



Small hotels and responsible tourism practice: Hoteliers' perspectives

Regis Musavengane

University of Johannesburg, College of Business and Economics, School of Tourism and Hospitality, Department of Tourism, Bunting Road Campus, PO Box 524, Johannesburg, 2006, South Africa



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ABSTRACT

Responsible tourism is embraced globally as one of the vectors to achieving the United Nations' 2030 Sustainable Development Goals (SDGs). Through the Theory of Planned Behaviour, this article attempts to establish the understanding of responsible tourism among owners of small budget hotels in the Johannesburg West Rand Region, South Africa. The conclusion it reaches is that a general appreciation of responsible tourism does not translate into being responsible in daily operations. The paper proposes a 'Best Responsible Tourism Model', which identifies four ways that small hotels can be encouraged by the public sector to participate in responsible tourism, including education, economic motivation, marketing motivation and building social networks. Combined, these feed into the Theory of Planned Behaviour variations, normative beliefs, behavioural beliefs and control beliefs, which will determine the behaviour and perceptions of hoteliers on Responsible Tourism Practice. Participatory democracy should be adopted by hoteliers and other key responsible tourism actors to augment understanding and practice of responsible tourism in small hotels.

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1. Introduction

Responsible tourism (RT) has received considerable attention as a sustainable development tool in the tourism industry, as well as the entire sustainability community (Van der Merwe and Wöcke, 2007; Musavengane and Steyn, 2013; Caruana et al., 2014; Mathew and Sreejesh, 2017; Hanafiah et al., 2016; Ruiz-Lozano et al., 2018). Several studies have documented the importance of responsible tourism in the tourism industry (Tearfund, 2001; Van der Merwe and Wöcke, 2007; Musavengane and Steyn, 2013), for example, surveys such as that conducted by Spenceley (2007) showed that 66% of tour operators believed that there are positive benefits that accrue to local communities through practicing responsible tourism. Some of the benefits highlighted include, but are not limited to, the preservation of local cultures and financial benefits through employment or business ventures. It is also important to acknowledge that the tourism sector depends heavily on people, places and the interactions between the two. The sector is thus highly sensitive to both the physical and social conditions of a destination (Hanafiah et al., 2016). In other words, the tourism sector is susceptible to sustainability risks, such as economic uncertainty, resource manipulation and change in tourism

preferences, which can lead to a reduction in tourism demand (Musavengane and Matikiti, 2015). It is therefore important for tourism developers to ensure that residents and the area benefit from the renewal and resilience of destinations. This is the main reason why responsible tourism practice was introduced (Spenceley, 2008; Hanafiah et al., 2016).

However, a much-debated question is whether tourism service providers, governments and tourists are aware of what constitutes responsible tourism (Goodwin, 2011). In their study on the understanding and implementation of responsible tourism in the hotel sector, Van der Merwe and Wöcke (2007) mentioned the general confusion regarding what the concept is and the lack of awareness surrounding such initiatives. Similarly, Frey and George (2010) identified factors such as the perceived high costs of responsible tourism management, the perceived lack of government support, and the lack of investment into responsible tourism systems as the major causes of the slow adoption of responsible tourism initiatives. In the same vein, Caruana et al. (2014) noted that the concept of responsible tourism is vaguely understood from the consumer's view point, as their perspectives are not fixed and stable, suggesting a considerable heterogeneous market. Although extensive research has been carried out on the understanding and practice of responsible tourism, there is still a need to establish the progress made in educating tourism service providers and tourists on the importance of responsible tourism. What is not yet clear is

E-mail addresses: regmuss2000@yahoo.com, 201709536@student.uj.ac.za.

the impact of service providers' knowledge of responsible tourism on tourists. As noted by Mihalic (2016), tourism stakeholders' pace of implementing sustainability practices (which include responsible tourism) is much slower than anticipated. This gives rise to the question: "Do tourism service providers understand what responsible tourism is?"

In light of the above, the purpose of this article was to establish what the RT perspectives of small hotel owners in Johannesburg are, using the Theory of Planned Behaviour (TPB). It further sought to determine which factors can promote the practice of responsible tourism in small hotels using a TPB analysis. Managerial implications were deduced after analysing the data through the TPB, and a Best Responsible Tourism Practice Model (BRTM) is proposed for use by small hotels and interested stakeholders. Structurally, the paper begins by providing the theoretical underpinnings of responsible tourism in South Africa and related world views. It then provides the methodological framework, followed by a discussion of the results and conclusions.

2. Responsible tourism theoretical underpinnings: how far have we gone?

This section provides a theoretical RT framework by first positioning RT in the sustainability framework, before outlining the driving factors of practicing RT in the hotel sector. To enhance the understanding of the complex nature of sustainable tourism, the nexus between RT, innovation and accountability in small hotels is provided.

2.1. Defining responsible tourism in the context of sustainability

At the centre of responsible tourism practice (RTP) is the concept of sustainability, commonly regarded as the care of the environment, society and the production of economic benefits (Blewit, 2015). It is in this context that responsible tourism is categorised as a form of sustainable tourism, which seeks to attain the SDGs (Budeanu, 2005). This view was supported by Spenceley (2008), who noted that responsible tourism and sustainable tourism have the same goal, i.e. sustainable tourism. Responsible tourism and sustainable tourism share the three sustainability pillars: social justice, environmental integrity and maximising local benefits (Swarbrooke, 1999; Caruana et al., 2014), however Mihalic (2016) argued that responsible tourism is not a synonym for sustainable tourism as the two are not the same in every sense. In support of this assertion, Goodwin (2011) noted that the major difference between the two concepts is that with responsible tourism, all tourism stakeholders are required to take responsibility for their actions and should be held accountable. Goodwin clearly linked responsible tourism to action in order to attain sustainable destinations. According to Spenceley (2008), sustainable development fails to hold tourism entities responsible for their actions. This necessitated the development of the responsible tourism concept, which demands that tourism entities are held responsible for their actions. In the same vein, Rhodes (2004) was of the opinion that if hotel operators, ranging from small bed and breakfast establishments to large chain hotels, become accountable for their activities, the goals of responsible tourism will be attained.

The above explains why responsible tourism and sustainable tourism are mistakenly thought to be synonymous by some authors. Mann (2002) noted that the wide use of the term 'responsible' has led to a difficulty in really understanding the meaning of the word, which in turn makes it difficult to define the term 'responsible tourism'. According to Stanford (2000), responsible tourism refers to all forms of tourism that respect the host's natural, built and cultural environments, as well as all interested

stakeholders.

In the context of this paper, the operational RT definition adopted is that provided by the South African Department of Environmental Affairs and Tourism (DEAT, 1996, p.4), i.e. "tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities".

2.2. Responsible tourism drivers

There has been increased interest among academics and policy makers to find ways of encouraging small businesses to act in environmentally and socially acceptable ways (Garay and Font, 2012; Sampaio et al., 2012; Radwan et al., 2012). Most small businesses in developed states have responded positively to calls for responsible and sustainable practices, as evidenced in their policies, programmes and responsible-related initiatives (Mensah and Blankon, 2014; Sampaio et al., 2012). Revell and Blackburn (2007) noted that greater emphasis has been placed on engaging in voluntary participation schemes among small businesses in the developed world to promote a win-win situation in responsible practices that promote sustainability. The literature is dominated by examples of hotels' responsible and sustainable practices in the developed world, notably the International Hotels and Restaurants Association (IHRA), the International Hotels Environment Initiative (IHEI), the Asian Pacific Hotels Environment Initiative (APHEI) and the Caribbean Alliance for Sustainable Tourism (CAST). However, despite having responsible tourism policies in other developing nations (including South Africa), few responsible and sustainable initiatives are known in the hotel industry in the Sub-Saharan African region, hence the need to review the drivers that promote responsible tourism practices in the hotel sub-sector.

Responsible tourism drivers cascade from theories of motivation. Reference can be made to (i) Maslow's Hierarchy of Needs, where lower needs take priority and must be fulfilled before the others are activated; (ii) McClellan's Acquired Needs Theory, where some needs are acquired as a result of life experiences such as a need for achievement, a need for affiliation and a need for power; (iii) Cognitive Evaluation Theory, where motivators are either intrinsic or extrinsic; (iv) Herzberg's Two Factor Theory, where hygiene factors and motivators influence the behaviour of people in different ways; and (v) Skinner's Reinforcement Theories, where positive and negative reinforcement strengthen behaviour while punishment and extinction weaken behaviour.

Similarly, Carasuk et al. (2016) identified two strands of research relevant to understanding responsible tourism drivers. The first of these are endogenous or internally motivating factors, which refer to organisational values or motivations. Okereke (2007) noted that internal motivating factors need no external pressures. Garay and Font (2012) identified three key organisational values that are core to understanding endogenous motivating factors, i.e. altruism, legitimacy and competitiveness. Altruism is generally understood to be behaviour that benefits others at a personal cost to the behaving individual. In other words, it "entails fitness costs to the behaving individual and fitness benefits to individuals on the receiving end of the behaviour" (Kerr et al., 2004, p.135). In the context of this study, altruism points to responsible tourism practices as 'the right thing to do'.

Legitimacy, meanwhile, is important when examining the relationships between companies and their environments (Mousa and Hassan, 2015); it refers to "the appraisal of action in terms of shared or common values in the context of the involvement of the action in the social society" (Parsons, 1960, p.175). In responsible

tourism practice, legitimacy defines stakeholder participation and collaboration in attaining shared responsible goals.

The third factor, competitiveness, refers to the motivation of increasing profitability through responsible practices that can increase efficiency and access to new markets (Carasuk et al., 2016; Dief and Font, 2012).

The second strand in understanding organisations' involvement in responsible tourism includes the exogenous factors (Carasuk et al., 2016). These are sometimes termed 'drivers of change' as they require businesses to take responsibility regardless of the presence of intrinsic need (Okereke, 2007). The main four spheres of endogenous factors are identified in responsible tourism literature (Carasuk et al., 2016; Kasim, 2007). The first of these is growing pressure from stakeholders who are increasingly demanding responsible practices and products (Kim and Han, 2010), which is forcing shareholders to adopt new approaches. The second factor is pressure to conform to responsible tourism practices between business to business (B2B) relations. In other words, businesses will only buy and sell to responsible certified businesses (Font, 2007). Thirdly, regulatory pressure will oblige businesses to conform to statutory requirements such as environmental and health and safety laws (Priego et al., 2011), and finally, economic advantages provided by responsible tourism practices, especially when they can improve efficiency.

There are a number of impeding factors in the implementation of the RT practices, however. These include a low level of environmental awareness (Musavengane and Steyn, 2013; Dief and Font, 2012), a lack of urgency (Chan, 2011), a lack of knowledge and skills in establishing responsible mechanisms at low cost (Chan, 2008), a lack of governmental policy on RT (Okereke, 2007), and limited time and resources (Mair and Jago, 2010). Radwan et al. (2012) also noted that the decision to adopt environmental measures or responsible tourism initiatives in small hotels is highly influenced by the owner's consciousness of RT. Other significant influences include socio-cultural, situational and personal factors (Tzschentke et al., 2008).

In summary, drivers of responsible tourism include market differentiation, regulatory compliance, image enhancement, gaining competitive advantage, image enhancement, market differentiation, influence from tour operators/stakeholders, corporate social responsibility and personal/managerial values (Van der Merwe and Wöcke, 2007; Radwan et al., 2012; Hanafiah et al., 2016). Nevertheless, although hotels (including small ones) are influenced by the same drivers, they differ in the way they respond, among others, in the degree to which they implement responsible tourism practices. Further, impeding factors to RT practices need to be changed to enablers in order to promote the implementation of RT.

2.3. The nexus between responsible tourism, innovation and accountability in small hotels

A special issue in the Journal of Cleaner Production on "Sustainable tourism, progress, challenges and opportunities" discussed the "potential of tourism to contribute to the transformative changes required to move to truly sustainable societies" (Budeanu et al., 2016, p.285). The discussions point to the need of tourism service providers, including small hotels, and tourists to be innovative, take responsibility for their actions and be held accountable. Goffi et al. (2019) argued that developing states need to develop strategies applicable in their communities to realise the desired responsible practices rather than adopting Northern strategies, as the socio-economic and political conditions vary. Similarly, Tosun and Jenkins (1998) emphasised the need to factor-in 'adaptations' if Northern approaches are to be adopted in developing states.

These approaches have to be relevant, applicable and realistic in small hotels in developing countries.

As discussed above, responsible tourism emphasises practices that are environmentally friendly, socially acceptable and economically beneficial to all stakeholders. On the environmental side, hotels mainly focus on green purchasing, ecolabelling and certification, environmental auditing, waste management and recycling, environmentally responsible marketing, formulation of environmental policies, compliance with environmental laws and regulations, and support for local communities (Mensah and Blankson, 2014; Bohdanowicz, 2005). However, Siti-Nabiha et al. (2011) noted that hotels tend to focus much on responsible environmental practices that are cost effective, particularly in waste, water and energy management. Further, the environmental performance of hotels tends to depend on the knowledge and perceptions of hotel top management/owners regarding environmental aspects (Mensah and Blankson, 2014). In the same vein, Banerjee (2002) observed that, to a large extent, hotel managers' perceptions of environmental issues define their commitment to achieving environmental goals at the organisational level.

Generally, research shows that hotel managers seem to be aware of the essence of environmental practices and perceive that responsible practices help to curb costs (Kim and Han, 2010). Furthermore, like other organisations, hotels report their socially responsible practices (SRP) to stakeholders - widely known as corporate social responsibility (CSR). CSR concerns "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel, 2001, p.117). In their study on online communication in the hotel industry, Ettinger et al. (2018) found that environmental issues and supplier relations receive the most attention from hotels and customer reviews, which points to the existence of a sense of accountability among hoteliers.

Accountability is a principle that can be used to measure good governance (Brewer et al., 2017). It can be defined as "(a) the allocation and acceptance of responsibility for decisions and actions and (b) the demonstration of whether and how these responsibilities have been met" (Lockwood et al., 2010, p.993). Faced with the need to meet good accountability targets, the top down approach manifests through the production of reports by leaders that are in accordance with the Global Best Practice guidelines, ignoring the involvement of employees (Ettinger et al., 2018). Pope and Wæraas (2016) also observed a rise of CSR-washing, i.e. an act of falsifying CRS claims to gain a competitive advantage in the market. This appears to emanate from poor accountability processes and a lack of participation of stakeholders (i.e. staff members and organisations that promote responsible tourism practices – Responsible Tourism Practitioners). Effective CSR or Responsible Tourism Audits/Accountability can be achieved by setting clear measurements, for example on emissions, customer health and safety, non-discrimination, waste, and resource use (Yadava and Sinha, 2016). Consequently, numerous initiatives aim to aid companies with this endeavour. Of prominence are the Global Reporting Initiative and the Carbon Disclosure Project, as well as industry-specific initiatives such as the Eco-management and Audit Scheme (EMAS), the Hotel Carbon Measurement Initiative, the Hotel Sustainability Tool, the Hotel Water Measurement Initiative and the Hotel Footprinting Tool (Ettinger et al., 2018; Mensah and Blankson, 2014).

In a Google search, a Google Play Store search and an iTunes search, as with most Sub-Saharan countries, South Africa's hotel industry, especially small hotels, appear to still lag behind in adapting and developing applications and web-based tools to promote responsible tourism practices (Mensah and Blankson, 2014). No responsible tourism electronic application (e-App) for

South Africa tourism industry was found. This suggests a gap in the online promotion of responsible tourism practices in the hotel sector. The following section discusses RT in the context of South Africa.

3. Context of the study: responsible tourism in South Africa

3.1. The development of responsible tourism in South Africa

Rogerson and Visser (2004, p.2) posited that African tourism was originally developed “by colonialists for colonialists”, while Frey and George (2010) were of the view that local Black Africans had no role to play in the development of tourism, arguing that the industry has only recently become an economic development tool. During the apartheid era in South Africa, Black Africans¹ were deprived from owning the factors of production or even being associated with them. In an effort to redress this, in 2005 the Department of Environmental Affairs and Tourism introduced the Tourism Black Economic Empowerment (BEE) Charter and Scorecard to enhance the rating status of the tourism industry. The Tourism BEE Charter was developed to advance the objectives of the Broad-based Black Economic Empowerment Act No. 53 of 2003 (BEE Act). It includes a framework and established the principles upon which BEE must be implemented in the tourism sector.

Prior to 1994, the South African tourism industry did not have the same priority in the economy as it has today, however the contribution of the industry to reducing the unemployment rate and increasing the country's Gross Domestic Product (GDP) through tourism led to further recognition of the industry. This resulted in the formulation of the 1996 White Paper on ‘The Development and Promotion of Tourism’. In 2014, tourism contributed 3% to the South African economy, higher than agriculture (2.5%) but smaller compare to other industries. This was slightly smaller than the 3.1% recorded for 2005 (see Table 1). Tourism is therefore being recognised as an important economic sector which can alleviate poverty (Goodwin et al., 2002). Thus the 1996 South African White Paper on ‘The Development and Promotion of Tourism’ acknowledged the vital role of the tourism industry in alleviating poverty, which mainly affects the historically disadvantaged population (DEAT, 1996). Furthermore, the paper viewed tourism as an important social tool with the potential to bridge the gaps between people from different races, cultures and social strata. The possible implication of this is that it will eliminate social barriers which deter the social development of communities. Spenceley (2008) also highlighted that tourism can create vital economic linkages, which prevent economic leakages and promote local people's establishment of informal businesses. According to DEAT (1996, p.2), in South Africa, RT is greatly valued for varied reasons, including (i) it aligns with the current international trends of establishing a safe destination, which focus on developing the economies and the communities in which businesses operate; (ii) as a new concept, it can give South Africa a competitive edge in the market; (iii) it is South Africa's own initiative which enables the country to set targets for other nations to follow; and (iv) it embraces all sectors of the economy, ranging from the private sector to the government and non-governmental organisations. In this way, RT establishes communication between South Africa's various sectors to position the country as an international competitive destination.

However, in the pursuit of creating a better and more enjoyable environment for everyone, conflicts tend to arise in the process of

¹ Black refers to the previously disadvantaged populace of South Africa, which includes Black Africans, Indians and Coloureds.

Table 1
South Africa's Tourism Direct Gross Domestic Product contribution.

Year	2011	2012	2013	2014	2015
TDGDP % of GDP	2.8	2.9	2.9	3.0	3.0

Source: Stats SA (2016)

practicing RT. Goodwin (2002, p.7) highlighted that the reason for the conflict might be due to a lack of law or blueprint on RT. Therefore, in order to enable tourism establishments and other businesses to practice responsible activities in a manner acceptable to many stakeholders, the Cape Town Declaration on Responsible Tourism was drawn up in 2002. The Declaration aims to:

- (i) “minimises negative economic, environmental, and social impacts,
- (ii) generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry,
- (iii) involves local people in decisions that affect their lives and life chances,
- (iv) makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity,
- (v) provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues,
- (vi) provides access for physically challenged people, and
- (vii) is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence” (International Conference on Responsible Tourism in Destinations, 2002).

To further show commitment to RT practices, in 2011 the South African National Standard on Responsible Tourism (SANS 1162) was developed by the Department of Environmental Affairs and approved by the National Committee SABS/TC 228, Tourism Standards, in accordance with procedures of the South African Bureau of Standards (SABS). This standard establishes specific minimum requirements for the performance of organisations in the tourism sector in relation to sustainability, and enables an organisation to formulate a policy and objectives that take into account legal requirements and information pertaining to the impact of these requirements. The standard seeks to establish a common understanding of the minimum criteria for responsible tourism, as well as promote responsible tourism in the tourism sector, including the accommodation sub-sector (South African Bureau of Standards [SABS], 2011).

3.2. Responsible tourism in the hotel sub-sector

The accommodation sector is an integral component in the South African tourism industry, as seen in its contribution towards Tourism Gross Domestic Value (see Table 2). As noted by Van der Merwe and Wöcke (2007), hotels are the most developed and productive facilities of the accommodation sub-sector, however

Table 2
Accommodation's contribution to tourism's direct gross value (2011–2015).

Year	2011	2012	2013	2014	2015
Millions (R)	14 696	15 117	16 914	18 690	19 840
%	19.0	17.4	17.7	17.7	18.1

Source: Stats SA (2016)

Henderson (2007, p.229) argued that “hotels lag behind other travel sectors in responsible tourism”. Henderson highlighted the lack of enthusiasm amongst hotels to implement RT initiatives, regardless of persuasion from the government and organisations which promote responsible tourism practices. This inspired the researcher to analyse more deeply the understanding and practice of RT in the South African hotel sub-sector.

Many developing countries regard the accommodation sector as a powerful force for attaining economic growth (Alzboun et al., 2017). The South African accommodation industry's contribution to tourism's direct gross value increased from R14,696 million in 2011 to R19,840 million in 2015 (see Table 2) (Stats SA, 2016). The primary source of this income is tourist expenditure on daily bed rates and related services offered by hoteliers. It is argued that if the money spent by tourists circulates locally instead of leaking to foreign nations, it will propel the economic development of host countries (Lacher and Nepal, 2010).

To ensure the economic sustainability of hotels, some hotel managers understand the need for adhering to environmental policies (Erdogan and Baris, 2007). This is due to a number of reasons, for example a clean environment appears to be the key factor that guests consider when choosing a hotel. The sustainable prosperity of hotels also calls for the inclusion of environmental impact assessments and related components in every phase of the business (Wyngaard and de Lange, 2013). Furthermore, hotels are believed to consume large amounts of water and produce large amounts of garbage that can harm the environment if not managed properly (Musavengane and Steyn, 2013). The main types of non-hazardous waste in the hotel industry include household wastes, cardboard, paper, plastic, metal, glass, cloth, wood and organic waste. The hazardous waste produced in the hotels include, but not limited to, frying oil, mineral oil, pain and solvent residues, flammable material such as gas, and cleaning chemicals, (Zein et al., 2008; Pirani and Arafat, 2014). Hence the essence of solid waste management in the hospitality sector. The success of waste management at hospitality establishments depends on a various factors, including property location, the type recycled material, the availability of recycling establishments and facilities or buy-bulk centers in the vicinity, the willingness of concerned actors to participate in waste management programs, and effective employee waste management programs (Shanklin and Hackes, 2001; Pirani and Arafat, 2014).

Álvarez Gil et al. (2001) also notes that the hotel size, age, the chain it belongs to, and pressure from stakeholders are contributing factors to the adoption of environmental practices at hotels. For example, in its Hotel Outlook (2018–2022), and auditing firm, Price Waterhouse Coopers (PWC) reported that One & Only Cape Town Hotel reduced its municipal water usage from 220,000 L per day to around 60,000 L per day. In overall terms, their water usage has reduced by 60 per cent. At Tsogo Sun in Cape Town, installing aerators and flow restrictors on showers and taps in the hotels has effectively controlled water flow per tap, and has drastically reduced from approximately 20 L of water per minute to less than 9 L of water per minute. Removing table cloths from restaurants and replacing linen serviettes with good quality paper napkins has resulted in saving almost 4 000 L of water per day, per hotel in the Sun International Hotel group (PWC, 2018). In addition, Pirani and Arafat (2014 p323) noted that “the Radisson SAS hotels have reported an average of 3.1 kg of unsorted waste/guest-night chain-wide”. Furthermore, global food waste reduction strategies for the hospitality sector were identified in various parts of the world. For example, in Thailand, menu engineering including Activity-Based Costing helped to reduce waste by 45 per cent during the time period of the study (Boonyakiat, 2012). In the USA, food tracking system Helped customers cut food waste by $\leq 80\%$ (LeanPath,

2013). In Norway, reducing plate size and providing social cues reduced the amount of food waste in hotel restaurants by around 20 per cent (Kallbekken and Sælen, 2013). Other strategies include composting, anaerobic digestion, Fining guests for wasting food at all-you-can-eat buffets, and reducing food portion sizes (see Pirani and Arafat, 2014).

In their review on solid waste management in the hospitality industry Pirani and Arafat (2014) identified challenges facing hospitality sector in managing waste. These include lack of adequate regulations to support enviro-friendly initiatives. Moreover, there is a general lack of interests in partaking in waste management among managers of small properties. Furthermore, lack of relevant information and guidelines on waste management tend to derail implementation of environmental responsible practices. Fourth, lack of support to small hotels from the external actors on waste management (Dewhurst and Thomas, 2003; Pirani and Arafat, 2014).

Such evidence demands that hoteliers practice the environmental aspects of the RT guidelines (DEAT, 1996). Increasingly, hotels are realising that they will realise competitive benefits through managing their triple bottom lines (TBL), i.e. ecological integrity, social equity, and financial profitability (Andriate and Fink, 2008; Horng et al., 2017).

Small hotels play an important role in the hospitality industry due to a number of advantages inherent to their size, such as personalised services and flexibility, which cannot be offered by chain hotels (Musavengane and Steyn, 2013). The size of a hotel is often determined by the number of hotel rooms or beds available. The Tourism Grading Council of South Africa (TGCSA) recognises a facility with at least four rooms to be a hotel. In Milohni'c (2006) categorisation of hotel accommodation, small hotels have 5–50 rooms.

As a group, small hotels have the capacity to positively or negatively impact the economy, society and the environment (Sampaio et al., 2012). For example, Hoogendoorn et al. (2015) noted that small businesses encounter a number of challenges in managing waste, including a lack of space and time, while Ebreo and Vining (2001) argue that small hoteliers don't formulate plans and policies in waste management. Revell and Blackburn (2007) added that a lack of good local recycling infrastructure makes recycling uneconomic for small businesses. Apotheker (1995) identified a number of techniques to enhance solid waste management by small businesses, including developing a regulatory framework, grouping waste collections for geographically concentrated businesses, and creating markets for recyclable material. Waste management is one of the key elements toward practicing RT, as it benefits both the environment and the hotelier.

Economically, the South African tourist accommodation sub-sector contributed over 15 per cent (second to road transport) to tourism direct gross value added in 2015 (Stats SA, 2018). The tourism sector contributes 3 per cent to the total GDP of the country (in 2015), where accommodation sub-sector is the highest contributor. Income generated from ‘hotels, motels and inns’ grew from R32,3 billion in 2012 to R37,9 billion in 2015, whereas ‘other accommodation’ grew from R5,1 billion in 2012 to R7 billion in 2015 (Stats SA, 2018). ‘Guest-houses and guest-farms’ contributed the least, with income increasing from R1,5 billion in 2012 to R2,2 billion in 2015. Measured at constant prices, the annual average growth rate of the accommodation sub-sector between 2005 and 2015 was 4.3 per cent. In terms of income by enterprise size group²

² The enterprises are divided into four size groups according to the value of turnover defined using the Department of Trade and Industry (DTI) cut-off points. These are large, medium, small and micro-enterprises. The determinant, turn-over value varies yearly.

for guest-houses and guest-farms in 2012 and 2015, micro-enterprises accounted the largest proportion of income, 93 per cent in 2012 and 89 per cent in 2015. Medium enterprises gained market share, with income contribution increasing from 2 per cent in 2012 to 5 per cent in 2015. The income contribution of large enterprises remained unchanged at 3 per cent in 2012 and 2015 (Stats SA, 2018). Turning to employment contribution and income shares; average monthly salaries and wages per employee were higher in 'hotels, motels and inns' (R8 521) than in 'guest-houses and guest-farms' and 'other accommodation', averaging R5 221 and R5 692 per person in 2015, respectively. 'Hotels, motels and inns' had the largest income and employment shares, accounting for 80 per cent in income and 70 per cent in employment (Stats SA, 2018).

Collectively, these studies outline a critical role and need for small hotels to engage in RT practices, as they have the potential to attain the tripartite components of RT, i.e. environment, economic and social. The following section highlights the conceptual theory adopted in this study to understand the perceptions of small hoteliers of RT practice.

4. Theory of Planned Behaviour and responsible tourism practices

The Theory of Planned Behaviour (TPB), developed from the Theory of Reasoned Action (TRA) (Ajzen, 1985, 1987), guided this study. The TPB helps to explain human behaviour in specific situations that people have incomplete volitional control over (Ajzen, 1991, 2005). It assumes that the behaviour exhibited by people at times of decision-making is due to careful consideration of the information available to them and/or their beliefs (Ajzen and Driver, 1991). The TPB identified three interrelated elements that influence people's behaviour within a specific context: a person's attitude towards the behaviour (behavioural beliefs); subjective norms (normative beliefs); and perceived behavioural control (control beliefs) (see Fig. 1) (Ajzen, 1991, 2012).

The first step in the TPB motivation of behaviour is for the individual to realise that there is a need to make a decision on a particular situation. Thereafter, an individual cognitively assesses likely courses of action to adopt, collect and collate possible outcomes of each possible action, and evaluates the probability of attaining each outcome and the associated or perceived value of each (Lalasz, 2013; Gstaettner et al., 2017). Ajzen (1991) highlighted

that the process of determining and evaluating possible outcomes facilitates the formation of beliefs on expected outcomes linked to executing the behaviour. The attitude on certain behaviour is informed by both instrumental and affective beliefs (Ajzen, 1991). Instrumental beliefs pertain to the perceived benefits and costs that accrue through performing a particular behaviour (is it of benefit or harm?), while affective beliefs are feelings realised from executing a behaviour (is it pleasurable or unpleasurable?) (Ajzen, 1991; Gstaettner et al., 2017).

Moreover, with the TPB, social influences or normative beliefs play a critical role in shaping the process of reaching a final decision on future behaviour. This may entail opinions of other important elements on performing or not performing a behaviour (approve or disapprove?) (Ajzen, 2005; Walker, 2013; Gstaettner et al., 2017). In the same vein, Ravis and Sheeran (2003) noted that descriptive social influences form the subjective norm component (do others actually practice it or not?). In other words, direct observation of individuals tends to play a role in influencing the decision-making process of the observer (Gstaettner et al., 2017). Furthermore, individuals consider the presence of facilitating or inhibiting factors on the behaviour in question (is it easy or difficult?) as well as responsible tourism practice, and evaluate their actual competence or control to perform the behaviour if they wish (do I have a little control or a lot?) (Ajzen et al., 2012; Walker, 2013). According to Gstaettner et al. (2017), "Cognitive evaluation on perceived difficulty to perform a behaviour and the degree of individual freedom to do so forms the perceived behavioural control factor included in the TPB".

5. Methodology

The Theory of Planned Behaviour was adopted to establish an understanding of RT among owners of small hotels in Johannesburg, South Africa. The study adopted qualitative research to obtain in-depth data on the practice of RT from hoteliers, thus, the interpretivism philosophical framework was chosen to ensure the accurate interpretation of hotel managers' perceptions and knowledge of responsible tourism. Interpretivism positions are anchored on the premise that reality is socially constructed and fluid (Quinlan et al., 2015). Thus, the main constructs in this research include understanding the meaning of responsible tourism, responsible tourism practices, environmental responsibility, social responsibility and

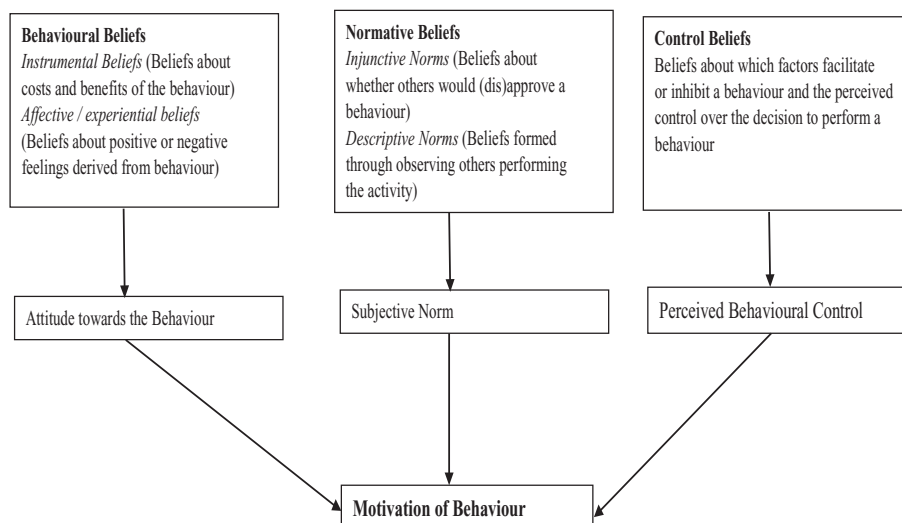


Fig. 1. Theory of planned behaviour (adapted from Gstaettner et al., 2017 and Ajzen et al., 2012, 2005).

economic responsibility.

Primary data were collected between March and July 2017 from small hotel owners located in the West Rand region of Johannesburg. The study was delineated to the Roodepoort and Mogale City municipalities, both of which are located on the West Rand. This choice was made due to the convenience it afforded the researcher and the availability of small hotels. Furthermore, the study was limited to only small budget hotels, excluding small boutique hotels due to difference in operations between the two categories. First, a list of all small hotels was created using data from tourist websites such as Trip Advisor and Safari.com, and local newspaper, Roodepoort Record. Second, using simple random sampling, small budget hotels were drawn from the list and a sample of 43 hotels was chosen for inclusion in the study. Ease to use is the chief advantage of simple random sampling. It is also meant to be an unbiased representation of a larger population (Quinlan et al., 2015). A total of 103 small hotels in the West Rand Region were drawn. A further and rigorous review, based on the inclusion/exclusion criteria (less than 30 rooms and not be affiliated to or owned by major hotel groups [they had to be under sole proprietorship or partnership management], not rated/rated not more than 2 stars) resulted in a sample of 43 hotels. The descriptive statistics of the hotels; average number of rooms (13), average number of tourists in a month (52pax – established during interviewing), average price for a room (USD47), range from USD17 to USD113/night).

In approaching respondents, a purposive sampling approach was adopted, where primarily hotel owners were chosen to share their opinions on RTP. The criterion for inclusion in the research is the perceived capacity of the hoteliers to inform the RTP research. Saunders et al. (2013) posited that the purposive approach is well-suited to small-scale and in-depth studies, where researchers use personal judgement to select suitable persons that will best achieve the intended research objectives. Ritchie et al. (2003) noted that the features of the population are the main criteria for selection with purposive sampling. In this context, the respondents should be hotel owners or at an organisational decision-making level equivalent to the owner.

A total of 43 semi-structured interviews were conducted with the identified hoteliers in the West Rand region to establish their understanding of RT and to ascertain the challenges they face in implementing responsible practices. The interviews also focused on determining the possible support needed by small hotels to establish and implement RT practices. To obtain qualitative data from the hotel managers, interviews were viewed as more appropriate than questionnaires, as respondents appear to often provide socially acceptable views when completing surveys, which would have led to biased results (Radwan et al., 2012). The interviews lasted between 30 and 45 min each, and were recorded to increase the reliability of the research and avoid bias.

Open-ended questions were developed and grouped according to the TPB framework to ease the collection and analysis of data:

Behavioural beliefs:

1. How do you feel about practicing responsible tourism, specifically (a) environmental, (b) social and (c) economic?
2. What do you consider to be the good things about being environmentally friendly or implementing Environmental Responsible Tourism Practices (ERTP)?
3. What do you consider to be the good things of being socially friendly or implementing Socially Responsible Tourism Practices (SRTP), including economic?
4. What do you think are negative things related to practicing responsible tourism (the question was posed in different way to each individual to understand the perceived challenges of RT)?

Normative beliefs:

1. Who do you think is responsible for promoting responsible tourism practices to small hotels?
2. Who do you think would approve your: (a) environmental, (b) social, and (c) economic (i.e. BEE) practices?
3. Do you consider what other hoteliers or businesses might think when you practice RT on (a) the environment, (b) society, and (c) economy?
4. Do you consider what hotel guests and visitors might think when you practice RT in totality?
5. Did anyone encourage or discourage you to practice RT?

Control beliefs:

1. On what basis do you think small hotels should be encouraged to practice RT?
2. When thinking about practicing RT, what are the important things for you to consider?
3. Under which conditions would you consider or reconsider practicing RT?
4. Do you think there should be rewards for practicing RT?
5. Do you think the RT concept is well marketed to small hotels?

Each question group related to one belief category of the TPB, where motivation to practice RT was conceptualised as a function of (1) an individual's attitude towards practicing RT and evaluations of the consequences of doing so; (2) the perceived subjective norms influencing the decision to practice RT; (3) and the perceived capability and control over practicing RT.

Finally, data analysis and interpretation utilised the TPB to deductively induce structure to the interview content. Together with the TPB approach, grounded theory was used to analyse the data thematically (see Gray, 2004). Data were first transcribed by reading through the texts, followed by coding. Congruence and dissonance in the data and exploration of the relationships between theoretical constructs enabled the development of a 'Best Responsible Tourism Practice Model' (BRTPM) for small hotels.

6. Results and discussions

Results were obtained from owners or top management of small hotels located in Johannesburg. Forty-three respondents were interviewed, of which 24 were male and 16 were female, age range between 33 and 81. Of the 43 interviewees, 41.9% were acquainted with RT guidelines, and to varying degrees practiced RT at their hotels. Although the remaining 58.1% were not well acquainted with the RT guidelines, they did practice RT unknowingly. All the interviewees showed at least an interest in RT practices. Below are the detailed results and discussions of the study on the perceptions of hoteliers regarding RT.

6.1. Attitudes towards behaviour

Hoteliers perceive that practicing RT is a great and relevant activity bundled with benefits associated with such practices. The first question in this quantum aimed to establish the experiences of hoteliers in practicing RT. Social effects were mentioned by many hoteliers (90.6%) as motivating factors, i.e. being socially responsible to the community. For example, a hotelier in Krugersdorp mentioned that:

"We provide the nearby elderly home with groceries monthly as a way of helping them. We give them according to our ability, we don't have a specific budget for that. We believe in philanthropy

which I think is more than just corporate social responsibility – done with intentions to get something back in one way or the other.”

In the same vein, the majority of the interviewees (72%) mentioned that being socially responsible brings joy and a kind of community ‘blessing’ to them. However, some hoteliers (27.9%) cited a lack of money as an obstacle to give back to the community, although they had intentions to do so in the future. Henderson (2007) observed that the hotel sector has the capacity to adversely or positively impact the communities it operates in.

Furthermore, when probing which factors the hoteliers consider to be good about practicing RT, most (95.3%) cited the joy they bring to a number of families by employing local people. A hotelier in Roodepoort highlighted that:

“I started this business with my wife, realising that we are having many guests we saw it as an opportunity to employ our neighbours. They are hardworking people and couldn’t secure employment at other organisations. We then employed the other three as the services we offer increased and to tighten security. This makes me happy, I managed to bring hope to others.”

In relation to the benefits of practicing environmental RT, the hoteliers were enthusiastic, specifically in terms of water management. A hotelier in Krugersdorp mentioned that:

“Although I do not have much knowledge about responsible tourism, I know how to conserve water. At our hotel we clean our swimming pool thrice a week, we have installed water saving showers and taps also, our grounds are not watered daily, but looks great. We have seen a slight decrease in water charges, which is good news! We are ready to know more about how to cut costs ...”

Almost all the small hoteliers interviewed shared the sentiment that employees are willing to participate in all activities implemented by the hotel (this was a response to questions that sought to determine the behaviour of employees in practicing RT according to the perspective of the hoteliers). A hotel owner in Muldersdrift said that:

“If us owners want responsible tourism initiatives to be implemented it is just a matter of calling my staff then we discuss it and start working on it. It is the same as adhering to health and safety requirements.”

Schaper (2002) noted that hotel owners make the ultimate decision when it comes to implementing responsible tourism initiatives such as waste management strategies. The consciousness of small hotel owners regarding RT is thus important if they are to champion the implementation process. A hotelier in Randfontein supported the view of Simpson et al. (2004), arguing that what is needed is for hoteliers to be educated on RT.

All the hoteliers rejected the notion of motivating staff to practice RT through financial incentives as this is not an income generating initiative. As pointed out by a hotelier in Krugersdorp:

“The least we want is to add our costs; my employees have to do this willingly as part of their job happily. When we rolled-up water-saving initiatives and social activities our front office ladies voluntarily jumped-in to spearhead the activities. I have witnessed joy in them in delivering their work. They love doing this.”

Creating positive mindsets and eco-behaviours in employees is

important to guarantee sustainable RTPs (Liu et al., 2014). Many hoteliers (86%) pointed to the need for staff to be well informed regarding what should be done to ensure RT, hence the need for the hotel owners to be educated so that they can train their staff. Resources permitting, it would be cost-effective to get all the staff of small hotels in the same vicinity together to be trained by professional RT practitioners. This points to the importance of having strong social networking among small hotels. As noted by Chan et al. (2014, p.22), employees generally “tend to keep away from situations where there is not enough knowledge to guide their behaviour, and situations where the possibility of uncertainty is greater”.

6.2. Subjective norms

Injunctive norms (i.e. what should be done) were identified as important influencing factors for practicing or not practicing RT. The first question posed to the hoteliers aimed to establish who is responsible for influencing RT behaviours among hoteliers. The National Department of Tourism (NDT) was cited by 93% of the interviewees as being responsible for motivating them to participate in RT activities, while the remaining 7% were not sure. All of the employees who were acquainted with the DEAT’s RT guidelines (41.9%) noted the difficulty in understanding them. A senior hotel manager noted that:

“I am aware of the responsible tourism guidelines, I read them on the internet. I was never approached by any Authority to attend any workshop on this, I assume it is for big players in the industry. If it was for us, small hotels, we should have seen some invitations, isn’t it?”

In light of the above, policy makers in both the public and private sectors should simplify RT for small hotels and encourage them to participate fully. Moreover, most small hotel owners (62.7%, including those acquainted with the RT guidelines) lacked awareness of all the aspects of RT (i.e. social, economic and environmental), yet all of them had some level of awareness of environmental RT. Education to raise awareness is vital for effective RTP in small hotels. Similarly, previous studies reported that small hotels require guidance to develop and implement RT initiatives; a lack thereof tends to limit their responsible behaviour (Simpson et al., 2004; Van der Merwe and Wöcke, 2007; Radwan et al., 2012). It is important for the government to create additional RT programmes that target small hotels and provide them with guidance and support. Hoteliers put the responsibility for organising RTP training into the hands of the Department of Tourism and other public institutions such as the Tourism Grading Council of South Africa (TGCSA). As reported by a hotelier in Florida:

“Information is what we don’t have as small hoteliers, unlike big hotels who have all the structures. Us what we are interested more in is to make profit and at times to just break-even and we don’t get to look for such information on responsible tourism. If the government can train us it will be good. We cannot do something we do not know my brother.”

When asked whether they consider what other businesses do when practicing RT, 41.8% noted that they do, for example, pertaining to Environmental Responsible Practices (ERP), hoteliers cited a lack of facilities and resources to recycle and manage solid waste in a sustainable manner. Another hotelier mentioned that:

“We want to separate our waste but how to do it it’s a challenge as we do not have facilities. All my friends operating small hotels have

no such facilities, we all dispose our waste the same way. Maybe, if there was someone aware we would have copied each other."

This supports Dewhurst and Thomas' (2003) findings that small hotels tend to have difficulties managing solid waste, as support services and resources are often fragmented or unavailable. This appear to demotivate hoteliers, as noted by 72% of the interviewees, thus derailing RT:

"I cannot say I don't want to manage solid waste we produce but I have no reasons to do it and no one supports us, we just dispose the usual way as residents and some of the businesses within the community. So, we take our bins outside and those informal collectors with trollies will come and take what they need to sell."

Furthermore, with regards to Economic Responsible Practices, the majority of hoteliers (90.7%) have some knowledge of the Broad-Based Black Economic Empowerment laws, although most of those (95.3%) are not aware of the Tourism Broad-Based Black Economic Empowerment Charter. The majority (81.4%) of the hoteliers agree with the BEE legislation as it motivates them to be economically responsible to the communities they operate in. They noted, however, that the size of their establishments limits them from creating many managerial posts to promote more black South Africans. Regardless of this, the majority of workers in small hotels on the West Rand appear to be black Africans (as observed during the visits – this was not measured as it was not part of the study). One interviewee commented that:

"BEE is a good initiative, and I support it very much. As you can see, the size of my organisation does not permit me to have external shareholders, this is just a small family business. Most of my employees are black South Africans. The best I can do is to employ the black South Africans."

Moving to social responsibility, the hoteliers cited that they have to do the right thing willingly as they are not aware of any legislation that forces compliance. When asked who they think will approve their Socially Responsible Tourism (SRT) practices, all the interviewees shared the sentiments of this hotelier:

"My friend, as an individual I find joy in giving back. There is no law that forces me to give to the poor. I think God blesses us as a business, so we have to bless others. Right down the street there is an old people's home, we donate linen and food stuff to them whenever we have extra. We don't auction our linen we give all to them if they need it."

This finding supports the notion that hotels engage in SRT for altruistic reasons. Kerr et al. (2004, p.135) pointed out that altruism "entails fitness costs to the behaving individual and fitness benefits to individuals on the receiving end of the behaviour". Similarly, Van der Merwe and Wöcke (2007) argued that legislating the hotel industry to practice RT is not a viable proposition in South Africa currently, as the majority of small hotels will find it too costly thus it may deter them from getting into or continuing with a business, which would not be desirable for the growing sector.

When asked about the involvement of customers in RT at their establishments, all the hoteliers were enthusiastic about having their guests be involved in responsible activities, although they do not have control over them. As per a hotelier in Sterkfontein:

"Having customers on board in pursuing responsible activities in our community and at our hotel is what we want, no one would

deny that I think. In our hotel rooms, we have notices encouraging guests to save water and have an option to re-use the towels during their stay. Of course, we cannot force them to do it but we encourage them. I hope that is how far we can go."

Another hotelier in Sterkfontein gives tips to customers regarding how they can donate to the local communities, and lists a few charity organisations they can visit during their vacation. In their analysis of the perceptions of tourists on RT, Caruana et al. (2014, p.127) found that "the concept of responsible tourism from the consumer perspective is not stable and fixed, but fluid and contingent, suggesting a market with considerable heterogeneity".

6.3. Perceived behavioural control

The conceptual element of perceived behavioural control refers to both the factors hoteliers believe enable them to enact a behaviour, such as practicing RT, as well as whether they perceive they are in control of making the choice to perform the behaviour. The first question posed to understand the perceived behaviour was aimed to establish the basis on which small hotels should be encouraged to practice RT. Most of the interviewees (83.7%) emphasised that the reason for them becoming involved in business is to make money, i.e. they are not willing to participate in costly activities. As one hotelier in Krugersdorp put it:

"You know my dear, most of us we focus on looking for money. Things that do not bring money into the company are least of our concern". If practicing responsible tourism benefits us to make more money I am more than willing to learn more about it."

In the same vein, when asked about important things they consider when deciding whether to practice RT, the majority of the reasons pointed to a cost and benefit nexus. A hotelier in Magaliesburg commented that:

"Practicing responsible tourism, especially the environmental or green issues requires more money so for us as small businesses we cannot afford the costs involved. I enquired a quotation for a full solar system for our hotel, I got the shock of my life! It is not viable for our small hotel to go that route. Government should step in and give us some money to implement these costly initiatives."

This assertion was supported by Goodall (1997), whose research on waste management highlighted that small businesses are reluctant to embark on activities that increase costs, and minimising costs is a key motivator. It is therefore suggested that small hoteliers need to be incentivised to practice RT.

The question, "Do you think there should be rewards for practicing RT?" resulted in the above comments and led to the following suggestions:

To alter the perceptions of 'high costs' in installing environmentally friendly systems, the government may support small 'responsible' hotels by marketing their products on government platforms (i.e. registering on the government's tender database) and related responsible tourism platforms. Musavengane and Steyn (2013) noted that hoteliers perceive that practicing responsible tourism gives them a competitive edge, which echoed the view of Simpson et al. (2004) that small hotels intend to penetrate new markets through publicity about their ecologically-friendly initiatives. Another hotelier in Roodepoort suggested the introduction of an overall best responsible tourism programme for small hotels in the Imvelo Awards:

"I am aware of responsible tourism and its benefits, I use my responsible tourism practices to market my establishment and its doing well for me. However, I view that at National level, us small hotels are overshadowed by big hotels. FEDHASA should have a responsible tourism category or award for us, small hotels."

The Imvelo Awards recognise tourism and hospitality businesses that make a real, measurable and sustained contribution to RT. They are administered by the Federated Hospitality Association of Southern Africa (FEDHASA). The six categories they recognise are best social involvement programme, best practice economic impact, best overall environmental management system, best single resource management programme, most empowered tourism business, and investing in people (Fedhasa, 2017). Having a best RT practice award for small hotels might have a significant effect on motivating hoteliers to practice RT, as they will stand a chance of enjoying publicity or exclusive marketing.

When asked under which conditions they would consider or reconsider practicing RT, various reasons were given by the interviewees. These included profitability (96.4%), marketing benefits (100%), and support from authorities (81.4%). Having discussed the first two, we will present the results of the analysis of the third variable. Regardless of knowing the RT guidelines, 72% of hotels do not have knowledge about developing a responsible tourism policy, signifying a lack of support from the authorities. The development of a written responsible tourism policy needs to be the first step in a responsible tourism practice. This notion was supported by Kirk (1995) and Mensah and Blankson (2014), who argued that the development of an environmental policy signifies that a hotel is committed to protecting the environment. Most of the small hotel owners interviewed did not have responsible tourism policies for their establishments however, with the majority of them saying that they focus more on marketing their hotels to earn a profit:

"Most of our policies at our hotel are mainly profit-driven; we do however have policies required by the government, these are non-negotiable. For us, we never thought of having responsible tourism guidelines. In fact we don't know anyone who has one and who can assist us to have it."

The findings revealed that most small hotels (67.4%) have fragmented policies on environmental and social responsibility, although some have none. It is thus suggested that FEDHASA or the Department of Tourism create samples or templates of RT policies that can be used by small hotels to develop their policies. Compared with chain hotels, which seem to be proactive in the development of policies (Bohdanowicz, 2005), small hotels tend to lack the means or money to consult responsible tourism consultants. Education and the development of RT samples will thus significantly assist in committing hoteliers to RTP. Committing to responsible tourism will guarantee the small hotels a RT seal or certification from organisations that promote responsible tourism practices, for example South Africa Environmental Heritage, Ecohotel, EcoMeet, Ecotel, Green Key, Green Leaf, Green Seal, Green Globe 21, and Green Deal.

Musavengane and Steyn's (2013) research suggested that hotels affiliated to organisations that promote responsible tourism practices seem to have more knowledge about RT and benefit from the relationships. When asked whether they were affiliated to such organisations, most of the small hotel owners reported that they were not aware of such organisations but are willing to work with them. Similarly, Radwan et al. (2012) noted that small hotels need to work closely with contractors or organisations that are in the business of promoting responsible tourism, such as waste collectors

who have more knowledge about the field of solid waste management. In the case of South Africa, local authorities need to liaise with the Department of Tourism regarding how waste carriers can assist small hotels to better manage their waste. In the same vein, this can be extended to other areas of RTP (i.e. employment and social). The aim will be for small hotels to get quality guidance at the best price wherever possible, hence the need to involve the government. This is unlike chain hotels (Bohdanowicz, 2005) which have budgets, dedicated departments and trained personnel.

In view of the discussion so far, investment in social capital, specifically social networking of small hotels and various arms within the responsible tourism band is encouraged to build strong, resilient and pro-active responsible-behaviours among hotel managers. Musavengane and Simatele (2016) notes that, social capital has the potential of building strong communities and trust among stakeholders. Thus, within the small hotel community strong social networks will enhance cohesion and motivate owners and stakeholders to partake in RTP. This view is supported by Kernel (2005) research which points that, the engagement of small businesses with local authorities, support agencies and other stakeholders tend to be beneficial in implementing sustainable environmental practices. In view of this, the introduction of a social technological 'Responsible Tourism App' by FEDHASA or the Department of Tourism will be one of the great initiatives to encourage networking. The RT 'App' (application) will serve as a meeting point for small hotels and other useful stakeholders. In the section that follows, results and discussions on the enhancement of responsible tourism practices will be provided. Reflections will be done based on the actual practice of responsible tourism.

Furthermore, regardless of lack of full responsible tourism policies in small hotels an attempt was made to determine how hoteliers audit the existing fragmented policies that constitute responsible tourism (i.e. employment, social and environmental policy). Undertaking of environmental/waste, social and employment audits was much less common among hoteliers. When the hoteliers who have the policies were asked about how they audit their policies, the majority commented that they just developed them and they don't often revisit them. Like other hoteliers who were equally surprised on the need to audit responsible related policies, one hotelier in Ruimsig said:

"We just developed an employment policy to meet labour law requirements, I really don't remember us undertaking an audit. It is really my first time to hear about this – is it necessary?"

As noted by Tang (2004), auditing of waste produced by hotels is a step toward sustainable waste management. Equally, having a national/sectoral responsible tourism audit process will serve to enhance implementation of RT guidelines and policies in small hotels. The Department of Tourism with other stakeholders can champion the development of the audit policy. It will not be daunting activity as lessons can be drawn from the 'environmental' audit processes developed and updated by International Standards Organisations (ISO). Thus, the responsible tourism audit process will incorporate ISO and other local standards if available from South African Board of Standards. It is critical to note that responsible tourism is not a once-off event but a process which requires continuous support for its goals to be realised.

In summary, these results show that the TPB plays a critical role in explaining the perceptions of small hotel owners on RTP. Behavioural beliefs (attitudes toward the behaviour), normative beliefs (subjective norms), and control beliefs (perceived behaviour control), combined, they help in understanding the progress of small hotels in practicing RT. Effective management and fusion of the identified endogenous and exogenous RT factors and beliefs

may enhance RT practices at small hotels. The following section details further management implications of these findings.

7. Management implications: best responsible tourism practice for small hotels

In light of the data presented above through the lenses of Theory of Planned Behaviour, a Best Responsible Tourism Practice Model (BRTM) is proposed for use by small hotels and interested stakeholders (i.e. Department of Tourism and FEDHASA) to enhance RTP in South Africa and globally. The model (see Fig. 2) identifies five ways that small hotels can be encouraged to participate in responsible tourism by the public sector, including (i) education/awareness (ii) economic motivation (iii) marketing motivation and (iv) building social networks (v) social motivators. The model then considers six key steps for implementing better responsible tourism practices in small hotels as outlined earlier:

Step 1: Commitment of hotel owners to RT. Entails the integration of responsible tourism into hotel's mission statement through

developing a long-term RT policy. Development of a RT policy shows the dedication of hotel owners in achieving and maintaining responsible practices. It further commits hotel employees and customers to join efforts to attain hotel's mission. In the TPB model, this will promote positive behaviours toward RT. There is need of hoteliers to work closely with the government to develop effective RT policies. Azam et al. (2018, p330) noted that "governments must strive to promote socially and environmentally responsible tourism industries in their respective countries".

Step 2: Encourage staff participation. Staff are key players in the realisation of RT practices at small hotels. Hoteliers should involve staff members from the onset of the programme so that they feel part of the initiatives. Rather than imposing or dictating them what to do, hoteliers should consider taking staff advises and input in developing the RT practice. By doing so, they will take ownership of their actions and work toward RTP. The findings revealed that one way of involving staff in RTP is to provide them adequate training to empower them with information. Involvement of staff can serve as a control and/or normative actor in the TPB in RTP. Goffi et al. (2019) argued that

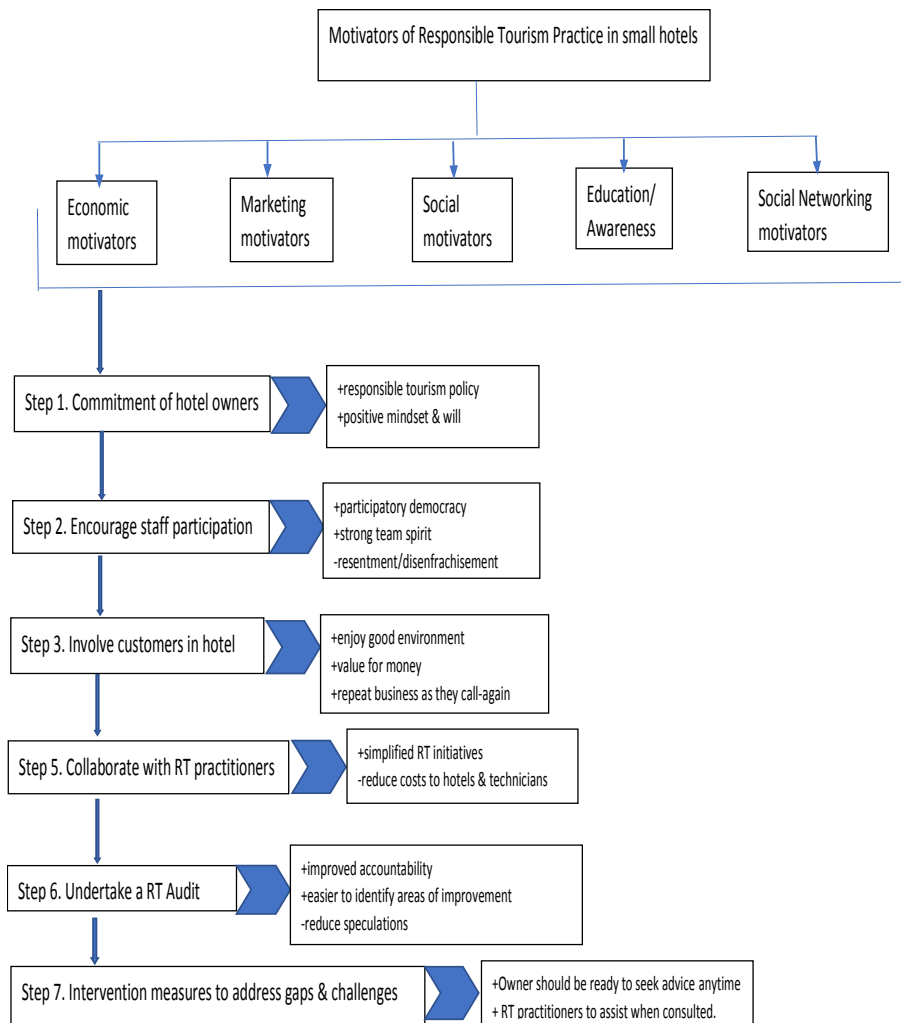


Fig. 2. Best Responsible Tourism Practice Model for small hotels (Steps 2–5 can be implemented simultaneously).

Step 6. Intervention measures to address gaps and challenges. After undertaking an audit, intervention measures should be identified to minimise the challenges. Auditing should be an ongoing process and hotel owners should be ready to provide employees with the needed help. It is advisable for hoteliers to subscribe for green magazines and other material to keep themselves knowledgeable and updated with global responsible trends. Most of these are for free since they can be obtained in soft copy.

Source: Developed using fieldwork findings.

in order to develop the destination's competitive advantage there is need in educating the hospitality staff to ensure that they are skilled in providing the expected services. This will in turn enable the attainment of RT goals.

Step 3: Involve customers in hotel's RTP. Equally to staff, hoteliers need to involve customers (control actors in TPB) in hotel's RT strategies. Although the concept of RT appears to be fluid in customer's minds Caruana et al. (2014), it is important to educate employees on simple ways to be responsible (i.e. suggest charity programs in the area, put notices on how to save water). The involvement of customers can also be strengthened by the introduction of a 'RT App' for a specific hotel or community (normative beliefs).

Step 4: Work with responsible tourism practitioners. Responsible tourism practitioners (e.g. FEDHASA, waste carriers) possess vast experience on sustainable responsible actions that can be practiced at local businesses. Involving them will enhance and motivate hotelier's responsible tourism practices (normative). Similar to involving customers, a 'RT App' will act as a point of contact to get everyone together at the lowest possible cost (perhaps data costs) (control beliefs in the TPB). Where possible, hoteliers within a geographical location can have face to face meetings with the carriers to share advise and concerns. Camilleri (2018) research on the promotion of responsible tourism through digital media pointed that positive and significant relationship exists between the perceived ease of use and perceived usefulness of digital media (for the promotion of sustainable behaviours and stakeholder engagement). Similarly, Smith and Leonard (2018) recommended the use of network governance to improve coordination and communication of stakeholders enforcing and regulating hotel greening. This may minimise miscommunication that may hamper responsible efforts. Thus, effective RT interactive channels have a potential to ease RT practices and management, and at the consequently strengthen network governance in small hotels.

Step 5: Undertake a responsible tourism audit. Audit entails analysing the progress of RT practice through identifying sources of threats to responsible tourism and steps taken to correct and finally measures to control or minimise irresponsible activities. Small hotels need to keep a simple record of how they are progressing in RTP. This helps to undertake internal RT Audit and propose measures needed to enhance RTP. A number of studies in the hospitality sector, at varied degrees, notes the importance of undertaking Audits (see Sampaio et al., 2012; Radwan et al., 2012; Mensah and Blankson, 2014).

8. Conclusions

This paper set out to establish an understanding of responsible tourism among the owners of small hotels in Johannesburg West Rand, South Africa through the application of Theory of Planned Behaviour (TPB). The study makes several noteworthy contributions to practicing responsible tourism by small hotels. The main finding of this study is that there is a general appreciation of what responsible tourism entails among small hotel owners and TPB is critical in understanding behaviours of hoteliers toward RT practice. However, the article revealed that understanding responsible tourism does not directly translate to practicing it. An implication of this is the possibility that if the hoteliers are educated well on the anticipations (normative or subjective beliefs) and requirements of responsible tourism they will be able to practice them fully. It is therefore suggested for public sector champions to implement sustainable ways of engaging with small hotels and motivate/guide them to partake into practicing responsible tourism. This will

enhance hoteliers' attitude (behavioural) toward RT practice according to TPB. The article suggests the introduction of a technological interface 'RT App' to ensure effective engagement of small hotels with RT practitioners, customers and staff.

Furthermore, the study proposed the 'best responsible tourism model' which identifies four ways that small hotels can be encouraged to participate in responsible tourism by the public sector, including education, economic motivation, marketing motivation and building social networks. Combined, these feeds into the TPB variations; normative beliefs, behavioural beliefs and control beliefs, which will determine the behaviour and perceptions of hoteliers on RTP. It further suggests the development of a 'responsible tourism App' where small hotels can engage with other stakeholders at a minimal cost to enhance RTP. The model further suggests the involvement of staff and customers in the entire processes of RTP. It is important to engage staff and guests as they tend to be involved in daily operations and appear to hold the key to success of RT initiatives. Failing to involve all stakeholders tend to lead to disenfranchisement and withdrawal of key actors from attaining responsible tourism goals. Thus, participatory democracy should be adopted to augment understanding and enhance practice of responsible tourism in small hotels through the Best Responsible Tourism Practice Model.

8.1. Limitations and future study

The study sample used was small and a small geographical location was chosen, findings may be different in other parts of South Africa. More research is needed in other geographical locations.

Since the study was limited to small hoteliers, it was not possible to obtain perceptions of other stakeholders (i.e. FEDHASA, National Department of Tourism, employees, or guests). What is now needed is a cross-national study involving all responsible tourism stakeholders in the small hotel sub-sector.

An issue that was not addressed in this study was whether hotelier's perceptions on RT are related to political ecology/economy. Further work needs to be done to establish whether there is a relationship between the perceptions and the trends in the political ecology/economy.

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