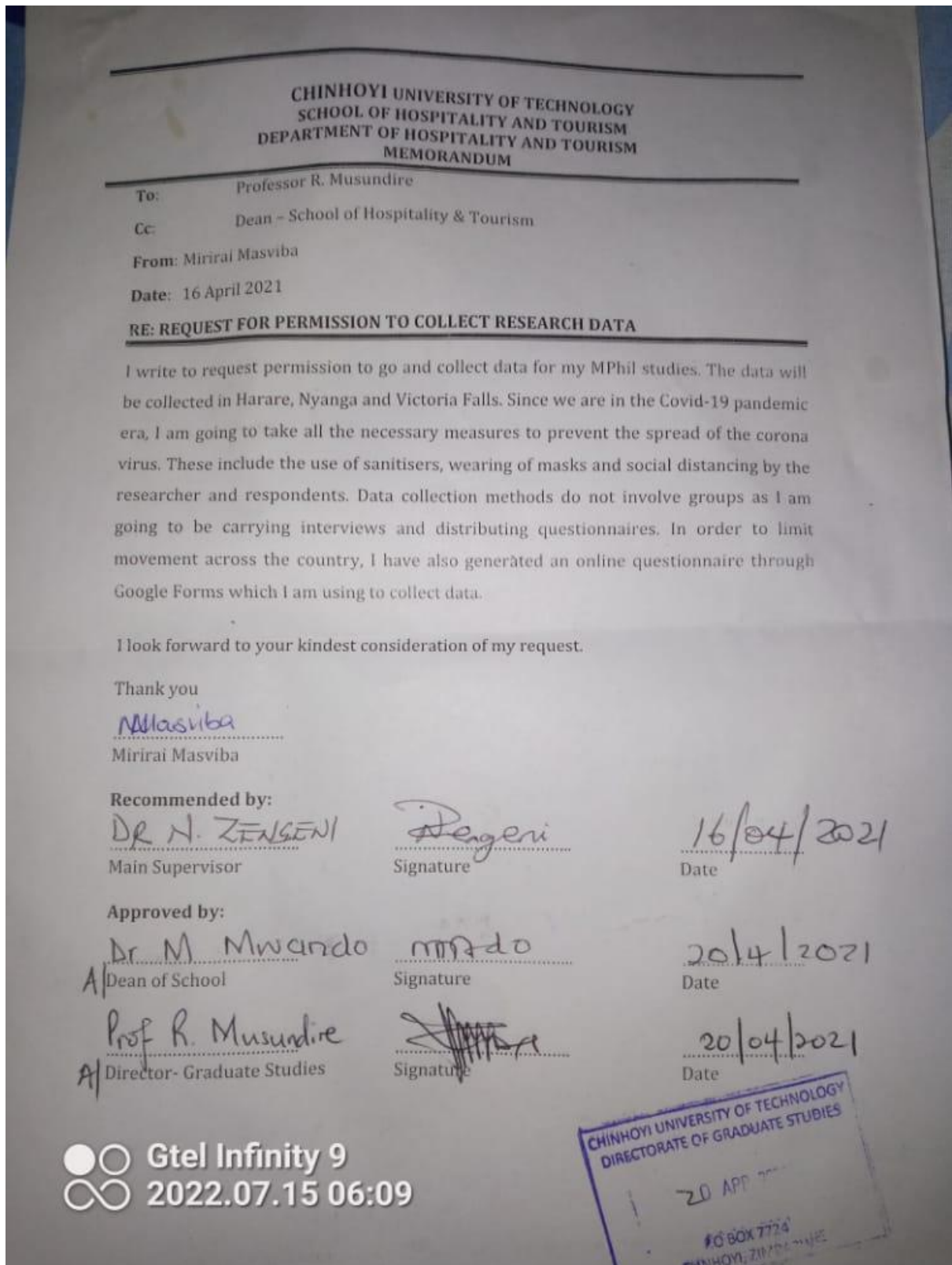
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APPENDIX 1: ETHICAL CLEARANCE LETTER AND AUTHORITY TO COLLECT DATA



APPENDIX 2:

QUESTIONNAIRE

CHINHOYI UNIVERSITY OF TECHNOLOGY



SCHOOL OF HOSPITALITY AND TOURISM

Dear Respondent

RE: ACADEMIC RESEARCH QUESTIONNAIRE

My name is Mirirai Masviba. I am a student at Chinhoyi University of Technology studying for Master of Philosophy degree in Hospitality and Tourism. I am carrying out a research entitled **Development of a green tourism implementation framework for the hotel sector in Zimbabwe**. You are being invited to voluntarily participate in this study. If you agree to take part in the study, you will be asked to provide personal information and other related information regarding green tourism practices. Your name and identity will not be needed for the study. Your participation in the study or your decision to withdraw from the study, will not affect you in any way whatsoever. You will not be given any monetary or any kind of reward. All the information you will give to the researcher will be used for academic purposes only.

Instructions

- Please DO NOT write your name.
- Please kindly tick in the appropriate box.
- If you have any queries about the survey, please contact the undersigned.

Thank you for your time and help.

Student

Mirirai Masviba
4531 Coldstream
Chinhoyi
Zimbabwe

Email: mvasviba@cut.ac.zw
Cell: 0716049509

Supervisor

Dr. N. Zengeni
Chinhoyi University of Technology
Department of Hospitality & Tourism
P. Bag 7724
Chinhoyi, Zimbabwe
Email: nzengeni@cut.ac.zw
Cell: 0772449961

Section 1: Bio data

Please tick or place (X) in the appropriate box

A1: Gender Male Female

A2: Age range 18 – 20 21 – 30 31 – 40
41 – 50 50+

A3: Designation Manager Supervisor Subordinate

A4: Years of experience Less than a year 1 – 5 years 10+ years

A5: Star rating of hotel 3 star 4 star 5 star

A6: Number of years in business Less than 1 year 1- 5 years
6 – 10 years 10+ years

Section 2: Green Tourism Practices being implemented in the hotel sector in Zimbabwe

This section seeks to establish the green tourism practices that hotels in Zimbabwe have undertaken. To what extent do you agree or disagree that the following measures are being implemented by hotels in Zimbabwe?

Key:

1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree

	Green Tourism practice	1	2	3	4	5
B1	Occupancy sensors					
B2	Fluorescent bulbs					
B3	Use of renewable energy e.g. solar energy					
B4	Energy saving appliances					
B5	Composting organic waste					
B6	Use of refillable dispensers for guest amenities					
B7	Recycling waste					
B8	Low flow showerheads					
B9	Linen reuse in guestrooms					
B10	Aeration of water (Reducing pressure)					
B11	Grey water recycling systems					

B12	Rainwater harvesting					
B13	Detection and repair of drips & leaks					
B14	Water efficient appliances					
B15	Waste reduction initiatives					
B16	No print policy					
B17	Use of key cards to switch off appliances when guest leaves a room					
B18	Purchasing organic food					
B19	Purchasing locally grown food					
B20	Goals for reducing energy consumption					
B21	Staff & guest guidance on minimising energy use					
B22	Monitoring water usage per guest					
B23	Goals for reducing water consumption					
B24	Staff & guests are guided on minimising water usage					
B25	Monitoring waste per guest					
B26	Solid waste management policy					
B27	Waste disposal is to a government run or approved facility					
B28	Donation of leftovers or amenities					

B29 Indicate any other green tourism practices being implemented by the hotel sector in Zimbabwe:

.....

.....

.....

Section 3: Challenges being faced by hotels in implementing green tourism practices

C: This section seeks to assess the challenges that the hotel sector in Zimbabwe has faced in the implementation of green tourism practices. To what extent do you agree or disagree that this hotel has faced the following challenges in implementing green tourism practices?

Key:

1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree

	Challenges faced	1	2	3	4	5
C1	There is limited knowledge on green tourism practices					
C2	Staff resistance to change					
C3	Lack of guest support					
C4	Lack of government support					
C5	Lack of training					
C6	High cost of implementing green tourism practices					
C7	Lack of skills by staff					
C8	High start-up costs of purchasing green tourism equipment					
C9	Vandalism of green tourism equipment					
C10	Theft of green tourism equipment					

C11: Indicate any other challenges the hotel sector is facing in implementing green tourism practices:

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Section 4: Preferences for Green Tourism Practices

D: This section seeks to establish the reasons for the preferred green tourism practices by the hotel sector in Zimbabwe. To what extent do you agree or disagree that the following are the reasons why this hotel prefers water conservation initiatives?

Key:

1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree

	Reasons for preferring water conservation initiatives	1	2	3	4	5
D1	Water conservation initiatives are cheap to implement					
D2	It is easy for guests to participate in water conservation practices					
D3	Hotel has knowledge on water conservation initiatives					
D4	Water usage restrictions do not affect guest satisfaction					
D5	The hotel saves costs through water conservation initiatives					
D6	Water conservation initiatives attract more guests to the hotel					
D7	Corporate Social Responsibility through environmental sustainability					
D8	Improved staff productivity through water saving appliances					

D9: Indicate any other reasons why this hotel prefers water conservation initiatives:

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.....

E: To what extent do you agree or disagree that the following are the reasons why this hotel prefers energy management initiatives?

Key: *1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree*

	Reasons for preferring energy management initiatives	1	2	3	4	5
E1	Energy management practices are cheap to implement					

E2	It is easy for guests to participate in energy management practices					
E3	Hotel has knowledge on energy management initiatives					
E4	Electricity usage restrictions do not affect guest satisfaction					
E5	The hotel saves costs through energy management					
E6	Energy management initiatives attract more guests to the hotel					
E7	Corporate Social Responsibility through environmental sustainability					
E8	Improved staff productivity through energy saving appliances					

E9: Indicate any other reasons why this hotel prefers energy management initiatives:

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F: To what extent do you agree or disagree that the following are the reasons why this hotel prefers waste management initiatives?

Key: 1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree

	Reasons for preferring waste management initiatives	1	2	3	4	5
F1	Waste management initiatives are cheap to implement					
F2	It is easy for guests to participate in waste management initiatives					
F3	Hotels have knowledge on waste management initiatives					
F4	Waste management initiatives do not affect guest satisfaction					
F5	The hotel saves costs through waste management initiatives					
F6	Waste management initiatives attract more guests to the hotel					
F7	Corporate Social Responsibility through environmental sustainability					
F8	Improved productivity staff through waste management initiatives					

F9: Indicate any other reasons why this hotel prefers waste management initiatives:

.....

.....

.....

Section 5: Strategies for enhancing the implementation of green tourism practices in the hotel sector in Zimbabwe.

G: This section seeks to establish the strategies that may be implemented to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe. To what extent do you agree or disagree that the following strategies are being used to improve implementation of green tourism practices by this hotel?

Key:

1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly Agree

	Strategy to enhance the implementation of green tourism practices	1	2	3	4	5
G1	Make green tourism practices enforceable at law (e.g. in the Tourism Act)					
G2	Education of green tourism practices to staff and guests					
G3	Allocation of financial resources to the development of green tourism technologies in Zimbabwe					
G4	Participation of staff in green tourism practices (e.g. encouraging guests to take part in green tourism practices)					
G5	Guest rewards (e.g. offering incentives to guests who take part in green tourism practices)					
G6	Training of staff on how to implement green tourism practices					
G7	Research on new green tourism practices and how they can be implemented					
G8	Recognise and Reward Green Hotels (e.g. at Sangana/Hlanganani expo)					
G9	Initiate Green Tourism Innovation Challenges at the ZTA					
G10	ZTA only license Green Tourism Compliant Hotel					
G11	Ensure only Green Tourism Compliant Hotels host government conferences, workshops					

G12: Suggest any other strategies to enhance the implementation of green tourism practices by the hotel sector in Zimbabwe:

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Thank you for participating

INTERVIEW GUIDE FOR HOTEL MANAGERS

**DEVELOPMENT OF A GREEN TOURISM IMPLEMENTATION FRAMEWORK
FOR THE HOTEL SECTOR IN ZIMBABWE**

Section 1: Bio data

A1: Gender

A2: Age

A3: Position held at organisation & department

A4: Highest level of education

A5: Years of experience

A6: Location of hotel

A7: Star rating of hotel

A8: Number of years the hotel has been in business

Section 2: Knowledge of green tourism practices

2.1 In your own view, what does the term ‘green’ refer to?

2.2 To your knowledge, what do you understand by green tourism practices?

2.3 What are some of the green tourism practices being implemented in this hotel’s departments? (Which areas are targeted by green tourism practices?)

2.4 How do you think this hotel benefits from implementing green tourism practices?

2.5 In your own view, what mechanisms are being used by this hotel to implement green tourism practices?

Section 3: Challenges being the faced in implementing green tourism practices

3.1 In your own opinion, what are some of the challenges that this hotel is facing in implementing green tourism practices?

Section 4: Reasons for green tourism practices preference

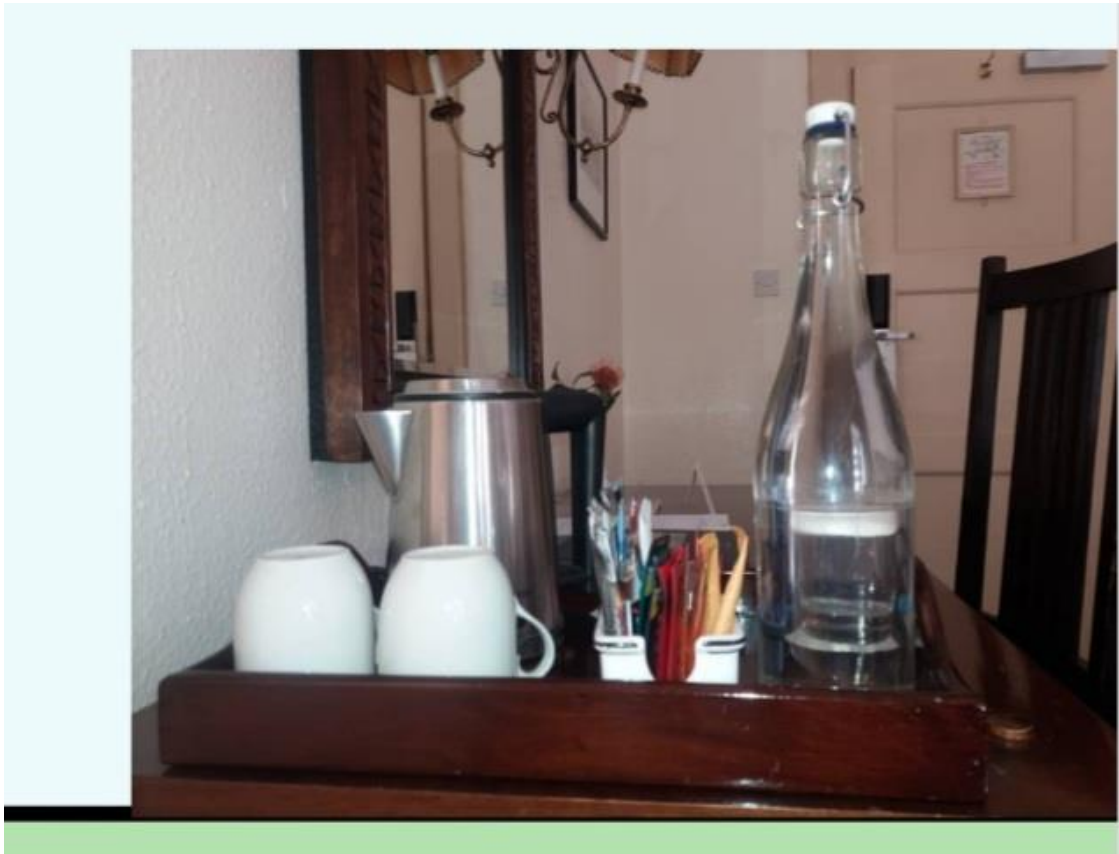
4.1 What do you think are some of the reasons why this hotel prefers some conservation initiatives over others?

Section 5: Strategies to enhance implementation of green tourism practices

5.1 In your own view, how can hotels improve their implementation of environmentally-friendly practices?

THE END

APPENDIX 4 – GREEN TOURISM IN PICTURES FROM SELECTED HOTELS



A refillable glass water bottle



A vegetable garden



A composting site for bio-degradable waste



Waste recycling



Herb and vegetable garden

APPENDIX 5 – RESEARCH OUTPUT

Review Report(Article id: K14905 External Inbox x)



IOSR JHSS

Jun 28, 2022, 6:00 AM ☆ ↶ ⋮

to me ▼

Dear Researcher,

The independent review upon your research article titled "An analysis of the factors driving the implementation of green tourism practices in Zimbabwe" has been provided by the concerned referees. The referees have suggested **Accepted** your paper in **IOSR Journals**.

Reviewers Comments:

1. Quality of Manuscript is good.
2. Consolidated Decision: Accepted for publication

Kindly send the scan copy of filled & signed **copyrights transfer form** (can be downloaded from www.iosrjournals.org) along with bank receipt of manuscript handling charges **USD 75** to the following Account.

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