



**An appraisal of Corporate Social Responsibility (CSR) initiatives in the
tourism industry in Durban, KwaZulu-Natal**

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ABSTRACT

The aim of the study is to assess current Corporate Social Responsibility (CSR) activities employed across the tourism industry in Durban, with the primary objective of the study to examine the extent to which the tourism industry in Durban engages in CSR activities. CSR is an important part of sustainable development and should be merged with company values, described as comprising of human rights, monitoring, stakeholders' rights and employee rights. In South Africa (SA), CSR has been evident for a number of years, with its nature and context shaped by apartheid. With tourism being part of the service industry, it is of great importance that these stakeholders are put at the forefront. Globalisation pressure and the increasing burden on governments to provide comprehensive social services has resulted in the need to better understand how organisations play a role in sharing these burdens.

The city of Durban has an extensive tourism and hospitality industry that grows continuously annually and as such, industry players should initiate and participate in CSR programmes. Global changes with travellers and the industry are greatly influencing the implementation of CSR in Durban. Study findings are based on a sample of 96 respondents, with a response rate of 76 percent for the self-administered questionnaire employed for data collection from 4-and 5-star accommodation establishments in Durban, as well as domestic airlines that service KwaZulu-Natal (KZN). Results suggest the Durban tourism and hospitality industry is fairly involved in CSR, with a few exceptions. Nonetheless, many respondents indicated challenges they face in CSR initiative implementation, including the lack of assistance from organisations that drive tourism. They believe further training on CSR implementation and support would greatly influence levels of CSR implementation.

The findings in this study reveal that environmental impact measures and or activities are at the forefront of CSR activities for both airlines and the hotel sector.

Activities with the environmental impact measures include minimising energy consumption, such as using energy saving globes and solar panels, waste minimisation, waste recycling, and protection of the natural environment. Findings derived from the study will unveil more opportunity regarding CSR in Durban and will inform those organisations involved in tourism promotion and development to act accordingly in assisting industry participants.

DECLARATION

I, the undersigned, hereby declare that the worked contained in this thesis is my own, except where indicated, with references accurately reported to the best of my knowledge. I further certify that the dissertation/thesis has not been submitted for a degree at any other university.

THEMBEKA GOLDEN-PORTIA DONCABE

DEDICATION

This work is dedicated to my Father, the one who is above all things and is in all things, the Creator of heaven and earth, the Alpha and Omega and everything in between. My Lord and saviour Christ Jesus. I know you are perfecting all that which concerns me and this completed work is evidence of your perfect love and the manifestation of who you are.

To my mother, Ms. Abigail Doncabe, none of this would have been possible had you not supported me through everything.

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LIST OF ACRONYMS/ABBREVIATIONS

ACSA	Airports Company of South Africa
B-BBEE	Broad-based Black Economic Empowerment
CTO	Community Tourism Organisations
DEA	Department of Environmental Affairs
DUT	Durban University of Technology
EPA	Environmental Protection Agency
GHG	Greenhouse gas
IATA	International Air Transport Association
IUCN	International Union for the Preservation of Nature
KZN	KwaZulu-Natal
NRF	National Research Foundation
RTM	Responsible tourism management
SA	South Africa
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization
USA	United States of America
WTTC	World Travel and Tourism Council
WBCSBD	World Business Council for Sustainable Business Development

CHAPTER 1

INTRODUCTION

1.1. INTRODUCTION

Globally, the world is experiencing spiritual, technological and health conscious changes. Foundation creation was at the core for entrepreneurs in the nineteenth century focused on techniques in management and currently the 21st century is focusing on legitimacy of business practices. While the focus is currently on legitimacy issues, stakeholders continue searching for facts of stewardship by entrepreneurs (Nalband and Al-Amri 2013: 284).

With new and developing environments, Corporate Social Responsibility (CSR) forms an important change for firms, and markets are differentiating that accept best corporate ethics and governance practices (Nalband and Al-Amri 2013: 286).

According to the typology of CSR presented by Kottler and Lee (2005), its programmes are focused on a more philanthropic and communicative side, such as charitable actions through which corporations directly support with resources, usually the financial type, for certain social or community based program. Banc (2016: 83) concurs that CSR further encourages collaboration between companies and civil society through voluntary involvement of employees to support communities or a specific cause, but also focuses on promoting a cause through which corporations contribute with resources to increase their visibility.

This study examines CSR in reference to the tourism industry in Durban, South Africa (SA). This chapter covers the background, research problems, the aim and objectives of the study. The rationale and the delimitations of the study are also set out, while the conclusion outlines the structure of the entire study.

1.2. BACKGROUND OF THE STUDY

Given the strategic importance to many organisations and industries, CSR has received attention in the academic world in recent decades. As such, CSR is no longer a concept but has materialised to a reality, requiring consideration in defining roles and ethical standards. Hence, in the context of this study, the concept of sustainable tourism development has gained increasing momentum amongst tourism academics and practitioners alike (Nicholas 2009: 394).

The United Nations World Tourism Organization (UNWTO) (1993) defines sustainable tourism as “that which meets the needs of current tourists and host populations, while enhancing opportunities for the future”. Essentially, sustainable tourism entails managing resources to ensure needs are met, whilst ecological processes are maintained, along with biological diversity, and social and cultural integrity. Sustainability has increasingly become a defining factor for the industry, population numbers and a rising scarcity in resources have seen a need for sustainability to be implanted in all aspects of the industry rather becoming an independent issue (Jones, P., Hillier, D., and Comfort, D. 2016: 2).

Researchers have, subsequently, recognised that tourists were becoming more attuned to the places they visited, and this forced the industry to adopt more environmentally orientated and socially responsible practices (Sebastiani, R., Corsaro, D., Montagnini, F., & Caruana, A. 2014: 590). However, the past 20 years have seen a significant increase in human impact activity awareness and companies have been publicly expected to recognise their environmental and social responsibility towards society and, in turn, adjust their business practices accordingly (de Grosbois, D. 2012: 898).

Industries dealing particularly with chemicals and heavy manufacturing have received scrutiny by both government and the media for their degradation impacts and environmental pollution. In recent years, these concerns have extended to service sector organisations. In particular, the tourism industry is receiving special attention with both its destination and economic benefits (Cowper-Smith and de Grosbois 2011: 59).

1.3. STATEMENT OF THE RESEARCH PROBLEM

In the 21st century, the environment faced rapid degradation resulting from global industrialised pollution and population growth in the world. Fundamental environmental alterations are provoking “transformation of the traditional corporate culture, which is gradually adopting an advanced social and environmental management” (Rodríguez and Cruz 2007: 825). Kolk and Tulder (2010: 119) agree that renewed interest is currently on issues such as such as climate change, human rights violations and poverty and firms are called to play a role in the contribution to sustainable development. In a world of globalisation, environmental pollution and where the shortage of resources is increasing, corporations are pressured to operate in a more socially responsible manner (Nalband and Al-Amri 2013: 285).

On the one hand, tourism is seen to possess a high environmental impact on the environment in which it operates and as such, the World Travel and Tourism Council (WTTC), and UNEP (2002) regard it as a large industry. On the other hand, more organisations are devoting time and resources in demonstrating their commitment to CSR (Swaen and Chumpitoz 2008: 7). There is pressure on tourism organisations to implement sustainable activities and for this reason, Font, Wamsley, Cogotti, McCombes, and Hausler, (2012: 1547) note that CSR has been brought to the fore due to stakeholder pressures. Therefore, CSR has been endorsed by many tourism businesses and stakeholders.

The growth of tourism impact has given rise to a global need to address such impacts that are detrimental, not only to the industry but to society. Numerous environmental and CSR initiatives have been adopted across the world to assist with the minimisation of the negative impact of tourism. An early, UK-based tourism study found tourism companies had been slow to implement responsible tourism principles (Gordon 2001: 9) and there is little evidence that differences exist in SA (Merwe and Wocke 2007: 7). Moreover, what remains unclear is how these CSR initiatives have impacted the businesses. The tourism industry in Durban has information gaps regarding CSR activities and its implementation. Given that the tourism sector has began getting involved with CSR initiatives it remains

unclear as to whether these efforts are making major impact on the way the industry operates and does its business.

The following research questions guided the study:

- To what extent is the tourism industry in Durban involved in CSR implementation?
- What CSR activities/initiatives do the industry employ in Durban, SA?
- Does the industry face challenges with CSR implementation? If so, what are the challenges?
- What is the industry doing to overcome CSR implementation challenges?

1.4. AIM OF THE STUDY

This is an exploratory study to assess and evaluate the current CSR activities and the extent to which they are employed across the tourism industry in Durban.

1.5. KEY OBJECTIVES OF THE STUDY

- Examine the extent to which the tourism industry in Durban engages in CSR activities.
- Examine the nature and type of CSR activities practiced by the Durban tourism industry.
- Evaluate the benefits of CSR activities for the tourism sector in Durban.
- Examine the barriers to CSR activity implementation for the tourism sector in Durban.
- Ascertain measures to address barriers to CSR activities in the Durban tourism sector.

1.6. RATIONALE OF THE STUDY

There are numerous characteristics of tourism that are instrumental to economic development and the creation of jobs for developed and industrialised countries. However, tourism activities can considerably harm both the natural and cultural environment of a destination (Rodríguez and Cruz 2007: 827). Zhong, Denga, Song and Ding (2011: 2972) concurs with the contradictory nature of tourism development, in that it not only impacts positively by creating jobs, but also impacts the biophysical, social and cultural environment negatively.

Due to tourism being reliant on natural and socio-cultural environments, it is essentially important to preserve the quality of the tourism environment for a destination (Zhong *et al.* 2011: 2972). (Zhong *et al.* 2011: 2973) argues that, concurrent with developments of the tourism industry, are increasing environmental and social problems. Rodríguez and Cruz (2007: 829) holds that mass tourism follows a production orientation which, as an industry, lessens environmental questions by adding new products, whilst continuing to manage existing ones. Nonetheless, biological processes are severely altered and there is loss of resources for locals.

With future growth in tourism, pressure is experienced by tourism organisations to implement more sustainable strategies. Airlines are increasingly compelled to establish mitigation strategies for their negative impacts (Chen, Chang and Lin 2012: 49). With the hospitality industry's economic benefits being discussed publicly, other impacts have not received the same attention. When a comparison between the impact of the hospitality and other industries is done, hospitality seems to be subjected to less regulatory and media attention. This has, however, changed due to increasing concerns from communities and customers regarding industries' impacts, such as social and environmental (Chung de Grosbois 2012).

Ranging from small to large operations, hotels and resorts employ significant numbers of local people, consume energy, water, food, paper, chemicals and other resources, produce pollution in terms of smoke, smell, noise and chemicals, and impact on local communities through their occupation of space, use of infrastructure, and relationships with local business and government" (Sebastiani *et al.* 2014: 590).

The growth of tourism impacts has given rise to a global need to address such impacts that are detrimental, not only to the industry but to society. Numerous environmental and CSR initiatives have been adopted across the world, in order minimise negative impacts of tourism. What remains unclear, though, is how these CSR initiatives have impacted businesses.

A White paper (1996) on the development and promotion of tourism in SA lists key restrictions limiting tourism from being effective and when examining these constraints, it is apparent these are issues that can be addressed by having good CSR practices in place.

Key constraints are listed as follows:

- Inadequate resourcing and funding of tourism.
- Narrow-minded private sector.
- Limited local communities and previously neglected groups' merger into tourism.
- Insufficient awareness, education and training in tourism.
- Insufficient protection of the environment.
- Substandard service.
- Inadequacy of infrastructure development, especially in rural areas.
- A ground transportation sector not focused on servicing tourists.
- Lack of inclusive, effective national, provincial and local structures for the development, management and promotion of the tourism sector.

The city of Durban was made a natural paradise by its climate, which is subtropical and has beautiful coastlines, as well as a port positioned to service the eastern side of the continent. Nonetheless, Durban Tourism and the Durban Investment Promotion, together with other partners, are working to position the city as a premier events and lifestyle destination and award-winning investment location, which houses brands such as Samsung Electronics, Toyota, Unilever, and many others. A seven-year plan aimed at increasing international visitors, called the Durban Visitor Strategy (eThekweni Municipality 2013: 4) was launched, aimed at attracting five million tourists by 2020, injecting R10-billion into the economy and supporting 74 000 employment opportunities.

With such a great growth plan being put in place, it is imperative for the industry to also be in line with tourism trends worldwide, which are to service their markets with products that are of world standards and adhere to certain specifications. The city has an accommodation sector that meets international standards and with the King Shaka

International Airport being a world class facility, it has reached a point of paramount importance to study matters such as CSR, to determine the city's stance on such matters.

The study will thus appraise CSR initiatives adopted by the tourism industry in Durban; motivated by the need to better perceive the tourism industry's knowledge of CSR, and its implementation thereof in Durban, SA.

1.7. SCOPE OF THE STUDY

The scope of the study will be confined to the four- and five-star accommodation establishments in Durban, as well as domestic airlines that utilise King Shaka International airport. The study investigates the CSR initiatives employed by the tourism industry in Durban.

1.8. LIMITATIONS/DELIMITATIONS

- Due to time and resource constraints, the study did not include every sector of the tourism industry. Included sectors are accommodation establishments and airlines.
- Inferences on study results can also be made on specific sectors of the tourism industry that formed part of the study. The results can, however, not be generalised to the entire tourism industry in Durban.
- There is also a possibility that participants may be unwilling to respond to the questionnaire.

1.9. OUTLINE OF DISSERTATION CHAPTERS

The dissertation is presented in five chapters, as follows:

Chapter 1: Introduction

This chapter has offered a detailed introduction to this research. It has covered the background to the research, problem statement, research objectives, and summary of the literature review, along with a brief outline of this study.

Chapter 2: Literature Review

A review of current literature focuses on CSR aspects in research in other countries, and outlining its importance, in addition to presenting the theoretical frameworks and theories relevant to the phenomenon under scrutiny.

Chapter 3: Research Methodology

This chapter addresses the study type, research design, research approach, and target population, as well as the sample size and selection, sampling technique, instrument design, and the procedures for data collection and analysis. It presents the design of the empirical study conducted.

Chapter 4: Research Findings

Study results presented and analysed in this chapter using various statistical methods, with a results discussion that follows.

Chapter 5: Conclusions and Recommendations

This chapter presents conclusions and recommendations originating from this study.

1.10. CONCLUSION

This chapter presented the research problem discussions. The aim, objectives, and the rationale that motivates this study were also given. In addition, the outline of the dissertation chapters and brief explanations were provided. The following chapter is dedicated to the reviewing of the existing literature and the discussion of relevant theories that can explain the importance of CSR in the tourism industry and its promotion of tourism.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

CSR is not a new phenomenon and as organisations have adopted it, such significant growth has been seen that one could conclude CSR has reached its peak. The rapid adoption rate points to organisations viewing CSR as an essential element for business success, providing considerable benefits to the company (Paek, Xiao, Lee, and Song 2013: 423), with increased focus on the social and environmental impact of international business, due to the effect their businesses have on these environments. Kolk and Tulder (2010: 119) noted that CSR is nothing new, however, due to pressures of poverty, violations of human rights, and as such, a renewed interest has emerged; the contribution by organisations to sustainable development and playing a positive role are encouraged to impact all involved stakeholders.

This literature review examines CSR definitions, international perspectives, and CSR in SA referencing the tourism industry, while barriers and benefits of CSR implementation will also be discussed.

2.2. CORPORATE SOCIAL RESPONSIBILITY

2.2.1. Conceptual Framework

Tsai, Hsu, Chen, Lin and Chen (2010: 385) observed that studies of academic interest in CSR could be traced back as far as the 1850's. Nonetheless, in teaching and research institutions, as well as government agencies and corporations, CSR only recently acquired the position it has. Due to a wide range of issues facing the corporate world, specifically being encouraged to behave socially responsible (Dahlsrud 2008: 1), corporations tend to embrace various CSR programmes.

For purposes of both academics and corporations, there is no one definition for CSR and the many available are biased towards certain interests, with this, according to Dahlsrud (2008: 1), preventing the development and implementation of the CSR concept.

The CSR concept is widely and loosely used, with no universally accepted definition, thus involving several aspects that have evolved overtime; de Grosbois (2012: 897) agrees with this statement and points out that the concept has been defined by many authors, has since advanced and, in turn, has changed its scope. Previously, the concept of CSR was applied in conjunction with a company's philanthropic and voluntary activities. Paek *et al.* (2013: 424) maintains that, with its numerous notions, CSR has a number of meanings and includes diverse dimensions, highlighted by Kucukusta, Mak and Chan (2013: 20) as voluntariness, stakeholders, economic and environmental dimensions. Furthermore, most definitions consist of these dimensions in one way or another.

There is continued global growth in the public's expectation of corporations recognising their social and environmental responsibilities towards the society they exist and operate in; business practices can subsequently be adjusted for the improvement and sustainability of operations.

Due to a wide range of issues facing the corporate world and being encouraged to behave socially responsible (Dahlsrud 2008: 1), corporations tend to embrace various CSR programmes. Literature suggests numerous advances to tackling such issues and linking CSR and society.

An integrational approach indicates that organisations and society can be merged and supported by each other resulting in both parties benefitting, while the relational approach argues that, a firm satisfies both its internal or external stakeholders by establishing relationships and further achieving good reputations and other potential standards, with the ethical approach, suggesting that CSR is based on a corporation's moral attitude (Paek *et al.* 2013: 424).

These frameworks suggest a need for addressing the many dimensions of CSR.

Font, Wamsley, Cogotti, McCombs, and Hausler (2012: 1545) state that to define CSR, while aligning it with sustainability through a triple bottom line, results in CSR expressing organisational responsibilities as an embodiment of more than just stakeholders and the environment; Coles, Fenclova and Dinan (2013: 122) agree there is an association between CSR and other ranges of activities, which includes, stakeholder engagement, community action, employee welfare schemes, and charitable giving, as well as ethical leadership and environmental stewardship. Additionally, Smirnova (2012: 404) concurs by explaining that, in Kazakhstan, CSR was still relatively unknown in 2011 and existed in another form and by a different name. It was regarded as the national model of business responsibility and included ethical, philanthropic, economic and political responsibility.

The Commission of the European Communities (2001) illustrates CSR as a notion where organisations voluntarily merge both social and environmental concerns in the business and the interaction with stakeholders.

The World Business Council for Sustainable Business Development (WBCSBD), (1999) interprets CSR “as the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society to improve their quality of life”. CSR is described by the Council for Sustainable Development (2000) as business’s continued devotion to ethical behavior and its contribution to economic growth and improvement of employees’ quality of life and that of their families, including the community and society they exist in.

(Arikan and Guner 2013: 310) observes that CSR examines what responsible organisations are willing to do; this goes beyond lawful obligations or choices for economic reasons, but performs for societal improvement due to ethical, society-based, long-term goals. For this study, the definition used is that of the WBCSBD (1999), which interprets CSR as the commitment of business to contribute to sustainable economic

development, working with employees, their families, the local community and society to improve their quality of life.

2.2.2. Broader Perspectives

1. CSR – The International Perspective

The WBCSBD emphasises CSR as an important element of sustainable development (Fig. 2.1) that should be merged with company values; described as consisting of human rights, environmental protection, involvement of the community, and supplier relations, as well as monitoring, and the rights of stakeholders and employees. CSR is a business administration approach where profitability issues and other concerns regarding stakeholders, as well as voluntary consideration of ethical, social and environmental issues are undertaken in operations and value creation (Coles, Fenclova, and Dinan 2013: 122).

To further illustrate, Font *et al.* (2012: 1545) highlight four elements of CSR as economic, legal, ethical and philanthropic dimensions. These classifications provide a comprehensive account of CSR and remind organisations their activities can be categorised as mainly one or another of these four elements.

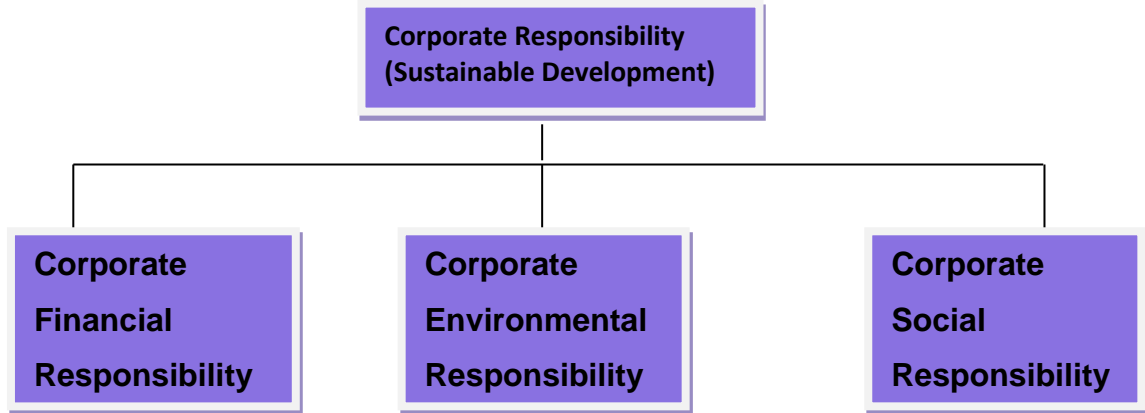


Figure 2.1: CSR’s relationship with sustainable development
Source: WBCSBD Dialogue (2000)

There seems to be a motivational element attached to these dimensions, according to Font *et al.* (2012: 1546) and traditionally, the first of these are legal and economic dimensions. Therefore, the description of CSR puts forth what is the basis of many descriptions, recognising that organisations have responsibilities beyond the legal and economic dimensions.

2. CSR as Practiced in South Africa

CSR in SA has been evident for several years, with Van de Ende (2004: 83) describing its nature and context as shaped by apartheid. The foundation for CSR programmes was laid in the 1970's and makes reference to firms operating in a responsible manner where their social and environmental impacts are concerned, whilst developing activities and policies that incorporate responsible practices in daily activities (Van de Ende 2004: 86).

Robert, Hinson and Ndhlovu (2011: 340) state that, economically and politically, SA has been isolated and is only now emerging, having created platforms for establishing CSR activities. Currently, SA organisations allow for donations in their memoranda of association, since associations should reflect a contracted relationship with stakeholders and contain rules that relate to issues of governance and operation (Ramlall 2012: 273).

3. Government - Shaping CSR Transformation

Among the goals stated in the final preamble to SA's final constitution (The Constitution of South Africa 1996) is "improve the quality of life of all citizens". Importantly, we have to note the uniqueness of the socio-economic problems attributed to the legacy of apartheid (Ramlall 2012: 271).

There has been increased pressure on government to provide social services to society, and as such, more and more organisations are anticipated to act a more important part in contributing to the above goal, and they have turned to the notion of CSR (Robert *et al.* 2011: 335), which ultimately gives them additional benefits to their profitability. The South African government's approach to CSR post-apartheid, was to enact mandatory legislation (Ramlall 2012: 273), forcing companies to be socially responsible.

There are numerous obligatory legislation compelling businesses to indirectly undertake CSR; these incorporate but are not limited to, the Broad-based Black Economic Empowerment (B-BBEE) Act of 2003, Employment Act 55 of 1998, the National Empowerment Fund Act 105 of 1998, the Preferential Procurement Policy Framework Act 5 of 2000 and the Skills Development Act 97 of 1998 (as amended in 2003) (Ramlall 2012: 273; Robert *et al.* 2011: 340), with more recently, the Mining charter and its accompanying legislation.

As an example, the B-BBEE Act provides an important door from which CSR activities are pursued. In examining this a little closer, it is found that, during the apartheid era, legislative measures denied most black people privileges and freedom, with the black population not participating in the economy).

The B-BEE Act (Republic of South Africa 2004: 14) states that:

“Broad-based black economic empowerment means the economic empowerment of all black people including women, workers, youth, people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies that include, but are not limited to increasing the number of black people that manage, own and control enterprises and productive assets, facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises; human resource and skills development; achieving equitable representation in all occupational categories and levels in the workforce: preferential procurement; and investment in enterprises that are owned or managed by black people”

(Ramlall 2012: 274), states that the B-BBEE Act in SA stands not only for the correction of imbalances that existed racially, but also aims for the promotion of social investment and empowering communities. There is integration between CSR and B-BBEE, in that they both force organisations to consider the benefits. As Esser and Dekker (2008: 166) note, when organisations do not properly comply with the Act, and fall short on the B-

BBEE scorecard, they are poorly rated, which affects their business operation and the interests of the shareholders are directly impacted.

There is an overlap between CSR and B-BBEE. Esser and Dekker (2008: 166) claim the overlap to be unique to South Africa, due to its past and the need for socio-economic upliftment, with organisations made to consider the political and socio-economic context of communities in SA. B-BBEE passes down to entire communities and the country, with measures qualifying business' responsible acts may, however, not aggregate to B-BBEE action. In the SA business environment, CSR and B-BBEE are to be considered as intertwined and not different aspects (Esser and Dekker 2008: 166). This is depicted in Figure 2.2.

A large number of examples can be quoted to showing commitment to schemes for workers, community engagement and sustainability management (Robert *et al.* 2011: 341). Nevertheless, CSR dialogues in SA have to be affiliated with priorities on development for it to have a significant impact (Ramlall 2012: 284).

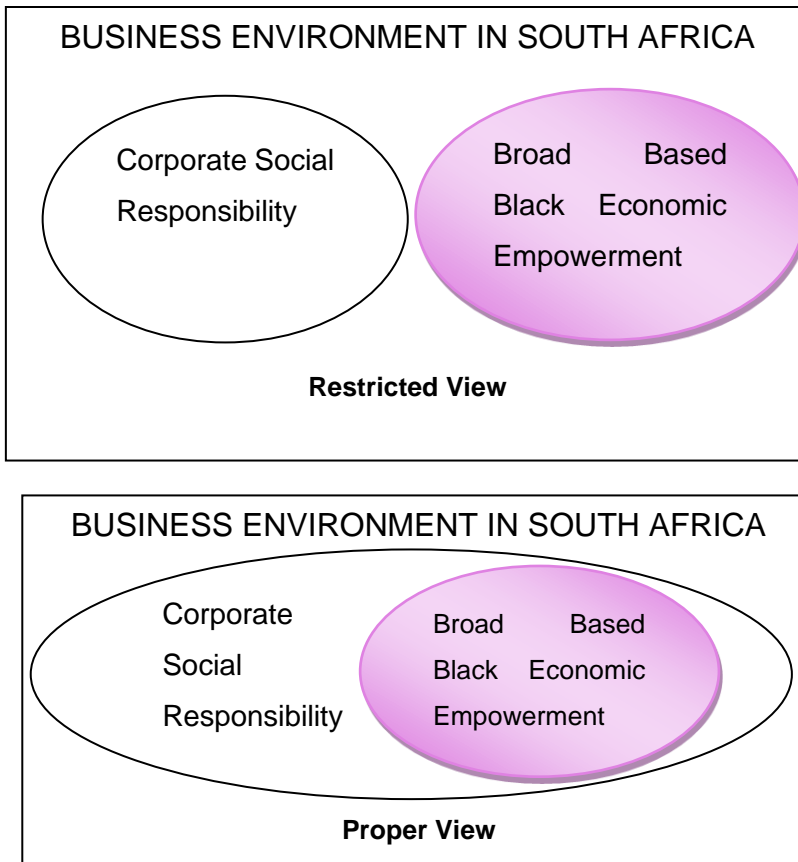


Figure 2.2: CSR and B-BBEE

Source: Esser and Dekker (2008)

2.3. KEY ASPECTS OF CSR

The significant characteristics of CSR are social, economic and environmental responsibility. Frynas and George, (2006: 18) postulate that the fundamental characteristics of social responsibility are market actions, external actions and voluntary actions. Market actions are competitively responsive to forces created by the market, while mandated actions are those commissioned programmes government regulation negotiated with stakeholders. Voluntary actions are actions outside regulatory or legal directives (Frynas and George 2006: 18).

Gamble, Thompson and Peteraf (2013: 195) view social responsibility characteristics as being expressed through CSR programmes that encompass making charitable contributions, supporting community service projects and changing the lives of the

previously disadvantaged. In addition, CSR relates to activities for protecting the environment and the minimisation and/or elimination of environmental impacts due to the organisation's own business activities. This encompasses practices geared at building professional environments of work that improve employees' quality of life and diversify the workforce and other aspects throughout the workplace (Gamble, Thompson, and Peteraf. 2013: 196).

At the forefront of CSR are the components included in Carroll's pyramid of CSR (Figure 2.3). The organisations' main objective is value creation for shareholders through the production demanded by society and therefore, producing profits (Van de Ende 2004: 21). Organisations are accountable to their stakeholders (Pour, Nazari and Emami 2014: 230) and are established to meet the financial needs of these stakeholders. As per Carroll's (1999) Pyramid of CSR, this value creation should be done for the welfare of society, especially through a process of job creation.

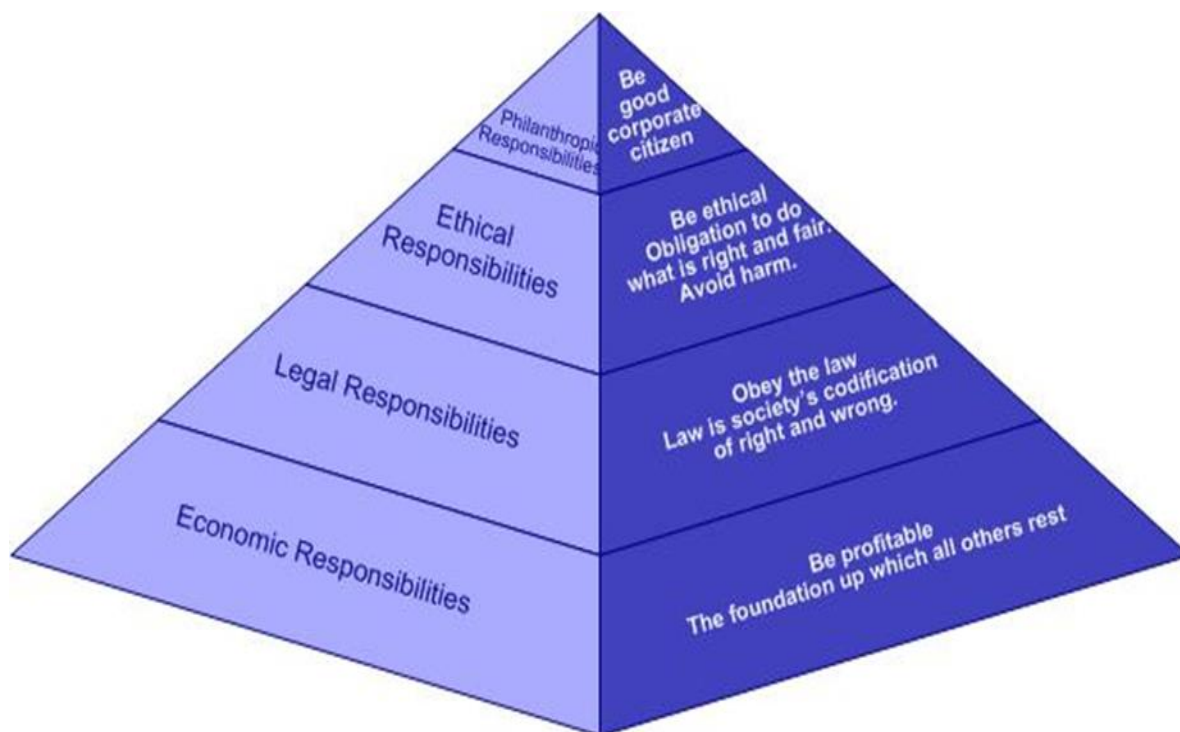


Figure 2.3: Carroll's CSR Pyramid (1999)

2.3.1. Arguments against CSR

Robert *et al.* (2011: 335) find scholars have argued that organisations should be conducted for the interest of those with financial gains, however, using the resources of a business for everyone diminishes the value of markets, ruins the continuation of organisations and managers are imposed with making policies. In a capitalist society, organisations fail to serve society when they do not first and foremost serve the shareholders; this will always lead to resources being wasted on projects yielding no returns (Van De Ende 2004: 25).

With the above contradictory statements, major arguments against CSR exist, as follows:

- Societies will be better off if organisations maximised their efficiencies and lowered costs.
- Profit maximisation is violated leading to the suffering of stockholders.
- Increased end item prices and purchasers suffer.
- There is a knowledge gap by corporate executives, wrong perception, insufficient skills and patience to deal and solve problems in the society.
- Organisations already have too much power. Increased activity would give them more power to manipulate society's thought patterns.
- If governments require support for social activities, they should release adequate incentives.

(Van de Ende 2004: 27).

A negative impact of CSR was predicted by scholars, regarding financial scholars believing additional costs are presented to organisations by CSR (Lee, Seo and Sharma 2013: 19). The authors believe CSR causes organisations to misallocate corporate funds that would have increased shareholder value and organisations sustain additional costs sampling society's perceptions and these costs are never really directly linked to their operations.

2.3.2. Arguments Supporting CSR

Pour, Nazari and Emami (2014: 231) suggests CSR emphasises:

- Due to the existence of organisations in society, their behavior as well as their methods of operating should fall within guidelines and laws set by the same society in which they exist.
- Organisations should act as agents of morality in society and should be responsible for the outcomes in areas in which they are involved.

Robert *et al.* (2011: 336) believe it is in businesses' self-interest to be more responsible, it increases profitability to be ethical as opposed to being unethical, and important for organisations to be effective and as such, organisations are obliged to assist in solving societal challenges.

Van De Ende (2004: 26) lists popular arguments for CSR:

- Improvement of corporate and local image for organisations.
- CSR expects shareholders to improve communities for workers, leading to improved and increased products.
- Assists in attracting new customers.
- CSR will also act as a preventative measure for destructive government regulations.
- CSR leads to investors entering into continued dealings due to their preference in investing in socially responsible organisations.
- Doing good is to change societal needs into more profit opportunities for businesses.
- CSR prevents issues that continually face organisations and societies.

An examination of the tourism industry and the impact of CSR within this sector follows.

2.4. CSR IMPLEMENTATION BENEFITS

CSR is regarded as an imperative business strategy and an advantage competitively (Arikan and Guner 2013: 305), therefore, organisations are focusing on CSR effects on stakeholders, such as employees and more especially, their customers. With tourism

being a service industry, it is of great importance that these stakeholders are put at the forefront.

Organisations receive economic incentives for CSR implementation, with financial performance and CSR initiatives receiving significant attention by researchers (Casado-Diaz, Nizolua, Ruiz- Moreno and Sellers, 2014: 549). It was found that studies are seemingly, solely focused on the attitudes of customers towards activities performed by the hospitality industry; mostly environmental factors, excluding economic and social factors, highlighting the need to study CSR as a whole, for benefits obtained by stakeholders (Prud'homme and Raymond 2013: 117).

There is now a major motive behind CSR implementation, namely the huge benefits yielded by organisations from being viewed as socially responsible entities by stakeholders (Arikan and Guner 2013: 304).

2.4.1. CSR Benefits for Organisations

CSR implementation holds direct and indirect benefits for organisations, which can be internal and external. Casado-Diaz *et al.* (2014: 549) mention the following as being internal:

(a) Employee Retention

One significant area of CSR implementation and efforts pertains to an organisation's employees, they are not only important assets but are also there to ensure and influence the performance of any organisation (Aminudin 2013: 766). Often, employee views, in respect of CSR context, are not received with any serious consideration by organisations. The biggest assets of organisations are its employees, more especially so for a service industry such as hospitality and tourism. When employees are committed and good at their work, the quality of services provided will be higher, Kucukusta, Mak, and Chan (2013: 21).

In Malaysia, CSR in hotels encourages employees to share ideas and develop creativities, whilst supervisors and management support their employees and provide training (Aminudin 2013: 770).

CSR also improves productivity. Studies have shown employees' loyalty, morale and retention rate are enhanced by CSR activities, (Kucukusta *et al.* 2013: 21). It is important to believe that when employees are happy customers will also be happy, which enhances the satisfaction of customers and loyalty is built. In a study by Abaeian, Yeoh and Khong (2014: 429), it was shown that CSR assists hotels to retain employees, which makes employees feel better about their work environment, creating a sense of doing something worthwhile and fostering loyalty.

Research by Aminudin (2013: 767) found that CSR affects corporate attractiveness, not only for present employees but also for those that do not work at the organisation as yet, while also framing employees' perceptions of organisational justice. Casado-Diaz *et al.* (2014: 549) point out that benefits can be internal and external and among the internal benefits, the organisational commitment of employees and a greater talent pool (CSR attracting better applications), as well as being effective operationally are found, with CSR leading to an internal change process.

(b) Customer Loyalty resulting in Financial Gain

Customer loyalty is a difficult aspect to build and also sustain without including the features that drive customer behaviour (Hu, Huang and Chen 2010: 128). Benefits included when CSR is strategically adopted in hotels are customer loyalty, product accessibility and productivity gains (Kucukusta *et al.* 2013: 21).

Adopting proper CSR programmes can increase customer loyalty. This is created by customer satisfaction with a hotel which, in turn, increases chances of repeat visits and loyalty development (Kucukusta *et al.* 2013: 21). Prud'homme and Raymond (2013: 117) note that a connection between the satisfaction of customers and the financial

performance of businesses has been established, making it significant to study the means that draw them to establishments.

CSR may also lead to better customer relationship and engagement (Abaeian *et al.* 2014: 429), enhancing long term profitability. In a study by Prud'homme and Raymond (2013: 122), it was shown that sustainable development practices are top influencers in a customer's decision to stay at a hotel and therefore, sustainable development should be included in an organisations' business strategy.

Kucukusta *et al.* (2013: 21) suggest CSR can be part of an organisation's reputation management. This is illustrated by pointing out that green initiatives show advantages in marketing and may be used to attain public relation goals. Satisfied customers show decreased sensitivity to price, with loyalty increasing the number of clients through return customer (Hu, Huang and Chen. 2010:130).

(c) Indirect Internal Benefits

There are various internal indirect benefits, summarised below:

- *Saving costs on:* recruitment; from discourses and accidents; advertising; production; tax payment reductions.
- *Re-organisation,* CSR practices encourage innovation.
- *Productivity increase,* due to increased efficiency by resources.
- *Quality improvements,* as more qualified workers produce better quality and quantity products.

(d) Indirect External Benefits

- More funding opportunities due to the openness of business operations.
- Easier entry to exporters and suppliers.
- Satisfied customers and increased rates due to CSR helping build reliable customer relations.

- Reducing risks because of better relationships with stakeholders and conflict avoidance in organisations and communities.

(e) Other Benefits

- Reputation and publicity improvement, along with better relations with stakeholders.
- Cooperation value creation emerges from the mentioned factors.
- CSR's influence on the environment results in firms being competitive.

2.4.2. Perceived Benefits by Employees From CSR

When employees view an organisation as actively involved with economic CSR activities, they become satisfied with their job as witnesses of improved productivity, customer satisfaction, and profitability, which has an impact on their work environment and condition (Lee, Kim, Leek and Li. 2012: 748).

2.4.3 Perceived Benefits by Customers from CSR

Many studies only highlight the benefits of CSR from the perspective of organisations, yet there is benefit derived from CSR from the side of client/customers. As Anderson *et al.* (Hu *et al*, 2010: 130) state, when customers are satisfied with services provided, loyalty results.

2.5. TOURISM INDUSTRY

The World Commission on Environment and Development (1987) defines sustainability as “development that meets the needs of the present without compromising the ability of future generations in order to meet their own needs”. With such responsibilities, industries are engaging in CSR.

Leading companies in multiple industries focus on initiatives to demonstrate their commitment to CSR because of its growth (Kang, Lee and Huh 2010: 72).

Examples of these are:

- Toyota's guiding principle: "Contributing toward Sustainable Development" by establishing a low-carbon society (Toyota CSR Initiatives 2014)
- General Electric initiated a neologism (combining ecology with imagination) as its strategic key word (Business Wire 2007) and has continued to prepare extensive reports on environmental issues.
- HSBC, a leader in global banking.
- Wal-Mart launched its new jewellery line called "Love, Earth" in which the company only uses gold, silver and diamonds from mines and manufacturers that meet sustainability standards established by Wal-Mart (Fibre2fashion 2008).
- Rio Tinto: Training a community to live without a mine.
- Novartis farmer support and crop protection in the Dominican Republic.
- Uniliver-Galgamuwa Skills Development Project in Sri-Lanka.

2.5.1. CSR and its Link to Tourism

The tourism industry has continued to grow since the 1950's with a general, average GDP contribution estimated at five percent (up to 10 percent in some countries). An example of this, given by the International Hotels and Restaurants Association (2010), is that there were 300 000 hotels and eight million restaurants in the United States of America (USA) by 2009, generating 950 billion US dollars to the economy.

Satisfying tourists' ever-changing needs has resulted in gloomy coastal scenes and mountain areas being destroyed due to the construction of accommodation establishments, building of parking spaces and enjoyment areas, as well as non-conformity with important labour laws (Prud'homme and Raymond 2013: 116).

Despite adverse attention on the tourism industry, with its benefits on areas, it still has detrimental social, environmental and economic effects. These, according to Givoni and Rietveld (2010: 160), contribute to the generation of waste, loss of biodiversity, air pollution and other economic and social issues and there is also recognition of fuel usage and green gas emissions.

Pressure on tourism organisations to implement sustainable initiatives has been observed by Font *et al.* (2012: 1547), who found that CSR in tourism receives attention due to pressure from stakeholders. Therefore, CSR has been endorsed by many tourism businesses and stakeholders.

Tourism is, nonetheless, a complex industry consisting of residential activities, transportation, services from the travellers' home, and services at destinations and is an economic and social phenomenon. Operating to intersect firms and environments, tourism simultaneously has the potential to have a negative impact, both environmentally and socio-culturally, with some of these being irreversible (Baier and Jucan 2012: 702,703). Because of tourism's dependency on natural and social/cultural development, the enhancement and maintenance of the tourism environment is significant (Zhong, Deng, Song and Ding, 2011: 2972).

Observed factors, such as environmental pollution, loss of biodiversity, increase in garbage and sewage disposal charges, as well as surface consumption and the increase in energy consumption, are a major concern. Value loss and assimilation, along with sexual and financial exploitation by hosting destination, are issues identified to date (Baier and Jucan 2012: 704). CSR within the tourism industry grew globally, with Agenda 21 being implemented after 1992, as it was supported by the World Travel and Tourism Council, World Tourism Organisation (WTO) and international guidelines for sustainable development, as set out by The Earth Summit.

Holcomb, Upchurch and Okumu (2007: 463) state that,

“in the European arena, two distinguished European hospitality organizations established an initiative for improving CSR in the hospitality sector and in reference to this initiative the European Federation of Food and Agriculture and Tourism Trade Unions and Hotels, Restaurants and Cafe's in Europe drafted compliance parameters concerning equal opportunity, non-discrimination, working conditions, fair pay, vocational training and life-long learning, health and safety, and the relationship between employers and employees at all levels”.

Tuan (2011: 3) summarised the fundamental indicators of sustainable tourism (Table 2.1)

Table 2.1. The fundamental indicators of sustainable tourism

1. Site Protection	The category of the site's protection after the index of the International Union for the Preservation of Nature (IUCN).
2. Pressure	The number of tourists who visit the site (year/month with maximum influx).
3. Intensity of use	The intensity of use during peak periods (the number of people and per hectare).
4. Social impact	The report tourists/residents (during the peak period, but also during the rest of the period).
5. Development Control	The existence of a method of study of the environment or specific controls on the planning method of the area and the density of use.
6. Waste management	Ratio of treated wastewater of the site (additional indicators may lead to structural limitations of other site infrastructure capacity, such as the water supply).
7. Planning process	The existence of a methodical plan for the tourist destination in question (with a component "tourism").
8. Fragile ecosystems	The number of rare species or endangered ones.
9. Customer satisfaction	Visitor satisfaction (using a questionnaire).
10. Satisfaction of the local population	Satisfaction of the local population (using a questionnaire).
11. Contribution of tourism to local economy	How much tourism represents (%) in all the economic activity.

Given the many sectors in tourism, it has become imperative to examine the response in sectors such as airlines and hotels, in respect of CSR.

2.5.1.1. Implementation of CSR in Various Tourism Sectors

2.5.1.1.1. Airlines

Tourism has many sectors and one that has grown extensively, receiving attention from both the public and academia, is the airline industry due to the role it holds in tourism development, as well as its environmental impact.

For this reason, as Chen, Chang and Lin (2012: 49) observe, the airline industry is pressured enormously to minimise its detrimental pressures. Therefore, measures and efforts to alleviate growing impacts have been put into place, whilst contributing to sustainability development (Cowper-Smith and Grosbois 2011: 59).

There are limited research studies on CSR within the airline industry, however, confirmation is found by Cowper-Smith and de Grosbois (2011: 60) in both the trade and academic literature on airlines' continued implementation and reporting on sustainability. Even so, Cowper-Smith and de Grosbois (2011: 61) determined an inconsistency when comparing performance, in the few studies reporting activities caused by a difference in structures and firms lacking CSR capacity. Lee *et al.* (2013: 21) state that, even though the airline industry has embraced CSR, there is still scarce academic literature on CSR.

Kroesen (2013: 271) reports a six percent growth in air travel annually in the past 50 years, with a nearly tenfold, overall increase in the same period, from approximately 500 billion revenue passenger kilometres in 1960 to 4 900 billion in 2010. Assuming a future growth rate of approximately five percent annually, major aircraft manufacturers expect the market will again more than double in size by 2030.

International aviation, as explained by Becken (2007: 351), contributes "to global climate change via its fossil fuel consumption and results in greenhouse gas (GHG) emissions". Globally, aviation produces on average between 3.5 percent and 4.6 percent to the total anthropogenic GHG emissions (2005), and there are expectations on growth in this number in the future (European Commission). GHG emissions are not targeted by countries to compulsory reduce, as stated in the Kyoto Protocol, due to countries not being legally bound to address this matter (Becken 2007: 351).

2.5.1.1.2. The Airline Industry and Its Impact

Currently, aviation is responsible for a small percentage of the global GHG, by 2005 the estimation of its contribution was between 3.4 and 6.8 percent. Moreover, given the projected growth, which outpaces annual fuel efficiency improvements, Kroesen (2013: 271) states that the airline industry's share can be expected to increase substantially in coming decades.

Following the Intergovernmental Panel for Climate Change's (1999) recommendations to reduce global emissions by 50 to 85 percent by 2050 (using 2000 as baseline year), in

order to prevent dangerous anthropogenic interference with the climate system, currently the reduction aims of aviation emissions by the International Air Transport Association (IATA) are 50 percent, in comparison to those of 2005.

The airline industry is seen to be providing economic and social benefits through supporting leisure and business travel, creation of employment and global information and experience sharing.

In 2008, the contribution to human GHG emissions by airlines was three to five percent, resulting in an increased contribution to climate change (Givoni and Rietveld 2010: 160). The Intergovernmental Panel on Climate Change (1999) pointed out that differences between airlines and all other industries is that emissions are directly deposited into the upper atmosphere by aircrafts, as opposed to other industries. There are gases other than carbon dioxide emitted directly to a sensitive region of the atmosphere causing climate change.

Local air quality is affected when operating inside the landing-take off cycle. Noise management is also an issue, as pointed out by Cowper-Smith and de Grosbois (2011: 63), resulting from the different frequency and output from aircraft movement, their timing and predictability, as well as the location of the local population near the airports; this matter is more complex.

Negative effects on biodiversity, resources and waste production issues also exist. Cowper-Smith and de Grosbois (2011: 61) further determine that the use of large stretches of land is detrimental to wildlife, as the land has to be developed or paved for airports; aircraft maintenance produces waste, as do on-board services, and this waste needs to be processed and transported.

For these reasons, airlines have embarked on activities to mitigate or reduce negative impacts. These are covered below.

2.5.1.1.3. Themes and Goals of CSR in Airlines

Table 2.2: CSR initiatives and their adoption among airline industry leaders within the environment dimension

THEMES AND GOALS	
<i>Emissions</i> Reduce CO2 emissions Reduce air pollution	<i>Biodiversity</i> Ensure ecological integrity Involvement in environmental conservation projects
<i>Waste</i> Reduce Waste	<i>Noise</i> Reduce noise
<i>Energy</i> Reduce energy consumption	<i>Water</i> Reduce water use Reduce water pollution

(Cowper-Smith and de Grosbois 2011: 65)

“Other Environmental initiatives included obtaining ISO 14001 certification for environmental management systems, sponsorships of environmental organisations, contribution to scientific research projects and developing environmental indexes,” Cowper-Smith and de Grosbois (2011:67).

Table 2.3: CSR initiatives within the social and economic dimensions and their adoption among airline industry leaders

THEMES AND GOALS	
<i>Employee wellbeing and engagement</i> Improve employee health, safety and wellbeing. Increase employee involvement and empowerment. Increase employee involvement in environmental/CSR issues. Provide opportunities for employee education and advancement.	<i>Community wellbeing</i> Involvement in community projects. Involvement in international projects. Raise customer awareness of sustainable development issues.
<i>Diversity and social equity</i> Increase diversity in the workforce. Universal accessibility for customers and employees.	<i>Economic prosperity</i> Sustainable procurement practices. Job creation. Contribute to local economic development.

(Cowper-Smith and de Grosbois 2011: 69)

2.5.1.1.4. Hotels

The hotel industry is certainly a growing sector and plays an important role in tourism, as travellers travel to far away destinations in groups for extended periods. The industry provides benefits by supporting direct types of travel and creating jobs, while experiences and knowledge are shared. Moreover, the hotel industry impacts the environment, which includes change in the climate (de Grosbois 2012: 898). For these reasons, Kucukusta *et al.* (2013: 19) note that most hotels incorporate environmental management into their daily operations.

The hotel sector also has activities unique to the sector. There are four classifications of hotel CSR activities: community, environment, markets and employees; these are reflected to the physical environment (Kucukusta *et al.* 2013: 21). Trends in the hotel sector have been to focus on environmental concerns, use of technology and efficient use of energy (Holcomb *et al.* 2007: 463).

Hospitality companies participate in CSR activities in order to monitor their stakeholders because their success is reliant on working relations, according to Paek *et al.* (2013: 424). When internal stakeholders buy into CSR, Park and Levy (2014: 334) refer to long-lasting financial benefits in attracting and managing high level managers and employees.

Initially, hotels received less attention than mining, manufacturing, and chemical industries; however, the growth in concern by the public and consumers has changed this (de Grosbois 2012: 898). Moreover, with the world faced with global challenges, hotels are performing numerous CSR practices (Park and Levy 2014: 335).

Cherapanukorn and Focken (2014: 198) report that, due to the hospitality industry's contribution to both the degrading of destination assets, as well as benefits and wealth distributed unequally, sustainable development and responsible business practices have become more important throughout the industry. Potential positive contributions of hospitality role players consist of the conservation and protection of nature because of

the industry's dependence on environmental assets and business' dependence on sustainable management practices.

Studies do suggest the industry should be more proactive and fulfil their expectations of hospitality, while caring for the surrounding environment; there is, however, no clarity when it comes to integrating practices into important businesses and the demonstration of real and positive impact changes.

2.5.1.1.5. Hotel Industry and its Impacts

Many major cities and townships with historic backgrounds and tourist destinations have luxury hotels, which attract numerous travellers and have the ability to impose an increased ecological and socially responsible footprint. Asia, in 2011, had expanding tourist arrival numbers in comparison to other continents (World Tourism Organization 2012). The hotel industry has become the most important industry in the region (Cherapanukorn and Focken 2014: 200).

The Pacific Asia Tourism Association (2013) notes that in the past 10-20 years, luxury hotels have grown extensively in Asia and continue to expand throughout the continent, with continued growth in revenue and profits. Within China, intra-regional travel is a reason for this growth by tourists.

There are numerous negative impacts associated with meeting tourist needs. de Grosbois (2012: 898) agreed by stating that accommodation establishments use energy, water, food, and paper, as well as laundry which, in turn, produces pollution impacting the communities by their occupancy of the area, additionally also using infrastructure in relation to businesses and government.

De Grosbois (2012: 898) furthermore refers to other impacts that may be inclusive of air-conditioning emissions, greywater, food packaging, and other waste. Various negative impacts of the hotel industry on the physical environment include the loss of natural

habitats, contamination of the local water system caused by illegal dumping, production of waste and contribution to global warming.

The CSR practices of the hotel sector are unique. Holcomb, Upchurch and Okumu (2007: 463) classify hotels' CSR practices into five categories; "community, environment, vision and values, marketplace, and workforce." Cherapanukorn and Focken (2014: 20) agree with the above by observing that research about CSR in the hospitality industry has focused on various markets and identified the main issues and drivers, with four major categories of CSR activities defined as being community, employees, supply chain and environment.

The majority of practices are found by Kucukusta *et al.* (2013: 21) to be environmentally related. This is since customers value tangible efforts they can feel and touch and see and tourists then make considerations based on hotels' environmental practices.

2.5.1.1.6. Themes and Goals of CSR in Hotels

Table 2.4: Themes and goals of CSR in the hospitality industry

THEMES AND GOALS
Green products and materials
Waste reduction management
Energy management
Water management and conservation
Community involvement
Indoor environmental quality
Sustainable site planning and management

(Cowper-Smith and de Grosbois 2011: 70)

Some common green practices in hotels, as described by (Kucukusta *et al.* 2013: 21), are listed:

- Firstly, accommodation establishments emphasise green living and buying, using products and selling crafts made by the local community.
- Secondly, the establishments increase recycling efforts to manage waste and this can be achieved internally.

- Lastly, practices such as reusing towels are employed to conserve water and energy (Font *et al.* 2012: 1548).

Most hotel chains have implemented these campaigns over the years.

Accor group's (a French hotel group)

developed Planet 21 program accelerates and intensifies Accor's sustainable development commitment. The program is structured around 21 commitments and under seven pillars namely health, nature, carbon, innovation, local, employment and dialog. With this program, sustainable hospitality is placed at the forefront of the organisation's vision
(Accor hotels 2015)

Hilton (a hotel and resort group) claims its mission to be "working towards becoming the industry leader in environmental management. Its brands' corporate responsibility approach is based on four areas which are, creating opportunities, strengthening communities, celebrating cultures and living sustainability". (Hilton Worldwide 2015).

In terms of sustainable development,

Marriott International has been awarded with several awards, some of which are Sustained Excellence Award by Environmental Protection Agency (EPA), Global Vision Award for Green Strategy and Tourism for Tomorrow Award. Marriott also developed a spirit to preserve strategy which aims to get many of its hotels LEED certified and more eco-friendly
(Marriott International 2012)

2.5.2. White Paper on the Development and Promotion of Tourism in South Africa

Responsible tourism is set out as "promoting responsibility to the environment through its sustainable use, responsibility to involve local communities, responsibility for the safety and security of visitors and responsible government, employees, employers, unions and

local communities” by the White Paper on the development and promotion of Tourism in SA (1996).

The industry, according to the SA Tourism White Paper (1996), are “all recipients of direct spend incurred by tourists. This includes pre-trip expenditure on travel and booking, travel and en-route expenditure, and all spending at the destination.” Tourism development has previously been a missed opportunity. With a different history, the SA tourism industry would be experiencing high visitor volumes and as such, there is slight recognition of the industry’s potential to reinvent services, foster businesses, economically propel other sectors, and grow communities in rural industries, as well as acquire foreign exchange (SA Tourism White Paper 1996).

The SA tourism industry in its full growth and development continues to be hindered by the following limitations:

- Tourism lacks funding and resources.
- The private sector lacks foresight of the industry.
- Minimum inclusion of local communities into tourism.
- Lack of adequate training and awareness of tourism.
- The environment lacks protection.
- Service standards are below adequate.
- No tourism resources in mostly rural regions.
- A ground transportation sector not geared to service tourists.

(SA Tourism White Paper 1996).

The SA Tourism White Paper (1996: 21) lists many reasons why tourism in the country can be an engine of growth. It further reports on new, responsible tourism ensuring that tourism remains globally aligned. Although only a few are mentioned in the literature, the elements of responsible tourism listed are as follows (SA Tourism White Paper 1996: 22):

- Minimise waste production.
- Local resources should be used.
- Maintenance and encouragement of natural and cultural diversity.

- Host culture sensitivity.
- Involvement of local community in significant decisions and planning.
- As a prerequisite to tourism development, environmental assessment and social and economic impacts to be performed.
- Ensuring community involvement in and benefitting from tourism.
- Monitor impacts of tourism and ensure open disclosure of information.

Thus, in essence, the above principles enshrined in the SA Tourism White Paper (1996) largely resonate with the notion of CSR.

Responsible tourism has emerged as most appropriate because it recognises the responsibility of the government and private sector to involve the previously neglected in the tourism industry. It is also a trend with the demands of the international marketplace that would offer SA an opportunity to be a leader in the new tourism. It involves proactive participation and involvement by all stakeholders - private sector, government, local communities, the previously neglected, consumers, NGOs, the media, employees and others. This approach could be employed by SA to emerge as a successful international competitor.

(SA Tourism White Paper 1996)

2.6. ORGANISATIONAL CHALLENGES TO CSR IMPLEMENTATION

Sustainable development in organisations is only achievable through their cooperation and involvement.

There are numerous barriers that continue to distract the implementation of CSR within organisations. According to Post and Altma (1994: 67), barriers exist that continuously disturb efforts by management to transform an organisations' strategic decisions and the performance of their daily operations.

The argument that firms impact society and the environment is still ongoing and CSR is believed to be significant for both small and large organisations and should, therefore, be

implemented by all. However, organisational levels affect CSR implementation to the core, and understanding this is an important factor when studying an organisation's attempt to gain strategic value from CSR.

In Egypt, CSR is still in its early stages and is slowly moving forward on its own means, with public agencies still discussing the concept (Obalola, Omatoso and Adelopo 2009: 122). The attempts at implementation have been hindered by bureaucratic and other barriers. It is also not seen as a top strategic issue and communication regarding CSR is still unregulated and very low (Obalola *et al.* 2009: 122).

Obalola *et al.* (2009:116) further claim that, in Africa, factors that continue to affect CSR adoption and implementation are financial growth and development, ownership structure and privatisation, along with legal development and governance in the business world.

2.6.1. Barriers to Responsible Tourism Management in South Africa

Responsible tourism, as defined by the European Alliance for Responsible Tourism and Hospitality (2005), "acts in accordance with the principles of social and economic justice and enforces total respect towards the environment and its cultures. It recognises the importance of the local host community and its right to act as leaders in developing a sustainable and responsible tourism". It also stimulates and fosters favourable interactions within all stakeholders.

The main aim of CSR, being to evaluate and responsibly take on environmental and social impacts of the firm, falls perfectly within responsible tourism management, as this addresses CSR concepts within the tourism industry.

Responsible tourism seeks to include the most important stakeholder, namely the local community and, in turn, ensuring their role in decision-making and safeguarding their environment. It is about making tourism more compatible with the needs and resources of a destination area. Therefore, the two concepts (CSR and Responsible Tourism) seek

to achieve the same goal, which is the protection of all stakeholders and the environment (Department of Economic Development, Environmental Affairs and Tourism 2003).

Business owners see responsible tourism management (RTM) as troublesome and expensive, with costs of inferior quality standards by small suppliers and safety and security concerns of great importance, in addition to the cost of changing operational systems being high (Frey and George 2010: 626). According to the SA Tourism White Paper (1996), the key challenge is ensuring stakeholders are committed and are implementing CSR. Organisations do acknowledge benefits of CSR, however, research shows the costs are seen to outweigh the benefits (Frey and George 2010: 626). Research in CSR shows complex sets of motivations and barriers in common CSR initiatives.

2.6.2. CSR Implementation in Small and Medium Enterprises

There is no doubt the nature of CSR programmes will differ between larger and small organisations. CSR cannot simply be copied from large firms to small firms and Sweeney (2007: 517) highlights the need to remember that in small organisations, management and ownership are not separated as they generally are in large firms.

This leads to Small and Medium Enterprises (SME) by nature experiencing specific barriers to CSR implementation.

Firm size affects strategic motivation, which has positive effects on CSR participation. Udayasankar (2008:167) believes that, with larger organisations having more social impacts given their activities, it is expected they be socially responsible. Furthermore, the bigger the visibility of organisations, such as that of larger organisations, the more socially responsibility is required, with smaller firms facing less pressure or gaining little from CSR (Udayasankar 2008:168).

In Ireland, it was found that large firms described their CSR activities according to their stakeholders: community, customers, employees and the environment (Sweeney 2007:

517). In Latin American for example, SME's most CSR practices are limited to ethical and religion, employee matters, improving profits and maintaining relationships with stakeholders (Pastrana and Sriramesh 2014: 15).

Research has additionally shown that many smaller organisations are involved in CSR largely through donations (Udayasankar 2008: 169). The most observable development in tourism policy and practice has been that of the growing interest in small businesses (Thomas, Shaw and Page 2011: 963), which are perceived, on one hand as the economic lifeline for the sector by policy makers but on the other, it has also prevented growth and innovation.

Studies have shown the main barrier to CSR in SME as a lack of awareness and knowledge (Szczanowiks and Sanuik 2014: 75). In particular, here has been a lack of understanding that CSR is more of an obligation by law and business ethics. Research also points to a lack of interest in the subject of CSR due to perceived lack of impact that small organisations have on their communities (Szczanowiks and Sanuik 2014: 76) and limited time and resources for CSR activity implementation. SME in Poland, in spite of their declared lack of interest in CSR, are seen to be performing activities pertaining to their employees, the environment and their local communities, (Szczanowiks and Sanuik 2014: 76).

A survey done in Europe in 2009 (CAST) revealed that 30 percent of tourism SME have formally written environmental policies (Prud'homme and Raymond 2013: 116).

2.7. CONCLUSION

This literature review highlighted important aspects of CSR, with regards to its definition and various facets. The review examined CSR from an international as well as a South African perspective.

CSR for the different industries under focus was detailed and examples given. Regarding the tourism industry, the review of literature examined the airlines and their impacts on

the environment in which they operate, along with how the hotel industry also impacts the environment.

Regarding CSR implementation and barriers, evidence from past studies shows organisational size does play a role in the implementation of CSR, with SME struggling more than their larger counterparts and this difference is spread throughout all continents.

Benefits of CSR were also discussed, with special emphasis on the organisation (in reference to how employees are retained and how CSR creates customer loyalty), in addition to perceived benefits by employees and customers.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The basis of this chapter is the method of research and techniques employed in the study, whereas the previous chapter focused on the review of relevant literature. This chapter sets out the research design used in the study, which is quantitative, along with the recruiting process, data collection method, sample size and the data analysis methods employed. Matters concerning reliability and validity, confidentiality and anonymity, as well as ethical consideration are discussed.

3.2. RESEARCH DESIGN

This represents a structure that guides the execution of a research method and the analysis of subsequent data (Bryman and Bell 2011). It is a framework providing data collection and analysis. Gray (2014: 90) describes research design as a comprehensive outline of all research steps and reports the study motivation and inquiry, the data collection procedures used for the collection of data, the approach to sample selection and the data analysis technique.

Research designs can be exploratory, descriptive or causal. This study employed a descriptive research design for the achievement of the identified aim; examining CSR initiatives in the tourism industry in Durban, SA. Churchill and Iacobucci (2006: 59) state that descriptive research identifies the relationship between variables or the frequency within which something occurs, which supports the objectives of the study.

3.2.1. Quantitative Research Design

This study used a quantitative research design. Veal (2011: 34) postulates that a quantitative research design is an approach that involves and heavily relies on numeric data. It possesses three approaches, namely quantitative research, hypothetical-deductive quantitative research, statistical quantitative research and inductive quantitative research (Veal 2013: 23). This study used a statistical quantitative research.

According to Creswel (1994: 2), this approach is an inquiry variable, where numbers are used to measure and analyse statistical procedures, in order to prove the truth in the generalisation made in the theory. In support of this, Saunders, Lewis and Thornhill (2007: 145) concur with the above by indicating that a quantitative approach dominantly deals with procedures of data collection and analysis, such as with questionnaires and statistics or graphs that use statistical models and numerical data.

3.3. RECRUITING PROCESS AND DATA COLLECTION METHOD

Primary, as well as secondary sources of data was employed in this study. Primary data are information acquired for the specific research problem (Hox and Boijie 2005: 593). The primary data for this study includes a questionnaire administered to managers of tourism businesses in Durban.

3.3.1. Questionnaire

A questionnaire is a research tool that research participants complete by answering questions related to the research topic. According to Veal (2011: 15), a questionnaire is comprised of written/computer-based questions with which answers to questions are acquired. It is a method used to obtain information from respondents and thereafter record answers and is referred to as the measurement instrument.

A self-administered survey questionnaire will be used in this study. The advantages of self-completed questionnaires are; they are cheap to administer, reduce errors attributed to bias caused by the interviewer's characteristics; the absence of an interviewer thus allows for greater anonymity of respondents (Phellas 2012: 185). Self-administered procedures also offer further advantages when question response categories are numerous or complex (Floyd and Fowler 2009: 90).

The questionnaire will include a percentage of open- and closed-ended questions, while also encompassing questions which are Likert scale-based, importance questions, and

dichotomous questions. The measurement instrument was administered to the managers of selected hotels and airlines in the Durban Tourism sector.

3.3.2. Email-based Questionnaire

This study uses, as its main source, an email-based questionnaire for data collection. Nonetheless, this study does not rule out physically going to the respondents to have them complete their questionnaire, should the response rate via email be poor. Hung (2013: 718) states that email surveys were adopted in the 1980s and since then, have increased dramatically as part of online tools in research and in 2004, 35 percent of survey research was conducted in the USA alone.

The questionnaire was accompanied by a cover letter indicating the study purpose of the research and inviting respondents to participate. The questionnaire included two sections; the first covered questions related to the establishments' profile, while the second section covered questions related to CSR knowledge and practices. These included questions based on environmental policies, workplace policies, social policies and marketplace policies.

The key themes covered in the questionnaire are as follows:

- Environmental Policies.
- Social policies - including diversity in the workplace, involvement in community projects.
- Marketplace Policies - such as job creation and contribution to local economic development.
- Challenges in CSR implementation.

Saunders, Lewis and Tornhill, (2007: 400) reports that secondary data are data previously intended for a different motive. According to Hox and Boijie (2005: 596), this type of data is useful and by virtue of being archived and made available, it can be regarded as secondary data. Secondary data will be obtained through annual reports publicly

published, policy documents on CSR in the tourism industry, as well as journals, books, official statistics, and websites.

3.4. RESEARCH POPULATION

A population, as explained by Kottler and Armstrong (2005: 110), is a group that shares common sets of traits, “referring to the whole group of topics, people, or events of interest to the researcher from which the researcher wishes to investigate”. Zikmund and Babin (2013: 312) similarly give a definition of population as a collection of units to be investigated.

The study population consists of accommodation establishments in Durban and all airlines that service the province of KZN in SA. The accommodation establishments need to be star graded hotels, guesthouses, lodges and Bed and Breakfasts and they have to be graded four stars and above. Airlines are domestic airlines landing at King Shaka International Airport.

The Greater Durban area, or Durban Metro, is a region extending up to Umhlanga Rocks to the north, to Inchanga and Botha's Hill in the west, and just beyond Yellowwood Park in the south. Suburbs included are Glenashley, Hillcrest, Queensburgh, Westville, Glenwood, Greyville, Kloof, La Lucia, Morningside, Sherwood, Sydenham and the city of Durban itself. Durban Metro possesses diversely and interesting activities and attractions in and around one of the biggest cities in SA.

The accommodation sector is comprised of the following:

- Bed & Breakfast
- Lodges
- Hotels
- Guest Houses
- Guest Lodges
- Backpackers
- Boutique Hotel

- Villa



Figure 3.1: Map of Durban

Source: <http://www.roomsforafrica.com/accommodation-images/maps/south-africa/kwazulu-natal/durban.gif>

Durban Tourism, a marketing department for EThekweni Municipality's tourism unit, has divided tourism in Durban into regions. The City of Durban has the following regions, included in the study, and categorised into Community Tourism Organisations (CTO):

- Durban West Tourism
- 1000 Hills Tourism
- Sapphire Coast Tourism
- South Durban Tourism

- Inanda Tourism
- Umlazi Tourism
- Clermont KwaDabeka Tourism
- Umhlanga Tourism
- Durban Central

All the above are organisations responsible for sustainable business practices within the tourism establishments in their regions.

The airline sector is comprised of South African Airlines servicing Durban.

3.5. SAMPLING METHOD/SIZE

To obtain a sample, information concerning some members is collected. To acquire a sample that is a true reflection of the population, it is significant to ensure a balance in including certain types of respondents or organisations. Ultimately, de Vaus (2014: 350) maintains the goal of sampling is to ensure the sample is a proper indication of the population it aims to represent.

The study employed a probability sampling method.

3.5.1. Probability Sampling Method

Probability sampling is one of the most defining features of quantitative research, as stated by Gray (2014: 120); who further explains it as the selection of a random sample, such that ensures all members have an equal chance at being chosen. The term probability sampling is used as it is possible to express the mathematical probability of sample characteristics being reproduced in the population (May 2011:120).

Saunders *et al.* (2007: 208) argues that probability sampling is associated with survey-based research, where inferences need to be made from the sample about a population to answer the research questions or to meet objectives.

The probability type that will be used is stratified sampling.

3.5.2. Stratified Sampling

According to Seale (2017 140), members of the population are divided into strata or groups and a simple random sample is selected from each stratum. This involves the use of key terms, such as age, gender, geographical location and other terms chosen by the researcher. In this form of sampling, it is possible for either group to be selected according to the strata, with the researcher able to then systematically sample through the population or conduct simple random sampling within each stratum, to achieve the same percentage sampled in each.

In this study, the tourism industry in Durban is divided into two strata: accommodation establishments and airlines. With regards to accommodation establishments, a comprehensive list of all, star-graded hotels in Durban was drawn up.

3.5.3. Sample Selection and Size

According to a Durban tourism study by Grant Thornton (A company that provides assurance, tax, advisory and outsourcing services to dynamic organisations in both the private and public sectors), in a 2014/2015 accommodation establishments report, it was stated that Durban currently has approximately 565 accommodation establishments, of those, 161 are 4- and 5-star graded by Tourism Grading Council of South Africa. Of the 161 graded establishments, 146 are 4-star graded and 15 are 5-star graded establishments.

The study targeted 60 of the 4-star graded accommodation establishments and eight 5 star-graded accommodation establishments as participants of the study. This was done for greater representativeness to be achieved in the reduction of sampling error. Since there are very few airlines, a saturation sample of all such businesses was included in the study.

3.6. STATISTICAL DATA ANALYSIS

For efficient and well analysed data, survey data is analysed using different statistical analysis software, and for the purpose of this study, the Statistical Package for Social Sciences (SPSS) will be employed. Descriptive data is presented in this study.

This programme provided graphical analysis and tables based on questionnaires that were administered. Qualitative data was analysed using thematic analysis. Thematic analysis is a qualitative methodical approach for identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes data set in detail.

3.7. DELIMITATIONS

Due to time and resource constraints, the study does not include all sectors of the tourism industry. The sectors to be included are accommodation establishments and airlines.

3.8. LIMITATIONS

Inferences on study results can also be made on specific sectors of the tourism industry that formed part of the study. The results cannot, however, be generalised to the entire tourism industry in Durban. There is also the possibility that participants may be unwilling to respond to the questionnaire.

Other limitations that were faced was getting hold of email addresses of managers and/or their establishments outdated. In such cases, the help from central tourism organisations was sought to provide relevant and up to date email addresses or rather travel to accommodation establishments for appointments in order to get respondents to fill out hard copies of questionnaires.

3.9. VALIDITY AND RELIABILITY

Reliability and validity generally refer to data collection methods and instruments used in a study. Bless, Hiqson-Smith and Sithole (2013) refer to reliability as focusing on the accuracy and consistency of an instrument, whereas validity addresses the suitability of the research tool to measure the phenomenon. Veal (2011: 46) concurs, stating that

validity is the degree to which the presented data is a true reflection as claimed by the researcher.

3.9.1. Validity

Bearden, Netemeyer and Hawks (2011: 60) affirm that validity determines the accuracy of findings or the degree to which measurements were performed by the researcher. Similarly, Sekaran and Bougie (2010: 156) define validity as a measure of how well the research tool measured the concept. On the one hand there is external validity, which means the generalisability or representativeness (to what extent can the results be generalised to the population wider than the sample used in the study). Internal validity, on the other hand, refers to how accurately the characteristics of the phenomena being studied are represented by the variables used and data collected.

The measurement instrument used in this study was a structured questionnaire, ensuring high levels of reliability and validity. The rating and measurement scales contained in the questionnaire ensured the reliability of data.

3.9.2. Reliability

Reliability makes reference to the possibility of replication of the study. Bearden *et al*, (2011: 6) define reliability as the ability of the data collection method to accurately collect and yield consistent results. Malhotra (2010: 318) states that reliability testing is significant to ensure the collection of consistent data from diverse administrations of a measuring scale.

The following measures were employed for the improvement of both validity and reliability of the questionnaire:

- A pilot study was performed, providing points of information to improve the research tool.
- More accurate information was received if a larger sample is used compared to a smaller sample.

- The objectives of the study informed the research questions included in the questionnaire.
- Every single question asked directly fulfilled a specific objective, questions were easy to understand, short, and precise, catering for all levels of participants' intellectual capacity.
- Pre-testing of the research tool was undertaken to provide information, assisting with the structure of the tool, and for improvement of result validity.

3.9.3. Pilot Testing

Piloting surveys are designed to identify and correct problematic questions before data collection; they are merely surveys with a methodological purpose, subject to normal data analysis. The questionnaire was piloted on 20 establishments in and around Durban, ensuring it is accurate, unambiguous and simple to complete. The questionnaire was corrected and amended in accordance with the feedback from the pilot test.

A pilot study is a preliminary, small-scale study, conducted prior to the main research effort, with its main purpose to verify feasibility of the study and to inform improvements in the research plan and design, as well as to identify areas which may need correction or simply revision. According to Saunders *et al.* (2009: 387), a pilot study allows the researcher to assess the validity of the questions in the instrument and the reliability of the data to be collected. Validity of the data to be collected can be enhanced through a preliminary analysis of the data obtained through a pilot study, as this can indicate whether the data that will be collected will address the research objectives.

Given these benefits obtained from conducting a pilot test, a pilot study was conducted with 20 questionnaires to assess the grammar, layout of the instrument, length of the questionnaire, and clarity of instructions and questions, as well as the methods of distributing and collecting completed questionnaires. Results from the pilot study indicated one spelling error, which was rectified.

The findings also revealed that participants encountered no problems in understanding the questions, nonetheless, the respondents attach more value to their time, requiring questions to be direct and short.

3.10. CONFIDENTIALITY AND ANONYMITY

Crow and Wiles (2008: 1) describe anonymity and confidentiality as referring to the ability of the researcher to safeguard sensitive information and the names of respondents. Anonymity and confidentiality will be ensured in this study by keeping the questionnaires away from the general public. Respondents were informed of their anonymity and confidentiality. The names of businesses and individuals have not been disclosed in the study.

3.11. ETHICAL CONSIDERATION

This study requires the participation of accommodation establishment managers and airline CSR managers, to whom a letter explaining the reasons for carrying out this study will be sent. Participants will be told about the aim of this research and that the results can be shown to interested parties.

Ethical standards have been observed in this study. No participant was forced to take part in the survey, should they not be willing to do so. The right to privacy was ensured by having the completed questionnaires returned by email to the researcher, without any form of direct contact between respondents and the researcher. As outlined by Creswell (2017: 89), respondents were informed that they can withdraw from the study at any time, for whatever reason necessary, and that their responses are confidential.

3.12. CONCLUSION

This chapter described the study as a survey of accommodation establishments and airlines in Durban. The first part of this chapter described the geographical area under study, which is the eThekweni Municipality. The rest of the chapter focused on the research methodology and how the study was conducted. This included the study population, sampling and the type of sampling methods available, including those used

for this particular study. Data collection methods were also addressed, which include the questionnaire used for the study, how data was analysed with issues of ethical consideration mentioned, while also stating the limitations and delimitations of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the results and discusses the findings obtained from the data collected for this study. The questionnaire was the primary tool for data collection, with 96 questionnaires distributed. The data collected from the responses was analysed with SPSS version 24.0. The results are presented by means of descriptive statistics in the form of graphs, cross tabulations and other figures.

4.2 THE TOURISM INDUSTRY IN DURBAN KWAZULU-NATAL

In total, 96 questionnaires were despatched and 66 were returned, giving a 70 percent response rate. This is considered a good response rate, given the diversity of this sector.

4.3 THE RESEARCH INSTRUMENT

The research instrument consisted of 48 items, with a level of measurement at a nominal or ordinal level. The questionnaire was divided into eight sections that measured various themes, as illustrated below:

- Section A: Business profile
- Section B: Engagement in Corporate and Social responsibility
- Section C: Nature and type of environmental impact measures
- Section D: Workplace policies
- Section E: Social policies
- Section F: Marketplace policies
- Section G: Benefits of CSR activities
- Section H: Barriers to CSR activities
- Section I: Ways to monitor CSR activities

4.4. SECTION A: BUSINESS PROFILE

1. Business profile

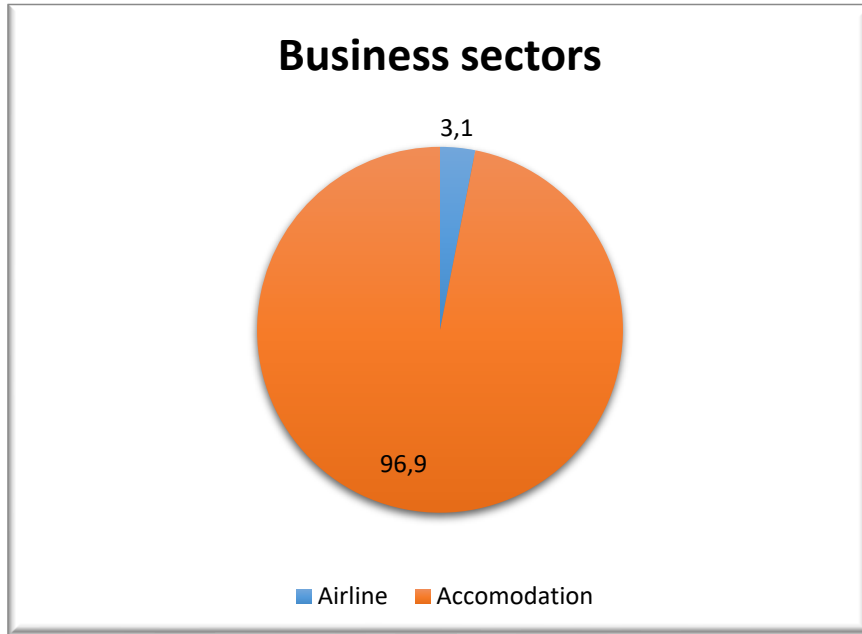


Figure 4.1: Respondents' business sectors

Most of the respondents (96.9 percent) were found to be from the accommodation sector, with 3.1 percent from the Airline sector of the tourism industry. This is common as few domestic airlines fly out of King Shaka International Airport.

2. Star grading of business

This section discusses the various categories of hotels.

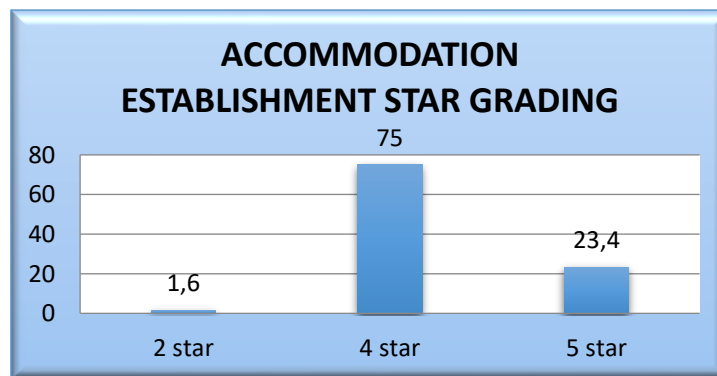


Figure 4.2: Percentage of establishment grading

It is evident (Fig. 4.2) that 75 percent of respondents were from 4-star graded establishments, while 23.4 percent were from 5-star graded accommodation and 1.6 percent were from 2-star graded companies. 2-star graded companies were included because while the study was based on 4 and 5 star graded accommodation, the decision to collect 2-star information was merely for exploratory purposes to see if they had CSR activities. However, this data collection was very small.

3. Location of the business

The location of the various businesses is set out as follows:

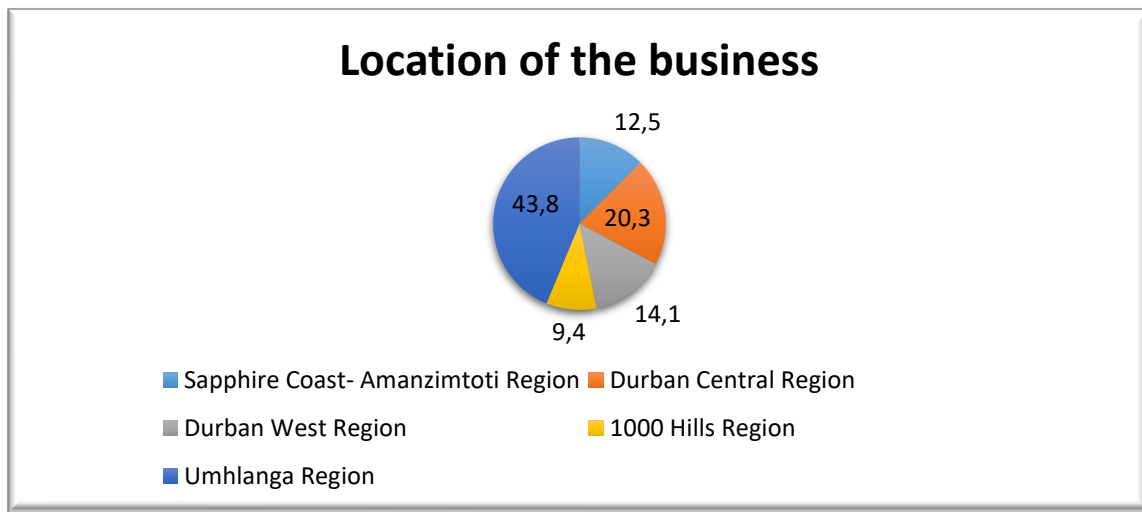


Figure 4.3: Location of business

The findings (Fig. 4.3) point to the majority (43.8 percent) of the businesses as being drawn from the Umhlanga region, which is inclusive of Glen Anil, Glen Ashley, Park Hill, and Umhlanga, as well as La Lucia, Sunninghill, Mount Edgecombe, and Sea Cow Lake, in addition to Umngeni Park, Inanda, Phoenix, and Glen Hills, along with Redhill and KwaMashu. This is followed by 20.3 percent located in the Durban Central region, which includes establishments from the following suburbs: Durban Central, Morningside, Glenwood, and Berea, along with Morningside, Westridge, Essenwood, and Greyville, as well as Glenmore, Umbilo and many others. Furthermore, 14.1 percent of the businesses were found in the Durban West region, which includes Botha’s Hill, Westville, Pinetown,

and Chelmsfordville, in addition to many others, while 12.5 percent are from the Sapphire Coast-Amanzimtoti Region, inclusive of Clairwood, Amanzimtoti, Wentworth, and Kingsburgh, besides Winklespruit Beach, Doonside, Bluff, Fynnlands, and Illovo. Only 9.4 percent were drawn from the 1000 Hills Region, which includes Hillcrest, Gillits, Waterfall, and Inchanga, as well as Shongweni.

The 43 percent response rate of the Umhlanga region may be attributed to the region having the single most number of accommodation establishments in the area of study and thus translated to a higher response percentage. The minimum percentage rate, which stands at 9.4 percent for the 1000 Hills region, may also be attributed to the limited number of establishments in the region, with suburbs located within the region that have accommodation establishments found to be a minimum of eight.

3. Lifespan of businesses and number of employees

Table 4.1: Number of employees and business lifespan cross tabulation

Number of employees * Business lifespan Cross tabulation						
			Business lifespan			Total
			1-5 years	5-10 years	More than 10 years	
Number of employees	Less than 10 employees	Count	2	11	6	19
		% within Number of employees	10.5%	57.9%	31.6%	100.0%
		% within Business lifespan	66.7%	40.7%	16.7%	28.8%
		% of Total	3.0%	16.7%	9.1%	28.8%
	10-20 employees	Count	1	13	21	35
		% within Number of employees	2.9%	37.1%	60.0%	100.0%
		% within Business lifespan	33.3%	48.1%	58.3%	53.0%
		% of Total	1.5%	19.7%	31.8%	53.0%
	21-30 employees	Count	0	2	5	7
		% within Number of employees	0.0%	28.6%	71.4%	100.0%

		% within Business lifespan	0.0%	7.4%	13.9%	10.6%
		% of Total	0.0%	3.0%	7.6%	10.6%
	31-50 employees	Count	0	0	2	2
		% within Number of employees	0.0%	0.0%	100.0%	100.0%
		% within Business lifespan	0.0%	0.0%	5.6%	3.0%
		% of Total	0.0%	0.0%	3.0%	3.0%
	More than 50 employees	Count	0	1	2	3
		% within Number of employees	0.0%	33.3%	66.7%	100.0%
		% within Business lifespan	0.0%	3.7%	5.6%	4.5%
		% of Total	0.0%	1.5%	3.0%	4.5%
Total		Count	3	27	36	66
		% within Number of employees	4.5%	40.9%	54.5%	100.0%
		% within Business lifespan	100.0%	100.0%	100.0%	100.0%
		% of Total	4.5%	40.9%	54.5%	100.0%

Of the 66 companies that participated in this study, the majority (54.5 percent) had operated for more than 10 years in the business, while 40.9 percent (27) had been in operation for a period of 5-10 years and only 4.5 percent (three) had existed for less than five years. Approximately 53 percent of the companies had a capacity of 10-20 employees, while 28.8 percent had less than 10 employees. However, 13.6 percent had more than 20 employees, while 4.5 percent had more than 50 employees.

4.5. SECTION B: ENGAGEMENT IN CORPORATE AND SOCIAL RESPONSIBILITY

1. Longevity with CSR

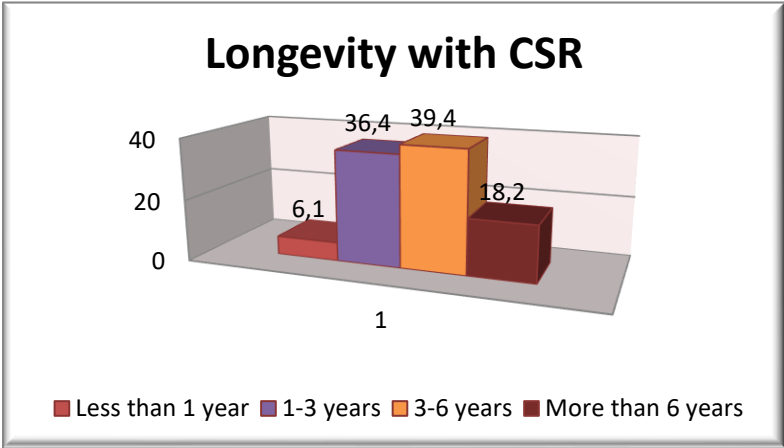


Figure 4.4: Years businesses have been operational

A reasonable percentage (39.4 percent) of businesses are illustrated (Fig 4.4) to have been engaged in CSR activities for approximately 3-6 years, while 36.4 percent of the businesses have been involved in CSR activities for roughly 1-3 years. A smaller percentage (18.2 percent) of the businesses have been involved in CSR activities for more than six years and close on six percent have been involved in CSR for less than a year.

2. CSR policy in place

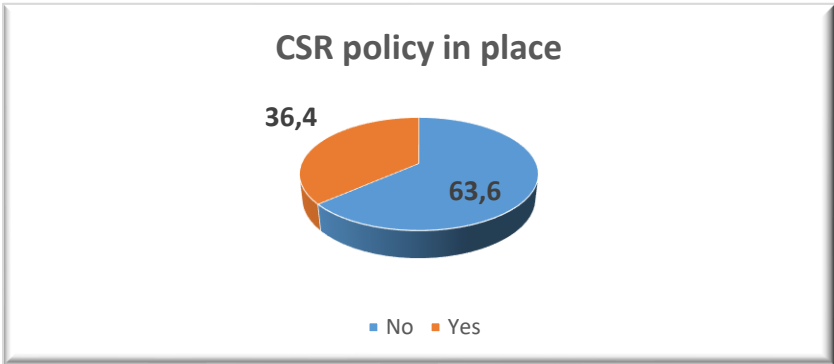


Figure 4.5: Existence of CSR policy

In respect of having a CSR policy in place (Fig 4.5), 63.6 percent of the respondents agreed they have a CSR policy, while 36.4 percent pointed to an absence of such a policy.

3. Formal written environmental policy

In contrast to the response regarding a CSR policy, where the existence of a written environmental policy is concerned, it was determined that 77.3 percent of the companies that participated in this study have a formal written policy in place, while only 22.7 percent do not.

4. Engagement in CSR activities

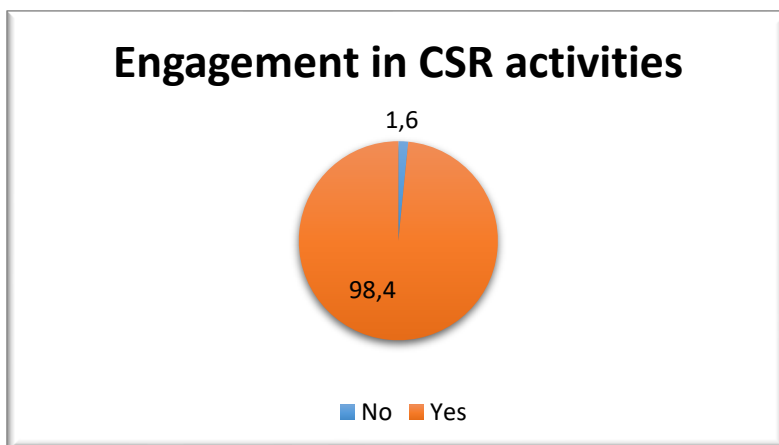


Figure 4.6: Percentage of businesses engaging in CSR activities

As presented by the findings (Fig 4.6), 98.4 percent of the companies indicated involvement in CSR practices, while only 1.6 percent indicated they are not involved. The arguments for CSR by Van de Ende (2004: 26), stating CSR improves both corporate and local image of organisations and encourages shareholders to better their workforce communities, leading to product improvement and increased products whilst further increasing the organisations' customer base, is reflected in the percentage of respondents that indicated to be engaging in CSR.

The 1.6 percent of respondents who do not actively participate in CSR initiatives may be attributed to a vast number of reasons.

5. The importance of CSR for business

Most of the companies saw CSR as being important (51.5 percent), very important (10.6 percent) and extremely important (6.1 percent) in their business operation – a cumulative percentage of 67.2 percent. Given that the research is conducted within the tourism industry in Durban, one may conclude that the tourism industry, from a Durban perspective, concurs with Gamble *et al.* (2013: 195), in that they view social responsibility characteristics as being expressed through CSR programmes that encompass the making of charitable contributions, supporting community service projects and making positive changes in the lives of those less advantaged.

1.6. SECTION C: NATURE AND TYPE OF ENVIRONMENTAL IMPACT MEASURES

There are several elements that are measures, in respect of issues concerning the environment, which include minimising energy consumption, waste recycling and pollution prevention. Cowper-Smith and de Grosbois (2011: 61) state this is imperative, insofar as the airline industry affects biodiversity and resources negatively and therefore, initiatives within the environmental dimension are of paramount importance. This section deals with the type of environmental impact measures performed by businesses as these would relate to CSR matters.

1. Environmental impact measures

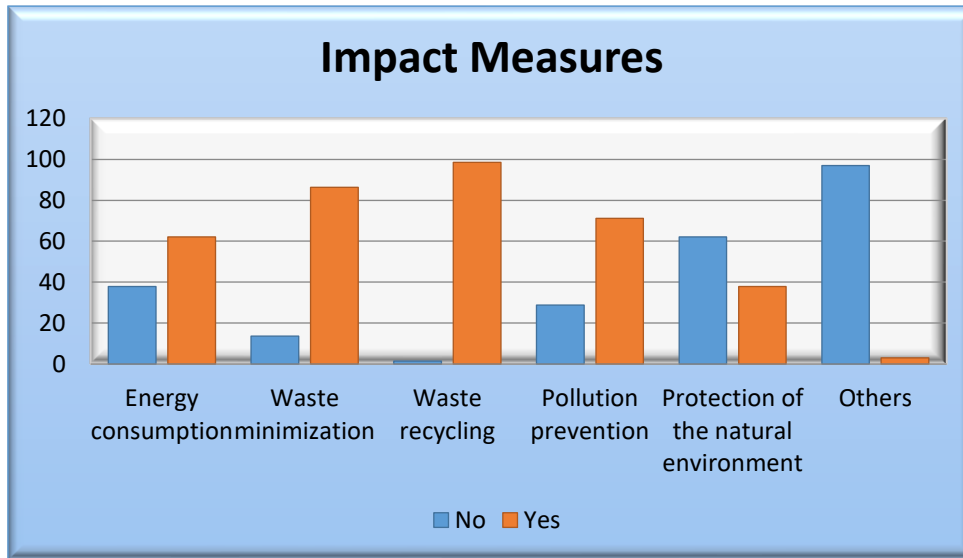


Figure 4.7: Environmental impact measures

Given that tourist companies are concerned about energy consumption, both from an environmental perspective, as well as a cost to themselves in the case of hotels, airlines and restaurants, 62.1 percent of the companies indicated they concentrate on energy consumption as a measure of minimising environmental impact, while 37.9 percent disagreed. Secondly, 86.4 percent indicated they use waste minimisation as a measure of diminishing environmental impact, while 13.6 percent paid scant attention to this.

Almost all of the companies (98.5 percent) indicated they use waste recycling as a measure to mitigate environmental impact, while 1.5 percent did not consider this important. A high percentage of 71.2 companies agreed they use pollution prevention as an environmental measure, while 28.8 percent disagreed. Even though a fair percentage of 37.9 agreed they use protection of the natural environment as an environmental impact measure, the majority (62.1 percent) of the companies did not focus and use their environmental concern in this direction.

Kucukusta *et al.* (2013: 21) observed the ability of the tourism industry to engage with the environmental aspects of CSR. Accommodation establishments in particular focus on trading in a green manner by using recyclable products and selling handmade crafts by

local people in their onsite stores, while minimising the way they pack their products. The establishments try to improve waste management internally and externally by implementing recycling programs. Energy and water conservation is achieved by implementing towel reuse practices, or by monitoring their carbon footprint through customer engagement and professional environmental entities.

1.7. SECTION D: WORKPLACE POLICIES

CSR, among other things, aims to create a balance in all stakeholder involvement in organisations, and among organisational stakeholders, employees are an intrinsic part of an organisation. Workplace policies in CSR, according to Gamble, Thompson and Peteraf (2013: 196), are there to create a working environment that seeks not only to enhance the employee’s quality of living but also the diversification of employees, by having different races, nationalities and genders present, with all factors brought to the workplace. This section deals with the policies of work in companies.

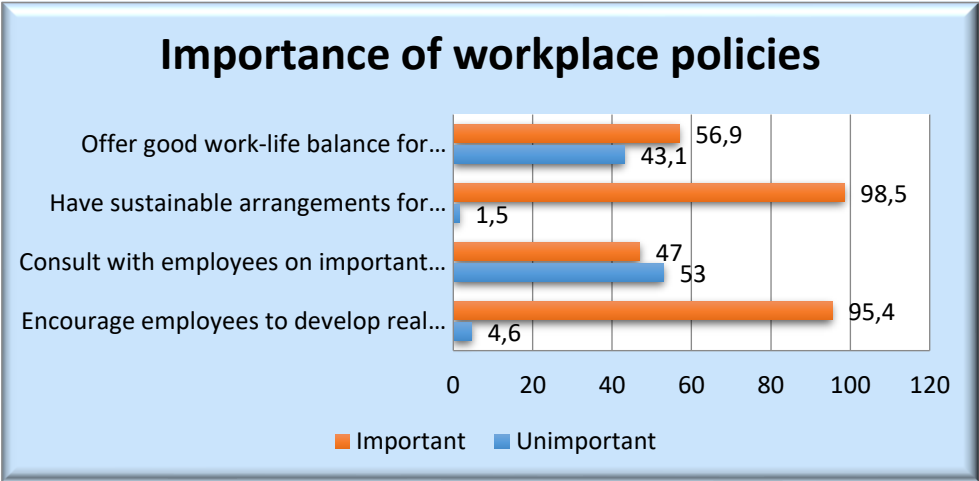


Figure 4.8: Importance of workplace policies for businesses

More than 98 percent (98.5 percent) of the participants (companies) indicated they have sustainable arrangements for employees’ health, safety and welfare. Equally, the majority of the companies (95.4 percent) indicated they encourage their staff to mature in their skills and their long-term career through training; however, 4.6 percent of the companies indicated they do not provide such services to their employees. Sustainable

arrangements for employee's health, safety and welfare deals with matters pertaining to providing a work environment that is free of accidents, ill health and loss of property and equipment. Even though 56.6 percent claim to offer good work–life balance to their employees, a fair proportion of 43.1 percent do not. A fair proportion of 47 percent consult with their employees on important issues. However, the majority of the companies (53 percent) do not consult their employees on important issues.

Lee *et al.* (2013: 1718) state that perceptions of employees of CSR activities play an integral part in increasing employee loyalty and decreasing turnover internally. The analysis data of the work-and-life balance of employees is imperative in understanding workplace policies, insofar as what employees perceive about CSR activities positively impacts their attachment to the organisation. The method in which organisations deal with employees' life-balance, feeds to the definition of the culture of an organisation, which (Lee *et al.* 2013: 1717) defines as facets used by an organisation and its members to manage both internal and external challenges.

1.8. SECTION E: SOCIAL POLICIES

Organisations involved in CSR activities tend to develop reasonable social policies, with positive potential when implemented within the communities in which they operate. A number of dimensions were considered in this regard, such as, diversity in the workplace, engagement in community projects, involvement in both national and international projects, as well as open dialogues with local communities, and financial support to local communities.

As such, this section deals with the social policies implemented by companies in their local community.

1. Engagement in social activities

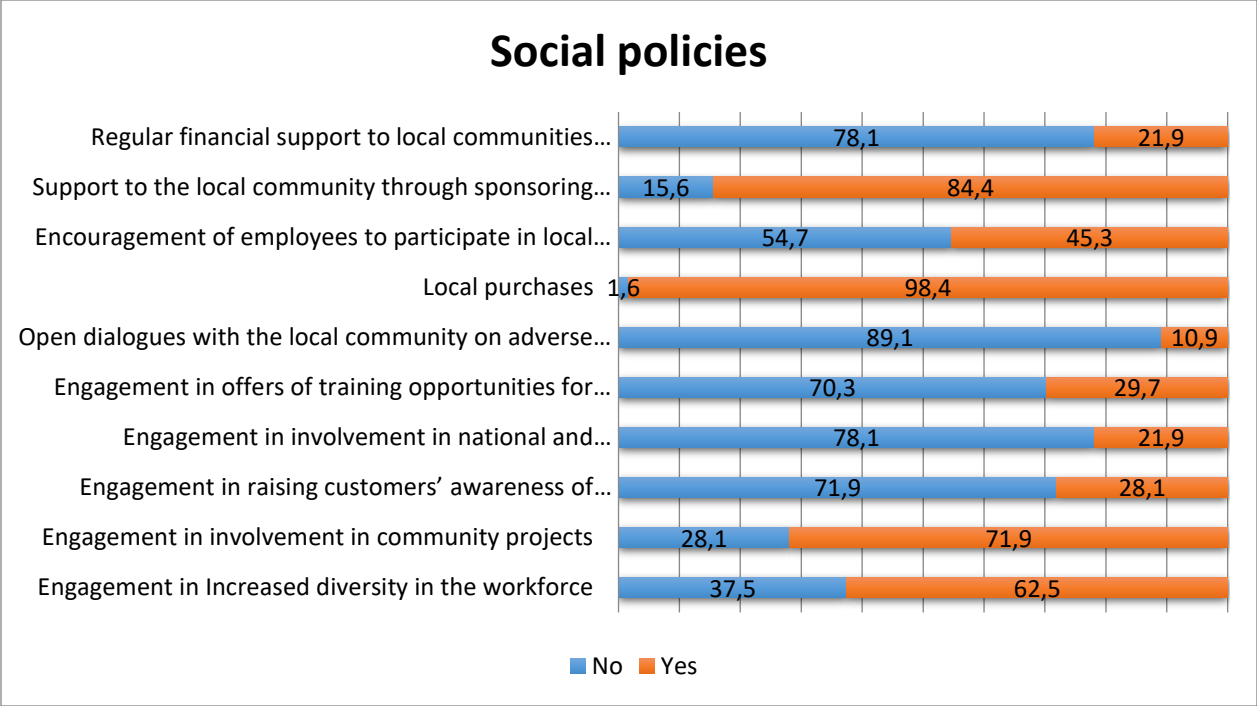


Figure 4.9: Engagement in Social policy activities

1.9. SECTION F: MARKETPLACE POLICIES

Marketplace policies encompass all spheres of CSR, in that they deal with the consumer, external stakeholders (such as suppliers and their involvement in supply chain management), and the community; these are some elements of responsible tourism, as stated in the 1996 White Paper for the Development and Promotion of Tourism in SA.

1. Marketplace policy indicators

The first element of this section comprised investigating whether the selected companies have processes to engage in communication and discussions with guests and business partners. All of the companies (100 percent) responded positively. There was also a 100 percent response from the companies that they do ensure complaints by guests, business suppliers and their partners are settled. The majority (79.8 percent) of the companies agreed they jointly resolve matters raised by responsible entrepreneurship and only 21.2 percent of the companies disagreed. More than 90 percent (93.9 percent) of the companies indicated they offer job creation, while only 6.7 percent did not focus on this

element. A good percentage (73.8 percent) of the companies indicated they have provision for consumers' protection, while 26.2 percent indicated they have made no provision for consumers' protection; this practice is more in keeping with the legislation of the Consumer Protection Act. Only half (50 percent) of the companies stated they provide honesty and quality in all contracts, while the other half (50 percent) do not embody this value system within their contracts. In respect of contributing to the local economic development, approximately (40.9 percent) of the respondents affirmed this.

More than half (62.1 percent) of the companies responded they do not have a policy to ensure proper dealings and fair advertisements, this may be due to the fact that some accommodation establishments are family owned and therefore, they see no importance in following all supply chain processes, however, it is also apparent that corruption is prevalent in the SA society, including tourism. This is a serious indictment in respect of this sector.

The findings show more than half (62.1 percent) of the companies indicated improper dealings and unfair advertisements, with the minority (47.9 percent) indicating the opposite. Moreover, although a fair percentage (43.9 percent) of the companies agreed they clearly and accurately label their products, the remaining percentage indicated they do not clearly and accurately label information about products and services.

1.10. SECTION G: BENEFITS OF CSR ACTIVITIES

Business activities embarked on by organisations are associated with some form of benefits for shareholders and organisations are profit centric, as such, organisations embark on CSR activities for benefits associated with its implementation. Benefits of CSR can be for all stakeholders involved, with Arikan and Guner (2013: 304) finding a major motive behind CSR implementation to be the huge benefits to organisations. It becomes imperative to study the benefits of CSR, which Casado-Diaz *et al.* (2014: 549) explain are comprised of both external and internal benefits of CSR implementation, with customers, employees and the community being among these.

1. CSR benefits

This section examines the benefits gained in implementing CSR and whether it adds value to a company brand.

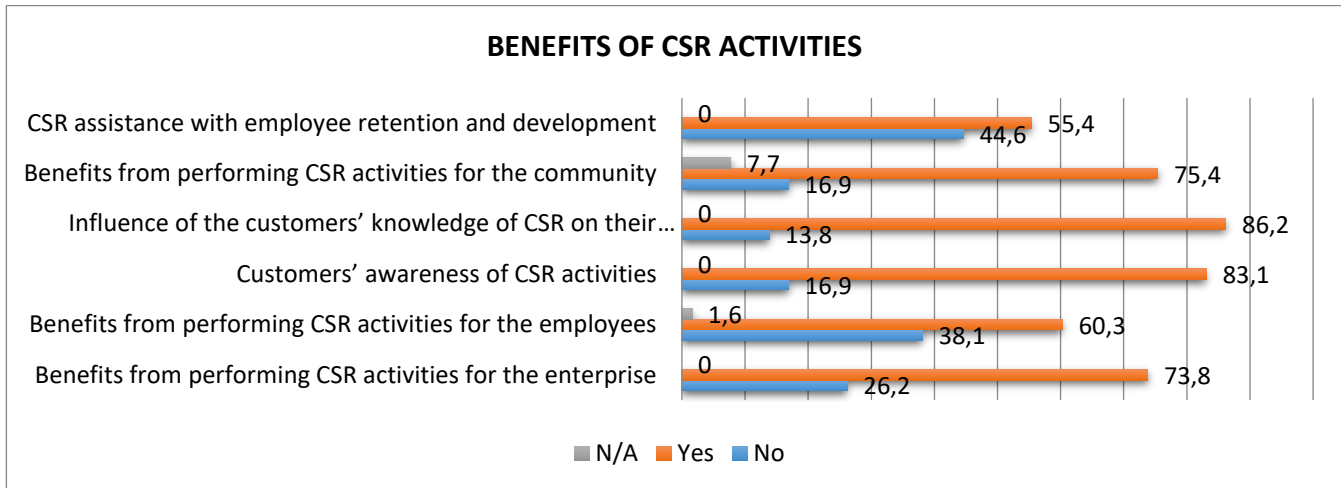


Figure 4.10: Benefits of CSR implementation

1.11. SECTION H: BARRIERS TO CSR ACTIVITIES IN THE DURBAN TOURISM INDUSTRY

There are numerous barriers that continue to hinder CSR implementation within organisations in both developed and developing countries. According to Post and Altma (1994: 67), there are constantly barriers that hamper efforts by management to transform organisations' strategic decisions and their performance thereof. It therefore becomes significant to study the reasons behind non-implementation of CSR in the tourism industry in a developing country, particularly in a city such as Durban, with a booming tourism market.

1. Barriers to CSR implementation

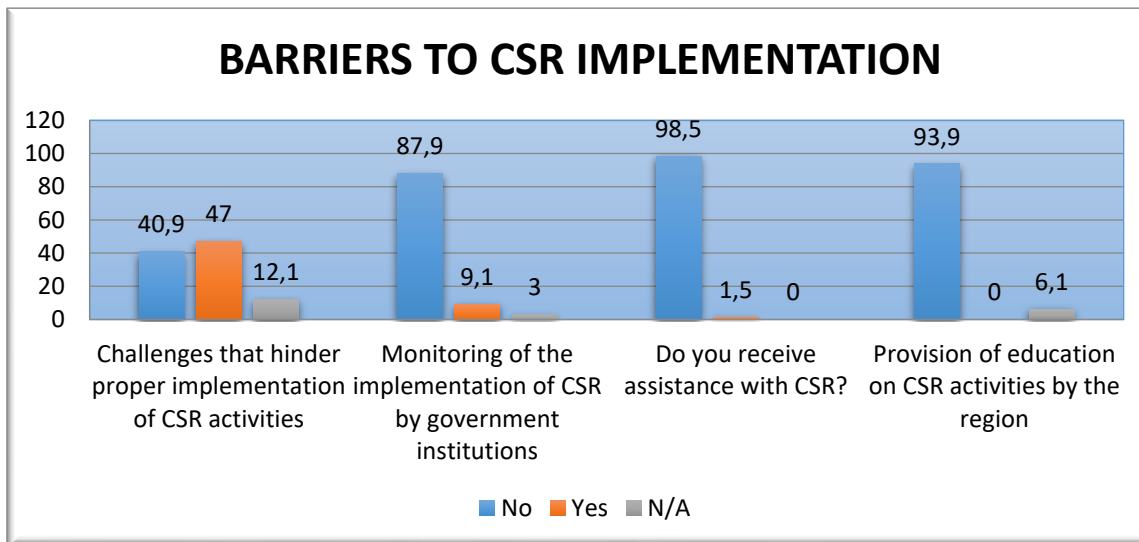


Figure 4.11: Challenges facing marketplace policy implementation

The majority of the companies (98.5 percent) were found to disagree that they receive assistance with CSR, while 1.5 percent agreed. More than 90 percent (93.9 percent) of the companies asserted they do not have provision of education on CSR activities by the region, while 6.1 percent were neutral. Almost 90 percent (87.9 percent) of the companies affirmed not seeing government institutions monitoring CSR activities, while 9.1 percent thought otherwise. Nonetheless, some of the CSR activities instituted by companies, for example in relation to the environment, are monitored indirectly by local government and the DEA (Department of Environmental Affairs). Of the responding companies, 47 percent agreed they face challenges that hinder proper implementation of CSR activities, while 40.9 percent disagreed such was the case.

Post and Altman (1994: 67) identify barriers that continuously disturb efforts by management to transform organisations' strategic decisions and performance thereof, which impacts daily operations. In addition, 47 percent of respondents concur with this statement.

A 1996 White Paper on the Development and promotion of Tourism in SA highlights significant factors of responsible tourism and the role the government plays; however,

accommodation establishments are regarded as private entities and therefore, do not receive any assistance with CSR in terms of tourism.

More than 90 percent (93.9 percent) of the companies asserted they do not make or have provision for education on CSR activities by the region, while 6.1 percent were neutral.

1.12. SECTION I: MONITORING CSR ACTIVITIES

Challenges within CSR implementation have been previously researched, without any breakthrough in addressing these challenges. According to Post and Altman (1994: 67), there are barriers that continue to disturb the efforts by management to transform or implement organizations' strategic decisions, negatively impacting the performance of their daily operations. In a Durban context, it is imperative to understand what respondents believe could address such challenges.

1. Ways of monitoring CSR challenges

The majority (57.6 percent) of the companies indicated they do not know whether there is a singular way of monitoring CSR challenges. Among challenges or barriers stated, the following were evident:

- Financial implications associated with limited budgets;
- Lack of knowledge on CSR global trends and their implementation; and
- Organisational size does not allow for implementing CSR practices, especially for communities.

While 33.3 percent of the responding companies assert there are no ways to monitor such challenges, only 9.1 percent agreed there are ways to monitor such challenges. Among the reasons stated by respondents, more education and training for CSR was seen to assist in monitoring challenges in CSR implementation, with financial assistance from government and local tourism organisations also aiding the process.

1.13. CONCLUSION

A detailed analysis of the study findings was presented, with findings divided into nine sections. These include business profile, nature and type of environmental impact measures, workplace policies, and social policies, as well as marketplace policies, benefits and barriers to CSR activities and ways to monitor CSR activities. An overall conclusion with recommendations is made in the next and final chapter.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This study aimed at assessing current CSR activities employed across the tourism industry in the city of Durban, in the KZN province of SA, particularly in the hospitality and airline industry. A summary of the main results of the study and recommendations on the state of CSR practices in Durban, within the tourism industry, are provided in this chapter. Also covered herein are further study recommendations and conclusions from the study. The key objectives and research questions are discussed below:

5.2. OBJECTIVE ONE: AN EXAMINATION OF CSR ACTIVITIES IN THE DURBAN TOURISM INDUSTRY

Studying CSR activities in a tourist destination plays a pivotal role in ensuring CSR objectives are met by all industries, this includes understanding the CSR challenges faced by destinations. Industry players in the Durban tourism industry, along with the organisations involved in CSR implementation in the industry, consist of different sub-sectors within hospitality establishments and airlines, which implement CSR in different ways and with different activities; some with a variety of well-resourced projects and others to a lesser extent. As seen earlier in Figure 4.6, the overwhelming 98% of businesses operating in the tourism sector in Durban have involved themselves with some type of CSR initiatives.

Of the 98.4 percent, 63.6 percent of the respondents surveyed confirm having a CSR policy in place. This is, of course, a positive approach, in that the industry has taken it upon themselves to mitigate against the negative responses tourism/hospitality receives, especially regarding its impacts on the natural environment. Therefore, through CSR spend issues are addressed that, amongst others, have to contribute to a better environment. Given the nature of the industry, comprised of privately as well as publicly owned businesses, existing environmental policies are to be developed by privately owned entrepreneurs, for example, a bed and breakfast establishment or other industry

businesses that belong to an association such as the Chamber of Commerce, can thus be assisted by the relevant industry bodies. The study shows that in excess of 50 percent of respondents are more than willing to continually be involved in CSR implementation and hence, they draft policies for their own organisation/business; proof that they want to make a difference in the environment and communities they tend to do business or function in.

The number of years that businesses have been in existence greatly influences the businesses' understanding of the various aspects of the industry in which it exists, and functions. As such, the longer businesses have been operational, the more knowledge they will tend to glean of matters pertaining to the industry and further comply with, in terms of industry laid down standards and expectations of the consumer and general community, within the precinct of such businesses. The number of years that businesses have stipulated as having been involved in CSR activities may also be seen as evidence of how long the industry has been engaging in CSR. The study found that the majority of the businesses has been engaging in CSR for between three to six years. Although the airline sector has been in existence for a very long time, their efforts in CSR activities appear to be much more recent. This may be attributed to the pressure the tourism industry is experiencing globally, more so the airline sector. While this was a study in respect of CSR activities, the focus is confined to the tourism industry in Durban and their responsiveness in respect of CSR.

Durban hosts major tourism events throughout the year and draws a great number of tourists throughout the many seasons of the year; there is thus an abundance of opportunities for the engagement of the industry, in respect of implementing CSR activities on a larger scale. Only six percent of businesses indicated having been operational in the industry for less than a year, with many having recently bought the accommodation establishments from previously established businesses. It is a concern for all small owners in the tourism sector that international pressure and competition from big brands force smaller tourist establishments to close down, which could be another

reason that fewer establishments to have been involved in CSR, as evidenced from the study.

Hence, defining CSR in a South African context helps organisations to fully understand the meaning of CSR and what it encompasses and, therefore, gives these organisations greater opportunities to implement CSR, which will ultimately be of benefit to themselves. Academics and corporations do not possess one definition for CSR and the many available are biased towards certain interests, which according to Dahlsrud (2008: 1), prevents the development and implementation of this concept. Font *et al.* (2012: 1545) explain that the CSR concept is widely and loosely used, with no universally accepted definition, involving several aspects that continue to evolve overtime; de Grosbois (2012: 897) concurs, stating that numerous definitions by different authors have unfolded and since evolved, in turn, changing the scope of CSR. Previously, this concept was synonymous with company's philanthropic and voluntary activities.

Hargett and Williams (2009 cited in Robert *et al.* 2011: 336) sought to pursue the understanding behind the definition of CSR, developmental experiences of leaders toward CSR, and the identification of strategies, policies and practices to be implemented to support CSR. Their study concluded that CSR and sustainability are not regarded as an implementable action within major organisations, or by leaders and the workforce (Hargett and Williams 2009). It can therefore be deduced that leaders can benefit from understanding more about CSR activities and systems, and that organisational culture elements are not imperative when initialising and sustaining CSR in business operations world-wide.

Moreover, many businesses in the tourism industry tend to allow for donations in their memoranda of association (Ramlall 2012: 273). They do this for the appearance they need to portray and the rules that relate to authority and business operations. In many ways, it points to how the tourism industry feels about CSR. Although a significant portion of the tourism operators tend to undertake CSR activities, others do not believe themselves to be obligated, which is reflected in the number of establishments without a

CSR policy or those that perform minimal CSR activities, due to the lack of obligation towards CSR implementation. Hence, there is a significant position to be taken in shaping CSR in Durban, not merely for big business, but also for smaller businesses and the development in understanding the role they play, both in their communities as well as in the implementation of CSR.

A great number of CSR elements or aims cannot be fully met when organisations are not legally obligated to achieve CSR initiatives; equally however, one needs to acknowledge that laws and regulations can also hinder growth, especially for smaller businesses. In both tourism and hospitality, it is well understood that SMME make a large contribution and as such, over-regulation can hinder growth of the sector.

Small businesses contribute 30% to SA's GDP – which is less than small businesses in developed countries that contribute around 50% to the GDP and those in Asia that contribute around 40%. With regard to employment, SMME in SA absorb about 70% to 80% of the employed population and contribute less than 4% to export earnings, leaving a large margin for growth. In a 2015 survey on SMME, the following factors that are constraining growth and which need to be addressed were listed: burdensome regulations (40%), lack of skills (38%), local economic conditions (37%) and the cost of labour (32%).

(Top Performing 2017)

This indicates a strong challenge to SMME by “burdensome regulation (40%)”. Hence, there is an observation that over regulation can kill the SMME sector.

CSR spend in tourism is found mainly in environmental aspects of the industry. Establishment owners acknowledge the many effects tourism has on the environment, as stated by Yusof and Jamaludin 2013: 422) that the tourism industry is environmentally harmful, with large totals of soft-durable goods, wastewater and energy and carbon emissions produced and therefore have initiatives that are focused on such. Given these

observations, the industry views CSR as an important aspect in the industry and it continues to benefit organisations, communities and all relevant stakeholders.

Objective one was an examination of CSR activities in the Durban tourism industry, which is followed by objective two, wherein the nature and type of CSR activities are examined in relation to the study findings.

5.3. OBJECTIVE TWO: THE NATURE AND TYPE OF CSR ACTIVITIES PRACTICED BY THE TOURISM INDUSTRY IN DURBAN

Themes and goals become imperative when measuring the nature and type of CSR activities in tourism studies for airlines and hotels in CSR, therefore, this study used similar themes and goals to measure the extent and type of CSR activities the industry engages in, as evidenced from previous studies.

The basic focus of “green approaches” is aimed at a reduction in energy, water and waste consumption. The green approaches concept focuses on the 3Rs, namely reuse, reduce and recycle, along with the 2Es – energy and efficiency. The tourism industry in Durban has been found to have adopted the green approaches concept, through: the use of indoor air quality control measures such as air humidifiers; noise reduction by installing sound proof wall units; purchasing of green products and materials; and paperless technologies; as well as environmental education; and community service.

Multiple respondents in this study confirm having to manage with the recent drought problem in KZN and therefore, moved rapidly to find alternative ways to combat water shortages and other energy difficulties. Hence, by having rainwater harvesting systems, installing renewable energy components, such as solar panels, waste recycling, and energy efficient lighting and use of local materials, the tourism industry while mitigating their business risks, also indirectly contributed to a cleaner and greener economy. The spin-off of this has resulted in some of the benefits being claimed as CSR activities.

The findings in this study reveal that environmental impact measures/ and or activities are at the forefront of CSR activities for both airlines and the hotel sector. Activities with environmental impact measures include the following: minimising energy consumption, such as using energy saving globes and using solar panels; waste minimisation; waste recycling; and protection of the natural environment, with 98.5 percent of responding companies indicating the use of waste recycling methods and a large percentage of respondents claiming to use biodegradable products. Merwe and Wocke (2007: 6) also found that at least 47 percent of SA respondents implemented at least six environmental elements. Yusof and Jamaludin (2013: 425), in studying Malaysian hotels found that 100 percent of the respondent hotels make use of locally produced goods by using natural compounds in their production, with only 50 percent making use of recycled materials and products. Further findings show that only resorts use recycled materials in their operations.

Other themes used to measure the extent of CSR engagement and the type of activities were workplace policies, social policies and marketplace policies. A high response rate of 98.5 percent of managers pointed to having placed importance on marketplace policies, with activities such as providing training for employees and having arrangements for the health, safety and welfare of their employees. This tends to affirm the importance companies place in respect of their employees and the role they play, especially in contributing, amongst others, to the profitability of the organisation.

Despite the minimal financial support, the tourism industry players give to local projects in monetary terms; at least 84.4 percent of the responding companies indicated support of their local communities through other sponsorships, such as the giving of blankets during winter periods, food parcels to local old age homes and orphanages, old furniture, and so on. Many of the survey respondents noted that they purchase from local suppliers, further indicating their involvement in raising customer awareness in respect of sustainable development. The tourism industry's involvement in their local community plays a significant role in understanding what CSR aims to achieve, which is ensuring

that all stakeholders are able to receive a share of profits or benefits, in one way or another.

The existence of marketplace indicators is a great aid in respect of CSR activities and the monitoring thereof. Job creation is among the first important aspects indicated by the industry. In a country with an unemployment rate of 27.7 percent, job creating industries are imperative. Many respondents pointed out that they run internship programmes for graduates at their establishments, to assist students that require points for graduation, with some students becoming permanent employees at these establishments. They also employ people from the communities they operate in, which is CSR's responsibility.

The study further reveals extensive provision continuously being made for consumer protection, as well as registration of resolution of complaints from customers and business partners, which becomes an indication of the position the industry has taken on all their stakeholders, as well as the open dialogue with customers they engage in. An example is the creation of websites, such as Tripadvisor, which make provision in ensuring that guests can rate and write reviews on accommodation establishments to ensure any complaints are dealt with.

A study by Kroesen (2013) investigates the viewpoints of people on air travel, finding that, on the one hand, respondents at establishments are provided with surveys in their rooms, containing questions relating to the stay of guests, seeking to find ways to enhance the stay of guests or investigate their complaints. On the other hand, airlines have a complaints and recommendation section on their website, to ensure that passenger complaints are resolved. In the city of Durban, the promotion and marketing of the city falls under Durban Tourism, which has a department specifically responsible for tourism product quality. The department has tourism inspectors responsible for receiving and investigation of complaints from tourists and reaching a resolution. This method ensures that, should an establishment not work towards complaints resolution, an authoritative department ensures a solution is reached and the guest is kept satisfied.

5.4. OBJECTIVE THREE: THE BENEFITS OF CSR ACTIVITIES FOR THE TOURISM SECTOR IN DURBAN

The third critical element of this study was to focus on the benefits of CSR activities for the tourism sector. Various studies, such as Casado-Diaz *et al.* (2014), Park and Levy (2014), as well as Skinner and Mersham (2008), point out that CSR has been viewed as a principal organisational plan and results in an organisation being in a superior position.

Examining the benefits derived from CSR implementation played a significant role in understanding which organisations differ in their engagement strategies or those that do not engage in CSR at all. The study revealed that organisations that implemented a CSR policy and programme received benefits accruing to not only to the organisation but also the employees, along with the community they operate in. More detail is provided in respect of the issue of benefits to these various interest groupings.

5.4.1. CSR positively effects customer satisfaction and loyalty

CSR directly influences the loyalty of customers, as observed by Sureshchandar (2002 cited in Arikan and Guner 2013: 306). Previous studies show customers' understanding of responsibility reinforces devotion to the business, with the nature of organisations being transmitted through such behaviour. A hotel, for example, improves its image and reputation by being seen to be a socially responsible organisation.

Trends, globally, have led to customers becoming more conscious about greening, conservation and preservation, which has led them to utilise accommodation facilities and establishments that engage in CSR. This study confirms this trend of CSR investment by businesses does influence the customer's choice in selecting which services to use. Consequently, the information gathered has found the companies surveyed for this study, perform CSR activities in order to retain their client base, as well as obtain additional business, which ultimately leads to higher revenue and to increased profits. CSR also directly influences the loyalty of consumers.

Interestingly, the companies participating in this study pointed out that during certain seasons of the year, they tend to house the same guests at their establishments and have been doing so for years, with these guests not objecting even when there have been increased price rates for the service. While one could attribute this to a number of factors influencing the customer's decision to repeatedly use the services of the same provider or establishment, a factor that has been shown to shape such decisions more and more has been the implementation of CSR activities, especially around matters of sustainability and environmental concerns in the fields of tourism.

Previous research that studied airline and hotel specific CSR benefits (Casado-Diaz *et al.* 2014: 549) found that customer satisfaction does not mind high prices, because a good reputation by CSR builds reliable customers. CSR also reduces risk due to improved stakeholder relations and avoidance of conflict between firms, employees, communities and society.

5.4.2. CSR leads to employee retention and loyalty

The study further revealed that CSR leads to employee retention and loyalty. This benefit confirms previous studies regarding the benefits from CSR implementation, such as Casado-Diaz *et al.* (2014: 549), who place employee retention as a direct internal benefit for organisations. Kucukusta *et al.* (2013: 21) states that good employees are an organisation's biggest asset, more especially in service industries, such as tourism; the more employees that are committed to their job, the more the quality of services provided increases.

As pointed out previously, CSR implementation not only benefits organisations, but also employees and the community. Employee development is a significant component of a CSR programme and this benefits both employees, as well as the communities. The study points to 95.4 percent of organisations that encourage their workers in developing their skills and careers through training. Training programmes provided have led to some employees being appointed as managers of hotels and airlines, with others having used the training and development opportunities provided to further their careers in other

industries. Respondents have also indicated enrolment of their employees to acquire computer skills, such as Microsoft Word, Excel and PowerPoint, whilst others stated their employees have been enrolled in courses for customer service handling and relationship management, while some affirmed their employees are sent to hospitality school for chef training programmes.

Airline programmes for employees are more diverse and open up a much bigger avenue for further training within the individual airline or even in support facilities to the airlines, such as the Airports Company of South Africa (ACSA) and the Dube Tradeport. Among the initiatives for employee training, airlines ensure that their employees study in fields related to tourism, marketing and management, with Mango as an example of an airline that offers scholarships for their permanent employees. Equally, employees have received opportunities such as being employed by international airlines and these include an airhostess programme.

5.4.3. CSR benefits communities

The many community programmes sponsored by the respondents benefit communities. Examples are the tourism establishments in the Sapphire Coast and Hillcrest regions in KZN, which sponsor community programmes that benefit disadvantaged communities. Students also receive internships at airlines, with hotels reaping the benefit from such CSR activities. The study, moreover, revealed that CSR activities of the tourism industry not only benefit the organisations but also all stakeholders in Durban, from the economy, to employees, the community and everyone directly or indirectly involved.

5.5. OBJECTIVE FOUR: BARRIERS TO CSR ACTIVITIES FOR THE DURBAN TOURISM SECTOR

Barriers identified in this study that may hinder proper implementation of a CSR policy and programme for any organisation are now examined. Among many challenges identified by the study was that some organisations were increasingly making use of CSR practices to place their corporate brand in the minds of their customers. CSR not only encompasses aspects directed at customer retention and environmental aspects, but also

takes ethical consideration and societal aspects of the industry into account. Organisations are now reporting or rather concentrating on CSR activities directed at ensuring they receive repeat customers, while in some instances, simultaneously neglecting their responsibility to the community in which they exist.

Hospitality companies tend to communicate environmental CSR activities, as evidenced by universal practices communicated to guests, which include: reusing towels; environmentally friendly products; and turning food into compost. Employing locals, promoting conservation locally and changing the image of the hotel are now less important to respondent establishments, with only initiatives such as buying from local suppliers, identified. Should increasing profit margins be the only reason for CSR implementation, intervention is needed to not only create proper awareness but also establish a more foundational understanding of what CSR encompasses.

The study shows tourism organisations in Durban are increasingly adhering to and demonstrating their commitment to CSR, while there are others who are unfortunately struggling with the effort, having started implementation but failing to or doing minimal CSR activities. A reason for the latter group difficulty may be ascribed to how CSR has developed over a period of time, as observed by Lindgreen and Swaen (2010: 1). This shows reflection of the various theory influences, including theories by agencies, institutional theories, and resource-based views of firms that have resulted in various conceptualisations of CSR.

For many institutions, CSR still remains in an undeveloped or rather incomplete stage and the stipulated approaches to CSR are baffling to theories and unattainable by those who practice CSR. Financial constraints were found to be the prevailing barrier against the completion of CSR activities. This was evident in the number of organisations that stated they do not receive any assistance for CSR implementation. The reason stated by businesses is that “the size of their establishment does not allow them to have the necessary budget for CSR activities”; it is true that organisational size does affect CSR implementation and understanding this is an important factor when studying an

organisation's attempt to gain strategic value from CSR. In Latin America, for example, SME's CSR practices are limited to ethical and religious factors, concerns for workers' improvement to profits and maintenance of good relations (Pastrana and Sriramesh 2014: 15).

Firm size affects strategic motivation, which has positive effects on CSR participation. Udayasankar (2008: 167) believes that, with larger organisations having more social impacts given their activities, it is an expectation that they be socially responsible. Furthermore, the bigger the visibility of organisations, such as that of larger organisations, the more socially responsible they are expected to be, while in the case of smaller firms, they face less pressure or gain little from CSR (Udayasankar 2008: 168). Obalola *et al.* (2009:116) claim that, in Africa, factors that continue to affect CSR adoption and implementation are financial growth and development, ownership structure, privatisation, and legal development, as well as governance, in the business world.

This study also revealed that the provision of education on CSR activities by regional authorities is not available, both at local municipality or at provincial or even at CTO level. This observation affirms previous studies that have shown the main barriers to CSR in SMME are a lack of awareness and knowledge. Moreover, there has been a lack of understanding that CSR is more of an obligation by law and business ethics.

In Egypt, for example, CSR is still in its early stages and this on its own means, with public agencies still discussing the concept (Obalola, Omateso and Adelopo 2009: 122). Additionally, the attempts at its implementation have been hindered by bureaucratic and other barriers. It is also not seen as a top strategic issue and communication regarding CSR is still unregulated and very low. This observation is also reflective of the Durban tourism industry through this study, in that CSR is still in its early stages and smaller businesses are still trying to ascertain their role in the implementation. Nonetheless, studies show a lack of interest in issues of CSR due to the perceived lack of impact small organisations have on their communities along with the lack of time and scarcity of

resources with which to implement CSR activities. **OBJECTIVE FIVE: MEASURES TO ADDRESS BARRIERS TO CSR ACTIVITIES IN THE DURBAN TOURISM SECTOR**

The best way forward is to look at stakeholder engagement. To successfully implement CSR, businesses should build bridges with stakeholders by encouraging discussions and practices to engage them to achieve similar goals and win their support in the path chosen by organisations. Stakeholder engagement then becomes CSR in action.

This study also revealed that, when respondents were asked what they believe should happen when it comes to CSR, they responded by asking for more information and education about CSR. However, every stakeholder has an integral part to play when it comes to understanding CSR and its implementation. Carroll's (1999) pyramid of CSR speaks of philanthropic, ethical, legal and economic responsibilities of organisations and as such, the industry needs to adopt a comprehensive stance on these responsibilities and understand the integral part they play in CSR. More so, the understanding of their role being more significant than that of government, would lead to better implementation programmes and subsequently, changes. All stakeholders are to play a role towards forming and maintaining strategic partnerships.

Major barriers to CSR implementation are focused on a large number of accommodation establishments in Durban being small businesses and as such, major allowances need to be made where CSR implementation in SMME is concerned.

5.6. RECOMMENDATIONS

Some research proves that SMME foster a different orientation of CSR in intimate and personalised stakeholder relations and moderate innovation, limited institutionalisation of CSR processes, and limited identification with the business case for CSR. More research is needed to identify the peculiarities of practicing CSR SMME and to emphasise the business case of CSR among tourism SMME. Managers of accommodation establishments that fall within the category of small businesses should continue to seek assistance from tourism bodies and organisations for incentives for cooperate social responsibility practices. The small establishments communicated their lack of budget as

a hindrances to CSR practices and going forward, however, many CSR initiative already fall within areas that are paramount to the running of the hospitality and tourism sector, and once CSR is not treated as a side matter and is incorporated in their everyday dealings.

The tourism industry in Durban needs to further look at activities that may be unique to Durban and may assist the both the city and the tourism industry in playing a pivotal role in CSR implementation. Studies of other smaller industry players in other countries or regions. The hospitality industry in Durban consists mostly of SME's and as such, this is to be studied also in the sphere of tourism and hospitality. Major international airlines brands invest largely on their social initiatives and South African brands should study the initiatives implemented and henceforth implement them on a South African scale.

Multiple future academic research agendas can be identified. In marketing, these include, market research designed to explore what sustainability means to customers, holiday companies, travel agents and consultants, if and why such stakeholders think it is important, on the characteristics of consumers that care about sustainability and on the extent to which such consumers are willing to change their patterns of hotel patronage. Research might also focus on how sustainability issues are managed with hotelier/supplier relationships and on the locus of and impact of power within such relationships. Research into stakeholder perceptions of the relative importance of external factors, for example, statutory regulation, global economic change and reputation, and internal factors, for example, efficiencies in operating costs and the desire to recruit and retain creative and talented employees, would be valuable in helping to more fully understand the development of the leading hotel chains' commitments to sustainability. Such research might be profitably complemented by investigations into the factors influencing, and the challenges facing, those hotel chains which have, to date, made limited commitments to sustainability. Companies in the tourism industry are reporting considerably on environmental practices, thus, future studies should also look at what SA tourism and the hospitality industry is doing towards addressing challenges of a socio-

economic nature in communities and how to ensure proper implementation of these strategies.

5.7. CONCLUSION

This study was conducted with the aim to assess current CSR activities employed across the tourism industry in Durban, KZN, particularly in the hospitality and airline industries. This involved exploring present CSR activities in tourism plus the benefits experienced, accumulated to hotels. CSR activities are continuously discussed in trade magazines; this study contributes to the ongoing dialogue. Looking at facts from verifiable studies in this area that focus on the environment, this study presents current happenings in CSR from a comprehensive view, in alignment with concepts current to CSR.

Although CSR is seen as a significant characteristic of present day business operations, developing a CSR orientation within an organisation is a recent occurrence. CSR implementation for organisations represents determinants for any business, nonetheless, current implementation guidelines for CSR and the confirmable criteria do not possess enough factual support and managers receive inadequate suggestions (Porter and Kramer 2006: 5). The question then remains; can all practices be counted as responsible CSR behaviour? This question can be answered by noting CSR as a representation of an organisation's continued commitment to ethical behaviour and its contribution to economic development, with improvements in the worker's quality of life and society at large.

The understanding from the study is that, to be able to measure the extent of CSR implementation, one needs to properly define and study the views of organisations, as well as all factors surrounding CSR in SA. From the study findings, we can deduce, it is seen that there is a limited understanding among respondents as to what constitutes CSR implementation. The World Business Council for Sustainable Development (2008: 3) refers to CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" and to broadly conceptualise CSR does little in assisting organisational

focus and clarifying activities regarded as CSR. Previous literature has broadly attempted to explain what constitutes CSR activities but there has been minimum progress within the tourism/hospitality industry.

Until we begin to understand CSR, the industry cannot properly claim to be practicing it fully. With sustainability concepts' popularity, our understanding of CSR has remained limited. Accommodation establishments communicate CSR activities under a sustainability banner, or what is currently known to be sustainable hospitality, which is confusing when studying tourism or aiming to understand it.

Major CSR research is centred mostly on bigger, publicly traded organisations and this still holds true. Minimal data are understood or being studied pertaining to CSR and its implementation in SME, with their multiple structures of ownership. Based on the study findings, one can concur that the focus is mostly on large organisations, taking the challenges stated by SMME in CSR implementation into consideration. Based on the study findings, it is also evident that small enterprises should not be treated in the same manner as their larger counterparts, due to the experiences and financial implications of the two different organisation sizes, when it comes to CSR.

With prospective interest having brought CSR to the fore in the tourism industry and individual properties, there is ambiguity in the activities that comprise CSR. The study has revealed major benefits that can be derived from CSR by all stakeholders, which has been stipulated in previous research. Multiple propellants for CSR implementation exist in the tourism industry, driven by profits, brand positioning, ethics, and regulation pressures, as well as worker relationships. Particularly in the accommodation sector, implementation of green practices results in cost savings.

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APPENDICES

Appendix 1 – Durban West: Permission to conduct research



DURBAN WEST COMMUNITY TOURISM ORGANISATION

(An EThekweni Inner West CTO Initiative)

BOX 1261 WANDSBECK 3630

KWA-ZULU NATAL SOUTH AFRICA

TEL: 060 926 7694

Non-Profit Company 2012/088985/08



Dear Durban West Member,

A student Thembeke Doncabe, who is a Master's student at Durban University of Technology, may email you as part of her research to request that you fill in her questionnaire.

This information is only for her research purposes and will not be used in any other way or distrusted to any other persons.

Her study is based on corporate social responsibility in the tourism industry in Durban. The topic of her research is **“An appraisal of Corporate Social Responsibility (CSR) initiatives in the tourism industry in Durban”**.

She will attach a letter of consent and a letter from her supervision who you may contact for any further clarification.

Her email address

thembekad@gmail.com

078 036 8579

Kind regards

Julia Cullinan



Where Business is Always a Pleasure



The **Official CTO of Durban West** –Including:-sherwood.mayville.cato manor.chesterville. Bellair.westville.reservoir hills. Pinetown. Cowies hill. New Germany, Chatsworth mariannahill.queensburgh.westmead.sarnia

Appendix 2 – Durban Tourism: Permission to conduct research

**BUSINESS SUPPORT, TOURISM & MARKETS UNIT
DURBAN TOURISM DEPARTMENT**

90 Florida Road, Morningside, Durban, 4000
P O Box 1044, Durban, 4000
Tel: 031 322 4164 Fax: 031 303 9134
Web: <http://www.durbanexperience.co.za>



20 July 2016

**Letter to conduct research for Corporate Social Responsibility initiatives in
accommodation establishments in Durban.**

To whom it may concern:

Thembeke Doncabe, a Masters student in the Management Sciences Faculty, Hospitality and Tourism Department at Durban University of Technology has formally requested permission to interview establishments in Durban and use the data collected. She would like to use the data collected for her Masters dissertation titled “An appraisal of Corporate Social Responsibility (CSR) initiatives in the tourism industry in Durban”: The dissertation will acknowledge the establishments and Durban Tourism and will be shared if requested.

This certifies that Durban Tourism has granted permission to Thembeke Doncabe to conduct the research and therefore requests that you assist her with her studies.

Her contact details are as follows should you wish to contact her:

Cellphone number: 078 036 8579

Email address: thembekad@gmail.com

Yours in Tourism

Roshni Mehta

Researcher: Business Intelligence and Product Quality

Durban Tourism

eThekweni Municipality

Tel: +27 31 322 4181

Mobile: +27 83 701 4967

Email: roshni.mehta@durban.gov.za

Signature:

Thembeke Doncabe

Appendix 3 – Participant consent

169 Berea Road
1303 Brynston Heights
Durban
03 February 2017

LETTER OF INFORMATION AND CONSENT

An appraisal of Corporate Social Responsibility (CSR) initiatives in the tourism industry in Durban.

Dear Participant

I am currently undertaking a research project as part of my studies towards a Masters in Management Sciences: Tourism at Durban University of Technology. The study aims to assess the current corporate social responsibility activities employed across the tourism industry in Durban KwaZulu-Natal.

Would you agree to complete a questionnaire for the study? The questionnaire will take approximately 15 minutes. Participation is voluntary and you are free to withdraw from the study at any time without giving reason, and without prejudice or any adverse consequences. The information you will give will only be used for research purposes and will be aggregated with other responses and only overall or average information will be used. Your identity and individual answers will be kept totally confidential. Should you wish to discuss this further please feel free to contact me or my supervisor Dr G. Chetty 031 373 6876 or gopsc@dut.ac.za or the IREC Administrator, Ms Lavisha Deonarian 031 373 2900 or lavishad@dut.ac.za

Your assistance will be highly appreciated.

Yours faithfully
Thembeke Doncabe
078 036 8579
thembekad@gmail.com

Please complete the following as confirmation of your willingness to participate in this research project:

I,, have adequately discussed the study with the researcher, understand that I may withdraw from it at any time without giving reasons, and voluntarily agree to participate by completing a questionnaire.

Signature: Date:

Annexure 4 – Questionnaire SECTION A - BUSINESS PROFILE

Name of business: _____

Business sector

<input type="checkbox"/>	Airline
<input type="checkbox"/>	Accommodation

Star grading of business

1 Star	2 Star	3 Star	4 Star	5 Star	Not graded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Location of business

<input type="checkbox"/>	Sapphire Coast - Amanzimtoti Region	<input type="checkbox"/>
<input type="checkbox"/>	Durban Central Region	<input type="checkbox"/>
<input type="checkbox"/>	Durban West Region	<input type="checkbox"/>
<input type="checkbox"/>	1000 Hills Region	<input type="checkbox"/>
<input type="checkbox"/>	Umhlanga Region	<input type="checkbox"/>
<input type="checkbox"/>	Inanda Region	<input type="checkbox"/>

How many years has the business been in operation?

<input type="checkbox"/>	Less than 1 year
<input type="checkbox"/>	1-5 years
<input type="checkbox"/>	5-10 years
<input type="checkbox"/>	More than 10 years

How many staff members are currently employed in the business?

<input type="checkbox"/>	Less than 10 employees	<input type="checkbox"/>
<input type="checkbox"/>	10-20 employees	<input type="checkbox"/>
<input type="checkbox"/>	21-30 employees	<input type="checkbox"/>
<input type="checkbox"/>	31-50 employees	<input type="checkbox"/>
<input type="checkbox"/>	More than 50 employees	<input type="checkbox"/>

SECTION B – CSR (Corporate Social Responsibility) THEMES AND GOALS

Tick the appropriate box, one most relevant to your company.

How long has the business been engaging in CSR?

<input type="checkbox"/>	Less than 1 year	<input type="checkbox"/>
<input type="checkbox"/>	1-3 years	<input type="checkbox"/>
<input type="checkbox"/>	3-6 years	<input type="checkbox"/>
<input type="checkbox"/>	More than 6 years	<input type="checkbox"/>

Do you have a CSR policy in place?

Yes

No

What does corporate social responsibility mean for your business?

Does your business engage in any CSR activities?

Yes

No

ENVIRONMENTAL POLICY

Which of the following environmental impact measures does this company concentrate on?

Energy consumption	<input type="checkbox"/>
Waste Minimization	<input type="checkbox"/>
Waste recycling	<input type="checkbox"/>
Pollution prevention	<input type="checkbox"/>
Protection of the natural environment	<input type="checkbox"/>
Other, please specify _____	

Does your organization have a formal written environmental policy in place?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Choose the answer that is most relevant to the activities of your business.

	YES	NO	N/A
Does your enterprise benefit by reducing its environmental impact (e.g. by recycling, reducing energy consumption)			
Do you benefit by your activities on preventing pollution?			
Do you consider the potential environmental impacts when developing new products and services (e.g. assessing energy usage, recyclability or pollution generation)?			
Does your enterprise supply clear and accurate environmental information on its products and services?			
Does your enterprise provide clear and accurate environmental information on activities to customers, suppliers, local community?			
Does the local community receive clear information and accurate pertaining to your environmental issues			

WORKPLACE POLICIES

From a scale of 1 to 5, 1 - Unimportant, 2 - Slightly important, 3 - Important, 4 - Very Important, 5 - Extremely important. Rate the following:

	Unimportant	Slightly important	Important	Very Important	Extremely important
13. Do you encourage your employees to develop real skills and long term careers by providing training?					
14. Do you consult with employees on important issues?					
15. Does your enterprise have sustainable arrangements for health, safety and welfare that provide sufficient workplace protection for your employees?					
16. Does your enterprise offer good work-life balance for its employees, i.e. by considering flexible working conditions or allowing employees to work from home?					

SOCIAL POLICIES

17. In terms of diversity and social equity, which in the following does your business mostly engages in?

- Increased diversity in the workforce
- Involvement in community projects
- Raise customer awareness of sustainable development
- Involvement in national and international projects

	YES	NO
18. Does your company offer training opportunities for the local community?		
19. Do you have open dialogues with the local community on adverse or sensitive issues that involve your enterprise?		
20. Does your enterprise try to purchase locally?		
21. Are your employees encouraged to participate in local community activities (e.g. providing employee time and expertise, or other practical help)?		
22. Does your company support the local community through sponsoring projects that offer better quality of life?		
23. Does your enterprise give regular financial support to local community activities and projects (e.g. charitable events)?		

MARKETPLACE POLICIES

24. Which of the following does your business mostly encourage? Tick the box below.

- Improving procurement practices
- Job creation
- Contributing to local economic development

	YES	NO
25. Does your company have a policy to ensure honesty and quality in all its contracts?		
26. Does your company have a policy to ensure proper dealings and fair advertising?		
27. Does your company have a policy to ensure provision for consumer protection?		
28. Does your enterprise supply clear and accurate information and labelling about products and services, including its after-sales obligations?		
29. Does your company work together with other companies or other organisations to address issues raised by responsible entrepreneurship?		
30. Does your enterprise register and resolve complaints from customers, suppliers and business partners?		
31. Does your company have a process to ensure effective feedback, consultation and/or dialogue with customers, suppliers and the other people you do business with?		

32. List CSR activities your business directs towards each of the following:

Environmental management	
Workplace policies	
Marketplace policies	
Social policies	

33. From a scale of 1 to 5, rate the importance of CSR for your business.

- Unimportant
- Slightly important
- Important
- Very Important
- Extremely important

	YES	NO	N.A
35. Do you experience benefits from performing corporate social responsibility activities?			
36. Are there benefits from performing corporate social responsibility activities, for employees?			
37. Are customers aware of your CSR activities?			
38. Do you believe the consumer's knowledge of CSR influence their choice of service providers?			
39. Has the community accepted your business and are they benefitting from CSR activities?			
40. Does CSR assist with employee retention and employee development?			

41. Please describe how your employees' view the company's CSR activities.

42. How has the community benefited from your CSR activities?

43. What challenges have you experienced in CSR implementation?

44. Are there ways to monitor such challenges?

- Yes
- No
- I don't know

	YES	NO	N.A
45. Are there challenges that hinder proper implementation of CSR activities?			
46. Are there government institutions monitoring the implementation of CSR activities?			
47. Do you receive assistance with CSR?			
48. Does your region provide education on CSR activities?			

49. What do you believe could be done to improve and encourage CSR?

THANK YOU FOR YOUR TIME AND PARTICIPATION

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by Thembeke Donabe

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28 October 2018

To whom it may concern:

CERTIFICATE OF EDITING & AUTHENTICATION

I have proofread and edited the language, grammar and flow of the following Master’s thesis, according to institutional parameters advised and certify that the contents are, to the best of my knowledge, the author’s own work:

**An appraisal of Corporate Social Responsibility (CSR) initiatives in the tourism industry
in Durban, KwaZulu-Natal**

by

Thembecka Doncahe

With thanks.

H. S. Richter
