

RESPONSIBLE TOURISM PRACTICES IN THE CAPE TOWN HOTEL SUB-SECTOR

Regis Musavengane*, Jacobus Nicolaas Steyn**

Abstract *This study, set in the context of Cape Town, was motivated by international concern among tourism policy makers about the effectiveness of the implementation of sustainable business practices in tourism-related organisations. A sample of one hundred hotels, in Cape Town, was used to collect data on the practice of responsible tourism. Questionnaires were administered to hotel managers and ten of these managers were interviewed. The study established that Cape Town hotels are relatively well informed on corporate social responsibility (CSR) and are generally well aware of the environmental responsibility initiatives. However, the study further established that there is poor understanding of the responsible tourism concept in the hotel industry; which explains the slow adaptation and practice of its guidelines. With the above in mind, this research study raises questions on the effectiveness of the South African National Department of Tourism when educating, promoting and communicating responsible tourism requirements and practices in the Cape Town hotel sector.*

Keywords: *Tourism Practices in the Cape, Hotel Sub-sector*

INTRODUCTION

The concept of responsible tourism has become of importance in the hotel industry following the agreement of Agenda 21 and the recent growth of the accommodation sector (Holjevac, 2003 and Trung and Kumar, 2005). Due to the growth of the industry, hotels are thought to have an impact on their environmental settings and they can contribute to environmental problems if responsible actions are not practiced (Bohdanowicz, 2006 and Azorin et al, 2009). The changes in customer needs towards responsible hotels have also led to a greater emphasis on responsible tourism practices in the hotel sector (Goodwin, 2005). Research conducted by Han et al. (2010) established that many customers prefer staying at green hotels rather than at regular hotels. In their study, Tari et al. (2010) concluded that the quality of environmental management has an influence on the hotel's joint performance.

The importance of hotels practicing responsible tourism has been signified through wide research and discussions on the environmental, social and economic issues within the industry (Van der Merwe and Wocke, 2007; Ayuso 2007; Lee

and Park, 2009; Tari et al. 2010; Tsai et al, 2010 and Fortanier and Wijk, 2010). However, some of the research found that there is a missing link between the theory of responsible tourism and its actual practice, regardless of the publication of responsible tourism guidelines by some governments and non-governmental organisations (NGOs) (Frey and George, 2009 and Tzschentke et al, 2004). The previously named South African Department of Environmental Affairs and Tourism (DEAT) now restructured into the Department of Tourism and the Department of Environmental Affairs published the responsible tourism guidelines in 2002 but the question still stands of whether or not hotels are aware of the guidelines and, if they are, are they practicing these?

This paper will focus on responsible tourism practices in the Cape Town hotel industry. The rationale for focusing on the practice of responsible tourism in a developing country such as South Africa is fourfold. Firstly, developing countries have the potential for huge economic and business growth (IMF, 2006). Secondly, any form of development has a great impact on the society, environment and economy of developing countries which feel these more keenly than their developed counterparts (UNDP, 2006). Thirdly, globalisation

* Department of Tourism & Hospitality Management, Cape Peninsula University of Technology, Cape Town, South Africa. E-mail: regmuss2000@yahoo.com

** Professor, Department of Tourism & Hospitality Management, Cape Peninsula University of Technology, Cape Town, South Africa.

and business activities are likely to have an enormous impact on developing countries (World Bank, 2006). Lastly; the set of objectives for responsible tourism in developing countries differ from those of developed countries.

Aligned to responsible tourism is the concept of corporate social responsibility (CSR). CSR and responsible tourism focus on some similar issues which affect the hotel's business, society and the environment (Van der Merwe and Wocke, 2007). There are various and complex definitions of CSR, some of which are contested (Moon, 2002). It is therefore important to clarify the definition of CSR for this study. For our purposes, CSR refers to a form of enhancing the well-being of societies and, at the same time, improving environmental conditions and doing business in an ethical way which promotes good governance. This paper will also refer to responsible tourism as an activity promoting good social and environmental practices also ensuring the continuation of the business financially.

The need for this study in the context of hotels in the major tourism destination of Cape Town arose due to international concern among tourism policy makers about the effectiveness of the implementation of sustainable business practices in tourism-related organisations. The purpose of the study is therefore to recommend how to advance general awareness of responsible tourism amongst Cape Town hotels.

This paper focuses on five objectives to achieve the purpose of the study. The first is to establish the extent to which hotels are aware of the DEAT responsible tourism guidelines. The second, to establish an understanding of corporate social responsibility in the hotel sub-sector. The third objective is to determine the extent to which responsible tourism is understood in the hotel industry, followed by the fourth of finding out whether or not hotels are implementing the responsible tourism initiatives. Finally, the fifth objective is to establish the reasons why hotels are implementing or ignoring the responsible tourism initiatives. The paper therefore tested the hypothesis that there is no significant difference in the awareness of the responsible tourism guidelines of the corporate social responsibility practices between hotel groups (aware/unaware of guidelines). Another hypothesis tested is that, there is a significant relationship between being aware of responsible tourism guidelines and having a responsible tourism policy.

Including the introduction, the paper is structured into five sections. The second section is devoted to the theoretical background which consists of the point of departure, CSR and responsible tourism practices in the South African hotel sub-sector. Thereafter, the research methodology is outlined, followed by research results. Finally, the discussions, conclusions, limitations and possible future research stemming from the study are presented.

THEORETICAL BACKGROUND

This section provides a critical review of the concepts of responsible tourism and CSR and how these two are related. It also reviews the practice of responsible tourism in the South African hotel sub-sector.

Point of Departure

This paper focuses mainly on the two related concepts of responsible tourism and corporate social responsibility (CSR). The world is expanding at a rapid rate and, due to the improvement of technology; people are visiting more places when compared to historical times. Realising such changes in international travel trends, many investors have built numerous hotels in major tourist destinations to accommodate these travellers. But, are these hotels operating responsibly? How can they operate responsibly if they are not aware of the concept of responsible tourism? According to this paper, responsible tourism entails the practice of sustainable activities in the hotel industry; mainly in the three areas of environment, society and economy.

What makes responsible tourism different from sustainable tourism? As mentioned by George (2007), although responsible and sustainable tourism are different concepts they do share certain similarities. Rhodes (2004) also notes that both sustainable and responsible tourism have the same goal of attaining sustainable development. In addition to that, both concepts share the three major values of attaining a sustainable environment: environmental integrity, economic development and social justice. Thus both responsible and sustainable tourism include the society, environment and the economy in their main objectives.

However, there are differences between responsible and sustainable tourism which resulted in the separation of the two concepts. Swarbrooke (1999) argues that other terms connected to sustainable development, such as responsible tourism, alternative tourism, ecotourism and soft tourism, amongst others, are not synonymous with sustainable tourism although they are related. According to Spenceley (2008), sustainable development fails to hold tourism entities, including hotels, responsible for their actions. This necessitated the development of the responsible tourism concept which demands that each and every tourism entity be responsible or accountable for their actions. Rhodes (2004) is of the view that if the tourism operators, ranging from small medium enterprises to large chain hotels, become accountable for their activities, an increase of responsible tourism practices will consequently follow.

When pursuing a better and more enjoyable environment for everyone there are conflicts which may arise against

the process of practicing responsible tourism and these two desires need to be balanced. The reason for the conflict might be due to a lack of laws for, or blueprint of, the practice of responsible tourism (Goodwin, 2002). Spenceley et al (2002) remind us that, although conflicts may occur, the main objective should be to create a better place for people to stay as per the main mandate of hotels to provide an enjoyable stay to visitors and tourists. However, they need to practice responsible tourism initiatives to uphold this mandate.

CSR shows dedication of hotels to promoting sustainable economic development (World Business Council on Sustainable Development, 2000). There has been a recent increase in CSR research in the hotel industry which signifies its growing importance when promoting responsible tourism practices (Karlisch 2002; Van der Merwe and Wocke 2007 and Scanlon, 2007). Furthermore, research has established that the positive relationship between CSR and financial performance has boosted investor confidence in the hotel industry (Rodriguez and del Mar Armas Cruz, 2007 and Lee and Park, 2009). Responsible tourism practices are also now regarded as a possible tool to minimise poverty (Ashley et al, 2001). However, it is not clear how effectively hotels are practicing responsible tourism guidelines. This study therefore focuses on establishing how hotels are practicing responsible initiatives.

Corporate Social Responsibility

Corporate social responsibility (CSR) emerged in the late 1990s with the purpose of moving international trade towards a more equitable state. CSR centres on the notion of auditing the impact of business practices on the financial viability of the organisation, its environmental impact on the planet and the way it affects people (El Ghouli et al., 2011 and Mahedeo et al, 2011). These three elements which inform CSR are often referred to as the triple bottom line.

As the drivers of globalisation accelerated, a broader understanding of sustainability grew among global citizens (Kolk and van Tulder, 2010). Consequently, consumer preferences shifted towards companies incorporating sustainability into day-to-day business practices (Kim et al., 2011). Expectedly, commerce responded, evolving towards a more holistic interpretation of sustainability. Nonetheless, these constructs of sustainability are still unpacked in terms of the organisation's impact on "people", "planet" and "profit".

Carroll (1991) developed a pyramid of CSR to reconcile the organisation's economic orientation with its social orientation. The pyramid is anchored on the four dimensional concept that the organisation is not only obliged to consider economic and legal issues but also ethical and philanthropic

responsibilities. It is important to examine the pyramid of CSR to establish its relevance when practicing responsible tourism initiatives in the Cape Town hotel sub-sector.

The first consideration regarding the pyramid is economic responsibility. The production of goods and services to enhance the economic well-being of society has been prioritised since historic times and profit maximisation is the main aim of many businesses; therefore all other responsibilities rely on the economic responsibilities of the business (Carroll, 1991). In developing countries such as South Africa where foreign direct investment (FDI) is minimal and where poverty and unemployment is still high, the economic contribution of firms is highly valued (Visser, 2007). Fox (2004) views this CSR approach as positive as it encourages sustainable development in developing countries. Crane and Matten (2007) also associate this approach with the one followed by companies in Europe. However, CSR in developing countries emphasises multiplier economies to address the FDI, poverty and unemployment problems (Nelson, 2003).

Regarding legal responsibilities; businesses, although they are more concerned with economic progression, should conform to the societal laws (Carroll, 1991). The issue of corporate legal obligations has advanced much in developed countries in comparison with developing ones. Mwaura (2004) argues that developing countries lag behind developed countries when incorporating issues relevant to CSR into legislation. However, countries which include CSR issues in their legislation can lack the capacity to implement and enforce these laws in firms. Due to this, in the CSR pyramid legal responsibilities for developed countries occupy a higher position than in the developing ones (Visser, 2005).

Ethical responsibilities entail initiatives which are deemed by society as good or bad. Ethical responsibilities form an important component in CSR and represent the standards and norms that all stakeholders are concerned about, with the aim of protecting their moral rights (Carroll, 1991). Wood (1991) suggests that firms should clarify the societal values and norms they are going to adhere to, to avoid social control problems. Ethics has a critical role in determining the legislation on all issues including CSR. Europe prioritises ethical responsibilities much higher than developing countries (Crane and Matten, 2007), whereas South Africa values ethical responsibilities much higher than its developing counterparts (IoD, 2002), as signified by the development of the King Reports on Corporate Governance in South Africa. This is the first Document which reported on stakeholders and the issues of accountability in firms (IoD, 2002).

Moreover, societies regard businesses as good corporate citizens through philanthropic responsibilities (Carroll,

1991) and hotels can engage willingly in societal projects to improve the well-being of the local society. Both in developed and developing countries, philanthropic responsibilities are regarded as essential in CSR. Philanthropy has become a culture in developing countries to the extent that companies have realised that they cannot succeed in societies that fail (Visser, 2007). CSR is still at an early stage in developing countries where some firms and societies view philanthropy as equal to CSR unlike in the developed countries where more approaches are embedded.

The analysis above shows that there are different approaches to CSR regarding developed and developing countries. The two also differ when it comes to driving factors toward CSR. Visser (2007) identified ten internal and external drivers for CSR in developing countries, with internal drivers encompassing: political reform, cultural tradition, socio-economic priorities, governance gaps, crisis response and market access. External drivers comprise of international standardisation, investment incentives, stakeholder activism and the supply chain. The impacts of these drivers differ from one country to another. Since CSR and responsible tourism are related concepts, this paper views CSR as an element of responsible tourism.

Practicing CSR in the hotel industry has been promoted by international organisations such as the World Tourism Organisation (WTO). This has resulted in the adoption of the WTO ethical guidelines by organisations at national and local levels in the hotel industry (Holcombe et al, 2007). From the above review, it can thus be concluded that corporate social responsibility is a well-known concept and it encourages responsible tourism practices in the hotel industry (Visser, 2007). As hotels practice CSR they will be meeting the global sustainable development objectives and, at the same time, benefiting the hotel in various ways. CSR can lead to sustainable business growth and hotels can communicate their sustainable activities to their customers (Porter and Kramer, 2006). Although the discussion above on CSR shows that CSR is good and necessary, how best can it be implemented? CSR activities that are related to goals and objectives of different hotels should be adapted.

Responsible Tourism in the South African Hotel Sub-Sector

The accommodation sector is an integral component in the Cape Town hospitality industry. As noted by Van der Merwe and Wocke (2007); South African hotels are the most developed sub-sector of the accommodation sector, with Cape Town having a larger number of hotels in South Africa when compared with other provinces.

Over the years the tourism industry took the growing global consciousness of sustainability on board in various shapes and sizes (Kolk and van Tulder, 2010). Examples of strategic drives promoting sustainability in tourism include the development of policies on responsible tourism, international industry associations driving sustainable tourism development and NGOs promoting fair trade (Rogerson and Visser, 2004 and Spenceley, 2008). Locally, the South African tourism industry, led by the National Department of Tourism (NDT), known until 2009 as the Department of Environmental Affairs and Tourism (DEAT), reflected its interpretation of the global move towards sustainability in the White Paper on Tourism (1996) as responsible tourism (DEAT, 1996). This definition emphasised the “people” and “planet” dimensions of sustainability as a way to offset the then predominant focus on “profit”.

Over the past 15 years, however, the South African tourism industry has evolved to embrace the broader concept of sustainability in tourism as demonstrated by the National Tourism Sector Strategy launched on 24 March 2011 (NDT, 2011). In the main, this strategy aims to contribute towards creating conditions for sustainable tourism growth, and development for South Africa, in line with the amended Tourism Act, 1993 (Act No 72 of 1993), and the White Paper on the Development and Promotion of Tourism in South Africa (Tourism White Paper of 1996). Moreover, their mission is stated as “significantly growing a sustainable tourism economy in South Africa, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships” (NDT, 2011:3). In this context, responsible tourism is now seen as a value, a driver of behaviour aimed at catalysing a change in the national tourism mindset required to achieve national tourism goals.

The City of Cape Town (CoCT) has been seen as the champion driver of responsible tourism practices. In 2002, the Cape Town Declaration on Responsible Tourism was published. In 2009, the CoCT showed their commitment to responsible tourism by writing up the City’s Responsible Tourism Policy which was consequently followed by the publication of the City of Cape Town Responsible Tourism Action Plan in the same year. In line with this, the City of Cape Town was also a signatory on the Responsible Tourism Charter which signifies the commitment of various role parties to responsible tourism, and further drafted the Responsible Tourism Tips for its visitors. The CoCT established the criteria for the quality assurance programme for accommodation and tour operators which were coordinated with the Tourism Grading Council of South Africa (TGCSA). However, even with all these initiatives it is not clearer whether Cape Town hotels are practicing responsible tourism.

RESEARCH METHODOLOGY

Cape Town is one of the top tourist destinations in the world with vast natural and historic attractions. Located in the Western Cape Province in South Africa; the City of Cape Town relies on the hospitality industry for much of its growth. Hotels contribute greatly to the city's GDP and employ many people.

To address the research problem and objectives, survey research was conducted wherein both quantitative and qualitative techniques were used. The quantitative method was used to measure the extent to which responsible tourism is practiced, whereas a qualitative study was used to reveal the reasons for adopting or neglecting responsible tourism initiatives in the hotel industry. Cape Town accommodation database (Cape Town, 2009) and Tourism Grading Council of South Africa (TGCSA, 2009) are the databases used to draw the sample.

As suggested by Balnaves and Caputi (2001), a proportionate stratified random sampling method was used in this study to ensure that all types of hotels in the five sub-regions were presented. The population consisted of 125 hotels in five Cape Town sub-regions (strata) divided as follows: Cape Town City Bowl (38 hotels), The Victoria and Alfred Waterfront (12 hotels), Southern Suburbs (32 hotels), Century City (18 hotels) and Atlantic Seaboard (25 hotels). The probability sampling fraction used was 4/5. This means that a sample size of 100 hotels was used in this study with a confidence level of 95% and an error of 5%. After determining the population size, questionnaires were distributed to the hotel managers via e-mail and by hand.

With regard to the questionnaire design, there are various questions which were asked during the survey. These included open-ended, dichotomous, multichotomous, checklist, rating and ranking questions. According to Cooper and Schindler (2003:375), open-ended questions give the respondent ample space to express their views. Dichotomous questions are questions which allow the respondent to give opposing views whilst multichotomous questions allow the respondent to choose more than two possible answers to the question asked.

The first part of the questionnaire tested the understanding of CSR by providing various meanings of the concept. Part B contained questions pertaining to DEAT responsible tourism guidelines. The last question in Part B of the questionnaire inquired after the reasons for practicing the responsible tourism initiatives. The questionnaire was elaborated on using the literature provided in the theoretical background, which also provided the theoretical framework for developing the interview themes. These solicited for: knowledge on responsible tourism guidelines, reasons for

practicing or neglecting responsible tourism initiatives and membership of hotels.

A total of 86 hotels responded to the questionnaire and other data was collected from ten managers who were interviewed. It was vital to sort all the gathered data to ease the interpretation and this was done according to the questions asked in the questionnaire and during the interviews. Since the collected data was to be analysed statistically it was then coded, as suggested by Chen and Popovich (2002). The coding process refers to the assigning of numeric values to grouped data (Balnaves and Caputi, 2001). Data which was obtained during the responsible tourism practices survey was grouped together soon after collection and thereafter it was coded to enable data inputting and analysis through the Statistical Package of Social Sciences (SPSS 17.0).

RESEARCH RESULTS

The results below show the data collected during the survey. These are presented under four different themes: understanding of CSR, knowledge of the responsible tourism concept, implementation of the responsible tourism initiatives and reasons for practicing responsible tourism in the hotel industry. 30.2% of the participants were in hotels with 51 to 100 rooms and 23.3% in those with 101 to 200 rooms. Hotels with 201 to 250 rooms held 18.6% of participants, and 151 to 200 roomed hotels constituted 11.6%. Finally, 8.1% and 5.8% of the respondents were in hotels with 300+ and 20 to 50 rooms respectively.

Understanding of CSR in the hotel sub-sector

The factors which were tested to establish the understanding of CSR are triple bottom line, philanthropic donations, future sustainability, licence to property, increased profitability, increased cost of doing business, protecting the environment, ethical business practice, responsibility to the community, legal compliance, marketing opportunity, feel good factor and strategic business tool.

The study found that 80.2% of the respondents view CSR as an ethical business practice, and 76.7% understand CSR as protecting the environment. Responsibility to the community and future sustainability of the industry were also highly regarded as forms of practicing responsible tourism as 74.4% agreed with these two factors. The lowest rated factors of CSR were the license to operate the property and increased cost of doing business; constituting 3% and 12.8% of respondents respectively. These results further reveal that hotels associate CSR mainly with the community (74.4%). None of the hotels attached CSR to license of property operation and legal compliance.

Table 2. Chi-Square Tests – CSR implementation and awareness of responsible tourism

	Value	df	Asymp. Sig. (2-sided)	Exact. Sig. (2-sided)	Asymp. Sig. (1-sided)
Pearson Chi-Square	4.646 ^a	1	.031		
Continuity Correction ^b Likelihood Ratio	3.354	1	.067		
Fisher's Exact Test	5.629	1	.018		
Linear-by-Linear	4.592	1	.032	.049	.027
N of Valid Cases	86				

a. 1 cells (25.0%) have expected count of less than 5. The minimum expected count is 4.33.

Hypothesis: There is no significant difference in the awareness of the responsible tourism guidelines of the corporate social responsibility practices between hotel groups (aware/unaware of guidelines).

Knowledge of the responsible tourism concept in the hotel sub-sector

In order to obtain information on the knowledge of responsible tourism in the Cape Town hotel sub-sector, it was vital to ask if hotel managers were aware of the DEAT's responsible tourism handbook. The assumption was that hotels would get specific details about responsible tourism through this handbook.

The results revealed that 64% were not aware of the responsible tourism handbook, with only 36% being aware of it. Thus, according to the response, a significant number ($p=0.64$) of South African hotels in Cape Town are relatively unaware of the DEAT responsible tourism initiatives.

Implementation of the responsible tourism initiatives

This sub-section shows results of the implementation of responsible tourism initiatives in the Cape Town hotel sub-sector. The implementation of these initiatives reflects how the hotels are actually practicing responsible tourism in their organisations.

The practice of corporate social responsibility in the hotel industry

Although a study of the understanding of CSR was undertaken, it was important to establish if hotels practice it in their businesses. The results obtained during the survey revealed that 86% of the hotels believe that they implement CSR in their business whilst 14% do not. The results obtained during the interviews revealed that most hotels implement an average of three CSR factors. These results are in line with the level of understanding of the CSR concept

within the hotel industry, as shown above. Chi-square tests revealed that there is a relationship between practicing CSR and awareness of responsible tourism guidelines. The above table show this relationship.

Chi-Square value = 4.646, therefore P-value = 0.0. Since $P\text{-value} < 0.05$ we can conclude that there is a significant difference in the awareness of the responsible tourism guidelines between non-members and members of Fair Trade Tourism in South Africa (FTTSA).

Responsible tourism policy and its practice

The formulation of a responsible tourism policy within an organisation is a significant factor when implementing the responsible tourism initiatives. The study revealed that 32% of hotels have a responsible tourism policy whilst 68% do not have a policy in their organisation.

In line with that, of the 36% of hotels who are aware of the responsible tourism concept, 62.8% implement the responsible tourism guidelines whilst 37.2% do not. Most of the hotels who are implementing the responsible tourism guidelines are the larger Cape Town hotels which have more than 120 rooms. During the interviews, three small hotels (>50 rooms) and one large hotel (<120 rooms) mentioned that, although they were aware of the responsible tourism guidelines, they had not yet implemented them. They cited various reasons which include: lack of knowledge of the implementation, higher costs associated with the implementation of the guidelines, not really being aware of the benefits of practicing the guidelines, not being able to choose the specific guidelines relevant for their hotels from the guidelines and it not being a priority to their organisational goals.

The Chi-square test shows that there is a significant relationship between being aware of responsible tourism guidelines and having a responsible tourism policy. Chi-

Table 3: Chi-Square Tests – Relationship between responsible tourism awareness and responsible policy

	Value	df	Asymp. Sig. (2-sided)	Exact. Sig. (2-sided)	Asymp. Sig. (1-sided)
Pearson Chi-Square	4.646a	1	.031		
Continuity Correction ^b	3.354	1	.067		
Likelihood Ratio	5.629	1	.018		
Fisher's Exact Test	4.592	1	.032	.049	.027
Linear-by-Linear					
N of Valid Cases	86				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.70.

square value=15.472, therefore the P-value obtained is 0.00. Thus, since $0.00 < 0.05$ there is a significant relationship between these two variables. Table 3 below shows the chi-square results.

Hotel economic responsible tourism practices

For guidelines to achieve their aim, effective implementation is crucial. The practice of the economic responsible tourism guidelines in the Cape Town hotel industry was tested with six economic variables being investigated, namely: assessment of the economic impacts of tourism activities, increased economic linkages and reduced leakages, community involvement, transparent recruitment and fair wages, assists with local marketing and product development, and promotes equitable business and fair prices.

Most of the Cape Town hotels assess the economic impacts of tourism activities, signified by the highest response of 51.2%. This is followed by transparent recruitment and fair remuneration, and promotion of equitable business and fair prices. The economic guideline being implemented the least is the assisting of local marketing and product development which constitutes 27.7%. The 43% of the Cape Town hotels which are involved in community involvement are mainly hotels with a capacity of at least 100 rooms. However some small hotels are involved in communities.

Hotel social responsible tourism practices

The social values which were investigated are those important in the hotel industry. The variables which were tested to determine socially responsible tourism practices include: involvement of local communities in planning and decision making, assessment of the social impacts of tourism activities, respect of social and cultural diversity and sensitivity to the host culture.

The obtained results revealed that many Cape Town hotels do not implement the social responsible tourism initiatives. 79.1% of the hotels do not involve local communities in planning and decision making and only 20.9% do.

Hotel environmental responsible tourism practices

Another aspect which was investigated is the practice of the environmental guidelines set by DEAT. Three variables of environmentally responsible guidelines were questioned. The responses indicate that hotels are implementing an average of two variables each. Cape Town hotels are environmentally conscious when developing their tourism operations as reflected with a high response of 58.1%. 40.7% of the respondents report that they use natural resources in a sustainable manner and 43% maintain biodiversity.

Motivation of guests to be responsible

A survey was done to establish if hotels encourage guests to spend in the local community, provide an opportunity for guests to contribute to local charity, inform guests how to interact with the local community, encourage guests to save water and energy, provide an opportunity for guests to contribute to local conservation programs and provide separate waste bins in guest rooms.

46.5% of the Cape Town hotels encourage their guests to save water and electricity. 43% encourage guests to spend in the local community and 38.4% provide an opportunity for guests to contribute to local charity and inform guests on how best to interact with the local community. A lower percentage of 15.1% of the Cape Town hotels provide separate waste bins in guest rooms. Finally, 93% of the hotels indicate that they do not provide an opportunity for guests to contribute to local conservation programs.

Table 4: Reasons for practicing responsible tourism

Reason for practicing responsible tourism	Level of association (%)
Protects the environment	75.3
Future sustainability of the industry	68.8
Is ethical/the right thing to do	60.9
Is strategically important to my business	51.2
Improved relationships with the community where I operate my business	44.2
Influence from guests	40.7
Able to charge a premium	33.7
Required by law	30.2
Because of the feel-good factor	30.2
It is important to me personally	26.7
Required by membership organisation	15.1
Influence from tour operators	10.1
Saves costs	9.3

Table 5: Cross Tabulation Analysis–Responsible tourism policy and responsible tourism as marketing strategy

			Do you use responsible tourism as part of your marketing strategy?		Total
			YES	NO	
Does your company have a Responsible Tourism Policy (RTP)	YES	Count	26	12	38
		% within Does your company have a Responsible Tourism Policy (RTP)	68.4%	31.6%	100.0%
	NO	Count	11	37	48
		% within Does your company have a Responsible Tourism Policy (RTP)	22.9%	77.1%	100.0%
Total		Count	37	49	86
		% within Does your company have a Responsible Tourism Policy (RTP)	43.0%	57.0%	100.0%

Reasons for practicing responsible tourism in the hotel industry

Reasons why hotels do or don't practice responsible tourism in their operations are shown in Table 4 (these were pre-defined reasons, based on DEAT's guidelines). This explains the motives and levels of understanding by hotel managers of responsible tourism.

Table 4 shows that more than 50% of the managers chose four main reasons for practicing responsible tourism. These include the reasons of protecting the environment and as an ethical way of doing business. In addition to that, future sustainability of the industry and strategic means of doing

business were some of the reasons chosen by more than 50% of the Cape Town hotel managers. The lesser reasons for practicing responsible tourism were the saving of costs (9.3%), influence from tour operators (10.1%) and 15.1% cited the reason of membership requirements.

Some of the reasons for practicing responsible tourism are related to the marketing of hotel establishments. Results revealed that practicing responsible tourism gives a hotel good publicity when marketing and consequently results in instilling confidence in their customers. Crosstabulation and the t-test analysis above show that hotels which use responsible tourism as a marketing strategy have responsible tourism policies.

CONCLUSION AND DISCUSSION

There is a communication gap between the South African National Department of Tourism (NDT) and Cape Town hotels. The results revealed that most of the hotels are not aware of the responsible tourism guidelines. The responsible tourism handbook is the important communication tool of the responsible initiatives which can be practiced by Cape Town hotels. For these responsible tourism guidelines to be communicated effectively, efficient communication structures are vital. Muller (2009) highlighted that poor responsible or environmental governance systems can commonly cause failure of understanding and information flows between the policy level of government and the users such as hotels. Effective communication structures between the Department of Tourism and the hotel industry are vital to encourage responsible tourism practices. If hotels are well informed of the responsible tourism guidelines it will enhance implementation of the responsible initiatives.

Cape Town hotels understand the concept of corporate social responsibility but there is a weak link between understanding CSR and the practice of responsible tourism in the Cape Town hotel sub-sector. There is a high understanding of the CSR concept in the hotel industry but minimal practice of other responsible activities still prevails. However, the understanding of the CSR concept is a very significant step towards the implementation of the responsible tourism initiatives within the hotels. There are various studies which show that a mere understanding of CSR does not guarantee its practice by firms (Van der Merwe and Wocke, 2007). The implication of this on hotel managers is that they should link their understanding of CSR with the practicing of responsible tourism. Singhapakdi et al (1996), in their study, postulate that a deep understanding of CSR will enhance the adoption of responsible and ethical management practices by hotel managers. This can be signified by incorporating responsible tourism action plans into the hotel's policies and decision making.

The partial implementation of certain responsible tourism guidelines revealed in this study does not reflect the understanding and full practice of responsible tourism within the South African hotel sub-sector. The research findings show that Cape Town hotels implement certain responsible tourism guidelines even without any idea of the concept of responsible tourism guidelines. Visser (2007) noted this as a common practice in the firms of developing countries. In a similar study done by Van der Merwe and Wocke (2007), it was also established that there is a partial practice of responsible tourism in the hotel industry. Therefore, Cape Town hotels are partially practicing responsible tourism. Although Cape Town hotels are practicing certain responsible tourism initiatives there is a lack of adequate information on how to fully practice responsible tourism effectively.

Cape Town hotels are implementing responsible tourism guidelines to gain a marketing edge and for environmental concerns. Most of the tourists who visit Cape Town are from European countries and these tourists often feel strongly about greening issues. From the results obtained in this study, most Cape Town hotels practice responsible tourism to attract these European tourists. A couple of hotel managers revealed that they are frequently asked by European guests "How green is your hotel?". This is consistent with other research such as that by Andereck (2009) and Tari et al (2010) which found that, tourists generally want to visit businesses which are environmentally friendly. Tzschentke et al (2004), in their study on the reasons for going green in serviced accommodation establishments, also established that operators were joining the Green Tourism Business Scheme (UK) to gain marketing benefits and a competitive advantage. El Dief and Font (2010) revealed that chain hotels are the ones who are more particular about practicing responsible tourism for marketing reasons, as they attract more international tourists. This is in line with the findings of this study, which established that large Cape Town hotels are affiliated with organisations which promote responsible tourism practices.

Most of the reasons for practicing responsible tourism which were given by hotels are aligned with the ethical reasons, and to improve the business relationships. This is the reason why the understanding of corporate social responsibility is very high in the Cape Town hotel industry. Most investors are concerned with the CSR of the hotels rather than the other activities of responsible tourism. Carroll (1991) identified three types of moral management which can be important to practicing responsible tourism in the Cape Town hotel industry, namely: immoral, amoral and moral managers.

The study also concludes that there are no laws which force hotels to practice responsible tourism. Some hotels in Cape Town practice activities only because they are a legal requirement. During the interviews one manager pointed out that, as long as responsible tourism is not a legal requirement, they would not practice it at the cost of the company unless there are benefits to be enjoyed by the company. Visser (2005), in his study, highlighted the lower priority of legalising and implementing the environmental issues.

RECOMMENDATIONS FOR PRACTICING RESPONSIBLE TOURISM

The research established that the level of understanding of the concept of responsible tourism has a significant influence on the practice of the published RT initiatives. Lack of effective communication channels between the government and hotels necessitated poor understanding of responsible tourism in Cape Town hotels.

It was further established that there is a lack of understanding regarding responsible tourism in the hotel industry. This study therefore recommends:

- Intensive education of hotels on the responsible tourism concept.
- The Department of Tourism should draw up an effective communication strategy for responsible tourism.
- The National Department of Tourism (NDT) should consider communicating information on responsible tourism through its affiliates such as FEDHASA, who can spread it.
- The National Department of Tourism (NDT) and various organisations which promote responsible tourism practices should educate Cape Town hotels on responsible tourism initiatives.

STUDY LIMITATIONS AND FUTURE RESEARCH

Although the study managed to establish the set aim and objectives, there are limitations which were encountered. Future works can therefore be expanded following the gaps in this research.

The study was done with a focus on Cape Town hotels only, therefore the results cannot be generalised to the entire hospitality sector. The sample used in this study was very small, thus further research which includes other hospitality establishments should be done.

Some hotel managers were not willing to participate in the survey; some were not willing to share company's information, especially chain hotels. Further study on chain hotels should therefore be done.

Since this study's main research tool was the use of e-mails, it was very difficult to obtain the direct e-mail addresses for the General Managers or top management who were the target population of this study. However, this problem was addressed by first telephoning the managers to request their direct e-mail addresses where necessary.

Further studies on the effectiveness of responsible tourism organisations should be undertaken in other cities around the world. Also, since this research was done in urban areas, further studies should be done in hotels located in rural areas and farms.

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