UNIVERSITY OF EDUCATION, WINNEBA

ASSESSING SUSTAINABLE PRACTICES OF HOTELS IN THE BONO

REGION: THE ROLE OF MANAGEMENT

PATIENCE KYEI

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(Catering and Hospitality) degree.

DECEMBER, 2020

DECLARATION

STUDENT'S DECLARATION

I, **Patience Kyei**, hereby declare that this thesis with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original research and has not been submitted, either in parts or in whole for another degree in this University or elsewhere.

SIGNATURE: ………………………………….

DATE: …………................……………………

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **DR. MRS. ELLEN LOUISE OLU FAGBEMI**

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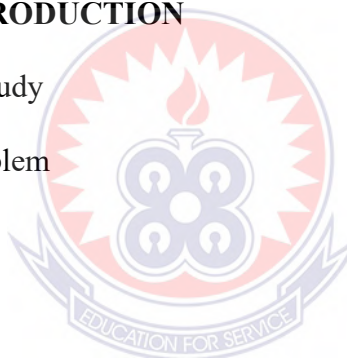
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ACKNOWLEDGMENTS

DEDICATION

To the Almighty God for seeing me through to this far. Without His Divine help it would simply have been impossible.

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ABSTRACT

The study seeks to examine sustainable practices of hotels in the Bono Region. Descriptive research design was adopted for the study. Using the convenience sampling procedure, 194 respondents comprising of 108 employees and 86 managers were involved in the study. Two sets of questionnaire (for managers and employees) were used to gather the requisite data for the study. Data were analysed through the computation of frequencies, percentages, means and standard deviations, independents samples t-test, ANOVA, as well as Pearson's Product Moment Correlation Coefficient. The results of the study showed that the hotels did not adhere to most of the specific management practices that promote environmental sustainability. The respondents agreed with the mean of 2.00 that the hotels did not plant live trees for both beautification and fresh air. Again, the respondents agreed with the mean of 2.25 that the hotels did not recycle waste material. Also, both staff and management had negative attitude towards sustainable practices. Again, the respondents agreed that there were number of challenges in the implementation of sustainable practices. These included lack of the following; support from staff education and training and guidance from government agencies. Finally, to a large extent the respondents agreed that the various hotels implement the existing policies on sustainable practices. This is because, the hotel management ensures appropriate hygienic conditions in the premises; and ensures that air pollution from its premises is within that permitted by the Assembly. The study recommended that the Environmental Protection Agency (EPA), the National Tourism Board and the Assembly should ensure hotels adhere to specific management practices such as planting live plants on property for beautification and fresh air. Additionally, hotel management and staff should ensure solid waste is sorted to enable the recycling of waste. Also, the Environmental Protection Agency (EPA), the National Tourism Board, Assembly and hotel managers should ensure that there is a good drainage system inside and outside the facility.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The hospitality industry consists of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line and additional fields within the tourism industry. The focus is narrowed down to hotels as part of the hospitality industry because of its ubiquity in Ghana. Hotel is defined by the international accommodation as properties with at least one licensed bar and restaurant on the premises, with on-site management which serve breakfast and sometimes have conference or banqueting facilities setting them apart from other accommodation categories such as self-catering accommodation, caravan and/or camp sites or houses (Automobile Association, as cited in Alexander, 2012).

The industry is one of the most important sectors of a nation's economy. They provide and create jobs, especially during times of holidays (summer break); they are a source of innovation and entrepreneurial spirit; they harness individual creative effort; and they create competition and are the seed bed for businesses of the future. In, short, hospitality industries are vitally important for a healthy dynamic market economy.

Nowadays, increase in industrial development has led to social concerns, not just about amenity of life but also for human health resource and the environment in general (Petts, as cited in Atkinson, 2010). Rapid population growth and mass consumption can be considered as the basic causes of today's situation (Barrow, as cited in Bader, 2015). Moreover the amount of people and the amount of waste produced per person, mainly determined by the level of technology have led to the increase in pollution. Following the world summit on sustainable development held in

Johannesburg, South Africa, in August 2002, it has become imperative for every organization to embrace those invaluable practices and integrate environment in management decision thereby creating environmental awareness to help ameliorate their impact on the environment. Services are provided to guests so that they can influence visitors by setting examples in environmental awareness and responsibility.

A study conducted by Mensah(2019) in Accra Ghana reported that the hospitality industry depends on environmental resources such as water and energy for operation, on the other hand, the industry has the potential to destroy the same resources on which it depends .Generally, hospitality industry is known to be a leading employer and renders services that contributes largely to world's economy Mensah(2019) described the hospitality industry as one of the largest consumers of energy, water and other resources which results in larger amount of wastes thereby increasing the rate of environmental pollution . According to Mensah (2019) the average hotel room in the United States of America consumes 209 gallons of water per occupied room in a day compared with 243 gallons consumed by a typical household in the same country (Mensah, 2019). Guests consume up to 440 liters (about 117 gallons) of water and produce 1 kg (about 2.2 pounds) of waste per night in hotels in Europe (Bohdanowicz et al., 2015). Also the water needed in a single standard hotel room in some developing countries such as the Philippines is equivalent to the amount of water that supports at least 10 local people (Alexander, 2012).

Sustainable development is a growing trend in not only the hospitality and tourism industry, but all industries. Sustainable development includes the aim to meet the needs of the present without compromising the ability of future generations to meet their own needs (Sloan, Legrand, & Chen, 2013). A sustainable hospitality

operation is one whose leaders ensure its resources limit adverse effects on the economy, society, and environment while protecting and enhancing these factors for future generations (Küpers, 2011).

The term "sustainability" is used to signify "environmentally friendly" (Shrum, McCarty, & Lowrey, 2015). The Green Hotels Association (2014) stated that, sustainable hotels are environmentally-friendly entities whose managers are interested in coming up with initiatives and programs to save water, energy and decrease solid waste. These practices save costs whilst protecting the earth as well. The hotel cautiously scrutinises the current structures and effective measures, particularly in the areas of water conservation, energy conservation, solid waste management and air quality. Kasim (2004) also integrates socio-economic factors into the definition of the green hotel by way of seeing sustainable hotels as hotels that function in a responsible way towards its employees, local culture, the local community and the surrounding ecology.

According to the GHA (2009) and DEP (2001), some of the common practices among sustainable hotels are energy conservation, environmental cleaning, eco-friendly/organic foods, fresh air, water recycling/conservation, recycling bins, towel re-use program, durable service items, cotton towels and linens for air quality, donations to charity and educating staff about green practices. Han and Kim (2010) also suggest that, a sustainable hotel must typically meet the following standards: energy efficient accommodation, ensure safety of guests, use of non-toxic elements, dependence on the natural environment, provision of environmental training programs, must be ecologically sustainable, should have a proven contribution to conservation, incorporation of cultural considerations, the hotel must perform their

corporate social responsibility in the community within which they operate as well as following the strict green guidelines of green hotels.

Hotels adopt sustainable practices for a number of reasons. These include strengthening employee organisational commitment, economic benefits, improved investor relations, general social good and facing public scrutiny (Juholin, 2004; Rahman, Reynolds & Svaren, 2012). The undesirable impact of hotel industries on the environment also affords it an opportunity to promote its corporate social responsibility in a sensitive way. It does this through embracing eco-friendly practices, educating its staff and customers and influencing complementary industries such as hotel suppliers. These accomplishments help both the environment and the hotel industry itself because travel and tourism to a large extent hinge on the attraction of local environments (Bohdanowicz & Martinac, 2012). Rahman et al. (2012) further suggested that the customer is another reason why an organisation will adopt sustainable practices because formerly, the behaviour of customers was not predictable but in recent years of economic and climate uncertainties, the behaviour of customers can be predicted.

Environmental protection is the responsibility of management. If business management is environmentally aware, It motivates hotel employees to think and act in a more environmentally responsible manner. Sustainable practices can fit within management strategies if everyone works interdependently to implement sustainable practices. Kim et al. (2015) indicated that a relationship exists between a general manager's commitment to a sustainable environment and the way in which the hotel affects the environment. General managers are decision makers in the hotel industry. They are responsible for ensuring their staff members are making every effort to meet the needs of their guests. Managers are also held responsible for their hotel operations

adverse impact on the environment, so they should have a commitment to sustaining the environment (Patiar & Wang, 2016; Sun-Young, & Levy, 2014). Kim et al. (2015) also explained that "environmentally conscious hotel managers are likely to affect their organizations according to their own perceptions and personal values" (p. 1500). General managers educated in environmental sustainability are likely to implement sustainable practices as a part of their organizational strategies to minimize solid waste generation and all other adverse impacts their hotels have on the environment, thus improving the reputation of the hotel as well as its commitment to environmental management (Popșa, 2017).

Schultz, Shriver, Tabanico & Khanzian (2014) propose the idea of environmental attitude as "the collection of beliefs, affects, and behavioral intentions a person holds regarding environmentally related activities or issue" (p. 31). Scott and Willits (2014) note the correspondence between environmental attitude and behavior depends on an individual's age, education level, income and political ideology. Schultz et al. (2014) claim that individual environmental attitudes depend on beliefs that a person is part of the natural environment. Employees have a major role in the performance of companies in the hospitality industry. Many hoteliers of chain properties implement ways to conserve energy and water consumption as well as ensure their individual hotels receive the assistance needed to implement environmental practices. However, there has been an increase in the turnover rate of employees in these hotels. Employees are resistant to change and want to maintain the normal way of doing their responsibilities. Chan, Hon, Chan, and Okumus, (2014) contended that employees with strong ecological behavior are more in favor of implementing sustainable practices if they have environmental knowledge, environmental concern, and environmental awareness.

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These three factors increase employees' ecological behavior and hence increase their chance of being environmentally conscious. The result from Chan et al.'s (2014) study showed that some form of ecological mechanism is necessary to integrate in the managers' environmental management system to develop employees' knowledge, awareness, and concern for the environment. Managers' attitude or behavior toward an environment can motivate or imply how their employees affect the environment. If a manager has strong ecological behaviors toward the environment, employees are also likely to demonstrate that kind of behavior and be more willing to maintain that kind of standard throughout a hotel (Abdelmotaal & Abdel-Kader, 2016). Kim et al. (2015) indicated that many business leaders are realizing that integrating socially responsible practices into their business strategies. However, Radwan, Jones, and Minoli (2012) indicated that not all hotels and restaurants have an adverse impact on the environment because of their contribution to waste generation and disposal. Managers of hotels and restaurants pay little attention to their environmental responsibilities because recycling and reducing waste can be costly and time consuming (McIntosh, 2014).

Mensah (2014) reported that the hospitality industry is one of the major negative effects on the environment in areas such as energy consumption, water consumption, solid, liquid and food waste generation and disposal, and emission of hazardous chemicals and atmospheric pollution. By providing the goods and services to meet social needs, business activities use resource and generate waste and, therefore, they are a major contributor to environmental destruction (Welford, 2004) because of their consumption of natural resources such as water, food and energy. In view of the above, there should be an adoption of appropriate strategies in the hotel industry in order to help sustain the environment. Due to the numerous effects

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associated with the operations of the hotel industry on the sustainability of the environment, economy, the country and the world at large, there is the need to ensure that its impacts are reduced to the barest minimum if not completely eradicated. It is against this background that the study would be conducted.

1.2 Statement of the Problem

Preliminary studies of some hotels in Bono Region revealed that management of hotels in the region did not have policies, strategies and programmes that promote good sustainable business practices. Sustainability as a growing trend in all industries and should require management to understand the concept of sustainability and it growing importance in the hotel business.

Most Hotels in Bono Region do not have space to plant live trees for both beautifications and fresh air. These hotels do not have modern equipment to conserve water and energy. Although some of the hotels use the approved bins for the collection of waste, it was evident that separate bin has not been provided in order to encourage guest sought out type of waste. Again huge tons of food are left uneaten and taken into the bin as waste. This is so because Management of a large number of this hotels are not trained in sustainable business practices. Kim et al (2012) explained that environmentally conscious hotel managers are likely to affect the organization according to their own perception and personal values.

It is therefore the objective of this current study to examine specific management practices that promote environmental sustainability in hotels in the Bono Region. And to find out the extent to which hotels implement the existing policies on sustainable practices.

Sustainable practices in hotels have economic and environmental impact. Negative attitude towards environmental practices can discourage a guest from to

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making a repeat visit (Xiang et al., 2015). It is therefore important that management and employees adopt sustainable practices in hotels. This is because, sustainable practices are likely to increase patronage and increase in hotel revenues (O'Neill, et al., as cited in Stipanuk, 2012). Management and employees' attitudes are important in implementing sustainable practices since they are resistant to change and want to maintain the normal way of doing their responsibilities (Chan, Hon, Chan & Okumus, 2016), a phenomenon that this study seeks to unravel.

A reported case on similar studies in Accra shows that hotels are faced with some challenges such as high costs of utilities including energy and water (Mensah, 2019). Both employees and management are to blame for this for their incompetence, lack of knowledge and inability to implement sustainable practices (Ahmad, 2015). Lack of sustainable practices by management and employees lead to debilitating effects on the hotels (Ayuso, as cited in Trung & Kumar, 2015) and contribute to increasing hotel energy bills (Erdogan, as cited in Yusof & Amalina, 2014). Good sustainable practices are likely to increase patronage and increase in hotel revenues (O'Neill, et al., as cited in Verma & Chandra, 2016).

In spite of this, studies conducted on sustainable practices usually focus on management and employees' perceptions on sustainable practices (Mensah, 2014); employee motivation (Wong, Siu, and Tsang, 1999); focused on guest perceptions (Gustin & Weaver, 2016; Goldstein et al., 2015); attitudes of manager's human behavior and environmental preservation (Akintunde, 2017). Limited studies have focused on attitudes of managers on green practices of hotels (Bohdanowicz, 2015; Claver-Cortés et al., 2016); (Ramus, 2002; Mensah, 2009; Strandberg, 2009; Sloan et al, 2016 & Mensah, 2019) Furthermore, hotel managements may have been discussed in some developing countries (Philipines- Alexander, 2012; Ghana-

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Mensah, 2009; Mensah, 2014; Mensah, 2019) these limited studies were conducted outside the current study area, Bono Region in Ghana. Also, issues of sustainable practices and environmental preservation have attracted limited attention in Ghana (Mensah, 2019). This study therefore seeks to bridge the literature gap and assess the sustainable practices of hotels in the Bono Region, Ghana.

1.3 General Objective

The purpose of the study was to assess sustainable practices of hotels in the Bono Region; the role of managements

1.3.1 Specific Objectives

The following objectives guided the study:

1. To examine specific management practices that promote environmental sustainability in hotels in the Bono Regionof Ghana

2. To identify the attitudes of staff and management towards sustainable practices in hotels in the Bono Region.

3. To explore whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices.

4. To assess barriers to the implementation of sustainable business practices in the Bono Region.

5. To examine the extent to which hotels implement the existing policies on sustainable practices in the Bono Region.

1.4 Research Questions

The study was guided by the following research questions:

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1. What specific management practices promote environmental sustainability in hotels in the Bono Region?

2. What are the attitudes of staff and management towards sustainable practices in hotels in the Bono Region?

3. How do socio-demographic characteristics (age, gender, marital status, income and educational level) influence hotel managers' attitudes toward sustainable practices?

4. What are the barriers to the implementation of sustainable business practices in the Bono Region?

5. To what extent do hotels implement the existing policies on sustainable practices in the Bono Region?

1.5 Research Hypotheses

H_0: There is no statistically significant difference between the socio-demographic characteristics (age, gender, marital status, income and educational level) and hotel managers' attitudes toward sustainable practices.

H_1: There is a statistically significant difference between the socio-demographic characteristics (age, gender, marital status, income and educational level) and hotel managers' attitudes toward sustainable practices.

H_0: There is no relationship between the barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels.

H_1: There is a relationship between the barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels.

1.6 Significance of the Study

This study would be of importance to stakeholders in numerous ways. To the managers of hotels, the adoption of appropriate attitudes toward sustainable practices would help them to reduce the rising costs of water, energy and waste disposal. This may be in terms of operational measures such as: recycling systems, using recycled materials, installing water-saving devices, using low energy light bulbs, energy-conservation measures such as insulation or solar-powered water heating systems. These initiatives focus exclusively on the environmental dimension of sustainable practices. Also, to the managers of hotels, the study would help hotels adopt sustainable practices in order to bring benefits to the company in terms of positive public relations and improved hotel image with shareholders and local community. These benefits can differentiate the hotel from its competitors and can be the source of competitive advantages and new market opportunities. This is because, hotels that ensure sustainable practices with the employees displaying environmental attitude could have a competitive edge over those that do not engage in sustainable practices. To employees, the study would bring to the limelight that, employees of hotels that adopt appropriate sustainable practices are more likely to feel adequately rewarded, valued, proud of their work and have a more positive self-image which will in turn increase their productivity.

Again, to customers or guests who patronize the facilities of hotels who implement appropriate sustainable practices, their satisfaction would increase and would be attracted by the conducive nature of the hotel environment and would be encourage to revisit. In addition, this study will add to knowledge/literature on sustainable management practices and serve as a guide and a comparative tool for future researchers who would like to study the attitude of staff and management of

hotels on sustainable practices. Thus, the research will enable academia and industry players in the hotel sector to get deep insights on the attitude of staff and management of hotels towards sustainable practices. Again, the results of this investigation are anticipated to be useful for the monitoring of policy makers so that they can formulate policies that will focus on environmental enhancement and conservation.

1.7 Delimitation of the Study

The study covered hotels in the Bono Region. The study sought to assess sustainable practices of hotels in the Bono Region. Specifically, the boundaries of the study covered the specific management practices that promote environmental sustainability in hotels; the attitudes of staff and management towards sustainable practices in hotels; whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices; the barriers to the implementation of sustainable business practices; and the extent to which hotels implement the existing policies on sustainable practices in the Bono Region. The questionnaire was the instrument for data collection and the study sought to evoke the behavioural change model, resource based view and institutional theory as the theoretical bases for the study.

1.8 Limitations of the Study

In every endeavour, there is bound to be some imposed restrictions which are inevitable but must be managed. The study relied on questionnaires which limited the responses that respondents provided compared with that of interview which is more flexible. Also, some of the questionnaires were not returned. With respect to data collection, meeting respondents was a challenge due to the busy and inconsistent

work schedules of the researcher. Despite these challenges, it is hoped that the results that would be obtained can be generalised since the study would include a number of respondents whose responses would be enough to generalise the findings.

1.9 Organisation of the Study

The study is organised into five chapters. Chapter One considers the background to the study, statement of the problem, purpose of the study, research questions, significance of the study, delimitations of the study, limitations of the study, and organisation of the study. Chapter Two will present an in-depth review of relevant literature. Chapter Three discusses the methodology. This includes the study design, population, sampling technique, research instruments, data collection procedure as well as data analysis. Chapter Four will focus on the discussion of field data and findings. The implications of results are discussed in relation to the research questions and research hypotheses stated in the study. Chapter Five, the final chapter will present a summary of the findings of the research and conclusions. It further provides recommendations for improvement and suggests areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter considered the theoretical and conceptual components of research related to the study. Works were reviewed from secondary sources such as the internet, journals and other related research works. Theoretically, the behavioural change model; the resource based view theory; as well as the institutional theory constituted the theoretical bases for the study. Also, the concept of sustainable development; sustainable hotels; reasons for sustainability practices in hotels; sustainable practices; attitudes of managers and employees toward sustainable practices; customers' viewpoints of sustainable hotels; as well as barriers to the implementation of sustainable practices. Again, the empirical review looked at global studies on sustainable hotels; local studies on sustainable hotels; as well as studies on demographic characteristics and environmental attitudes (such as age and environmental attitude; gender and environmental attitude; marital status and environmental attitude; income and environmental attitude; education level and environmental attitude; as well as ethnicity and environmental attitude). The Chapter concludes with a summary of literature review.

2.1 Theoretical Review

2.1.1 Behavioural Change Model

This reasoning was directly associated with the supposition that if people were better informed, they would become more aware of environmental problems and consequently, would be motivated to behave in an environmentally responsible manner. Many other similar models, as will be discussed subsequently, linked knowledge to attitudes and attitudes to behaviour. Thus, as evident in Figure 1,

when knowledge increases, environmentally favourable attitudes that lead to responsible environmental actions are developed (Hungerford, 1990). Figure 1 illustrates the relationships emanating from the models proposed at that time (Boudreau, 2010).
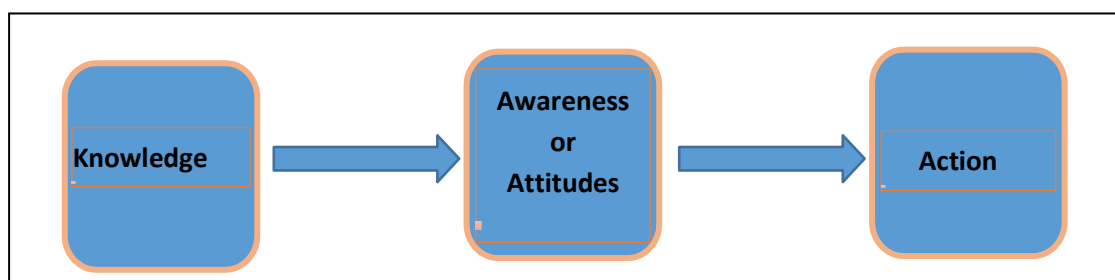
Figure 1: Behavioural Change Model (Hungerford, 1990)

The behavioural model, though very simplistic, provides a base for the consideration of possible relationship existing between environmental knowledge, environmental awareness and attitude and how these can translate to action or inaction. A good knowledge of environmental variables may not necessarily imply good and sustainable environmental behavior. On the other hand, lack of environmental knowledge or awareness may also not necessarily imply a poor environmental practice.

2.1.2 Resource Based View Theory (RBV)

The Resource Based View Theory (RBV) argues that the heterogeneous market positions of close competitors derive from each firm's unique bundle of resources and capabilities (Peteraf, 2013). Makadok's (2011) recent statement on this distinction is perhaps the clearest. In his view, a resource is an observable but not necessarily tangible asset that can be valued and traded such as a brand, a patent, a parcel of land, or a license. A capability, on the other hand, is not observable and hence necessarily intangible, cannot be valued, and changes hands only as part of its

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entire unit. A mixture of people and practices continuously enact capabilities like the American Airlines yield management system, Wal-Mart's docking system, and Dell's logistics system. Further, a capability can be valuable on its own or enhance the value of a resource (Teece, 2016; Tripsas, 2017). For example, Nike's marketing capability increases the value of its brand. Some scholars classify research on capabilities as distinct from research on the RBV. The resource based view (RBV) asserts that firms gain and sustain competitive advantages by deploying valuable resources and capabilities that are inelastic in supply (Barney, 2011; Peteraf, 2013). Since the earliest conceptual work published in the 1980s, there have been continuing calls for empirical tests of this central resource based assertion.

The identification and explanation of the benefits to implementing environmental initiatives in the hotel industry can be explained using the Resource Based Theory of the firm. The Resource Based Theory of the firm, developed by Hart in 1995 explains the pertinence of internal factors, such as competitive advantage and financial considerations that motivate the actions of an organization. The resource based theory of the firm also provides support for an organization to differentiate itself from others in order to appeal to a green market segment. Two necessary conditions have to be satisfied for an organization's environmental performance to produce differentiation advantages. First, consumers' buying decisions and willingness to pay must be positively affected by superior environmental performance. Second, compared to its competitors, an organization must be perceived by consumers as having a credible reputation for exhibiting a high level of environmental commitment (Rivera, 2012). Thus, organizations could gain competitive advantage by participating in an environmental program to demonstrate good environmental performance. This would lead to financial benefits as these firms

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would have differentiated themselves in the market (Rivera, 2012).In this research, RBV theory will be used to explain how the firm's resources are used to adopt green practices for the firm to gain competitive advantage. By studying both tangible and intangible resources of the firm, the research will reveal the extent by which the firm is adopting the green practices.

2.1.3 Institutional Theory

The theory explains how a company addresses sustainable development issues due to external pressures (Jennings & Zandbergen, 2015). Firms submit to institutional pressures to maintain their social legitimacy, in addition to seeking economic efficiency. The formal rules of environmental institutions relate to environmental legislations, regulations, performance standards and various formal administrative guidelines that organizations can achieve through adoption of sustainable development operations. This theory will be used in this research to show how the hotel industry is under pressure from different institutions to become more environmentally friendly including consumer demand, increasing environmental regulation, managerial concern with ethics, customer satisfaction and the need for aesthetics.

2.2 Conceptual Review

2.2.1 Sustainable Hotels

The term "sustainability" could also be known as eco-friendly, environmentally-friendly, ecologically friendly hotels or green hotels (Han, Hsu & Lee, 2019; Pizam, 2010). According to Wolfe and Shanklin (2011), sustainability denotes activities that decrease the negative effects on our environment such as,

recycling and eco-purchasing. Sustainable Hotels Association, established in 1993, has as its goal, to upsurge hotels' interests in environmental issues (Bohdanowicz & Martinac, 2013). Followed by Green Seal in the United States, Environmental Choice in Canada, and Green Management in Practice (GMIP) in Norway, all aiming at encouraging hotels to understand the essence of environmental protection (Bohdanowicz & Martinac, 2013). Literature provides several definitions for a sustainable hotel which are essentially identical in context. Honey (2013) suggested that the notion behind the sustainable hotel is to serve customers or guests with a natural accommodation, fresh and comfortable environment, a wide range of green services and products.

The Green Hotels Association (2014) stated that, sustainable hotels are environmentally-friendly entities whose managers are interested in coming up with initiatives and programs to save water, energy and decrease solid waste. These practices save costs whilst protecting the earth as well. The Green Hotels Association (GHA) (2014) and Department of Environmental Protection (DEP), (2011), also explain a sustainable hotel as an eco-friendly lodging entity that has instigated several sustainable practices and introduces comprehensive and environmentally-friendly initiatives to preserve the environment and operate at a minimal cost. Iwanowski and Rushmore (2014) also indicate that a sustainable hotel is one that has changed its equipment, policies, and practices to reduce its strain on the environment. The hotel cautiously scrutinises the current structures and effective measures, particularly in the areas of water conservation, energy conservation, solid waste management and air quality. Kasim (2014) also integrates socio-economic factors into the definition of the sustainable hotel by way of seeing sustainable hotels as hotels that function in a responsible way towards its employees, local culture, the local community and the

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surrounding ecology. Watkins (2014) simplifies this definition by saying that sustainable hotels can be categorised by hotels that devise strategic ways to not harm the environment but make it better in the course of their business operations.

The Green Hotels Association (2014) also says, a sustainable hotel is a hotel that seeks to create a good environment and inspires its employees and customers to partake in the various green activities. It must also ensure that every operation or activity is geared towards the reduction of negative impacts on the environment. Erdogan and Baris (2017), in their study, defined sustainable hotel as a hotel that assesses the environmental conditions prior to its construction and subsequently attempts not to increase negative impacts on the environment. In analysing the above definitions, the goals of sustainable hotels are to publicise the awareness of environmental protection and sensitise the staff, service providers and the operational process as well as facility managers and constructors to save energy, reduce wastes and save costs. It is said that the growing civic anxiety is rousing the implementation of environmentally responsible management in the hotel industry (Manaktola & Jauhari, 2017; Wolfe & Shanklin, 2011). Thus, quite a number of hotels are joining the sustainable Association to lessen the negative impacts on the environment and ultimately increasing their profits as well (Pizam, 2019; Wolfe & Shanklin, 2011).

According to the GHA (2009) and DEP (2011), some of the common practices among sustainable hotels are energy conservation, environmental cleaning, eco-friendly/organic foods, fresh air, water recycling/conservation, recycling bins, towel re-use program, durable service items, cotton towels and linens for air quality, donations to charity and educating staff about green practices. Han and Kim (2010) also suggest that, a sustainable hotel must typically meet the following standards: energy efficient accommodation, ensure safety of guests, use of non-toxic elements,

dependence on the natural environment, provision of environmental training programs, must be ecologically sustainable, should have a proven contribution to conservation, incorporation of cultural considerations, the hotel must perform their corporate social responsibility in the community within which they operate as well as following the strict sustainable guidelines of sustainable hotels.

Correspondingly, since the lodging or accommodation industry is a leading consumer of resources with a wide range of consumption including land, construction materials, carpet, paint and wood, fixtures and furnishings, cleaning supplies, food, and equipment like air conditioners, computers, elevators and furnaces. There is also a high consumption of water and power because hotels are active 24 hours a day, year in and year out, using water and power throughout the day for general operations, cleaning, and guest use. Some of the simple physiognomies of a green hotel, according to Han and Kim (2010), are the use of organic cotton sheets, towels and mattresses, non-smoking environment, renewable energy sources like solar or wind energy, housekeeping use of non-toxic cleaning agents and laundry detergent, guest room and hotel lobby recycling bins, bulk organic soap and amenities instead of individual packages to reduce waste, towel and sheet re-use, for instance, guests can tell housekeeping to leave these slightly used items to reduce water consumption, on-site transportation with green vehicles, energy-efficient lighting, use of non-disposable dishes, serving organic and local-grown food, offering a fresh-air exchange system, not forgetting grey water recycling, which is the reuse of kitchen, bath and laundry water for garden and landscaping and newspaper recycling program.

Inferring from Erdogan and Baris (2017), Gil, Jiménez and Lorente (2011) and Kirk (2015), there are numerous stages a hotel takes to minimise its effect on the environment which makes it difficult getting a definition for the sustainable hotel. A

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hotel may have engaged in a very comprehensive phase to decrease energy consumption by the installation of more efficient thermostats in hotel guest rooms. While another may have created recycling programs and linen re-use programs. Again, a hotel may decide to adopt the policy water conservation and air quality. Another may also consider the use of organic food and noise reduction management in their hotel. All these practices are eco-friendly that makes the hotel a sustainable hotel because they are all taking steps to preserve the environment. However, certification programs have developed levels of "sustainability" for the hotels. For instance, Mensah (2014), Nicholls and Kang (2012), and Sasidharan, Sirakaya and Kerstetter (2012) found out that hotels that partake in recycling are considered at the basic level, whereas those who take more intensive and broad steps are considered at higher levels.

Even though defining a green hotel is challenging, even with the certification programs, hotel managers and staff who decide to adopt sustainability practices share common beliefs and objectives. Thus, the environment is an essential part of their organisation and mission and they purposely adopt sustainability practices with the aim of protecting the environment to meet the needs of the future generations. Sustainability practices, as the International Tourism Partnership [ITP] (2018) says, "helps hotels go green and achieve goals for better environmental management".

2.2.2 Reasons for Sustainability Practices in Hotels

The literature explains that hotels adopt sustainability practices for a number of reasons. These include strengthening employee organisational commitment, economic benefits, improved investor relations, general social good and facing public scrutiny (Juholin, 2014; Rahman, Reynolds & Svaren, 2012). The undesirable impact

of hotel industries on the environment also affords it an opportunity to promote its corporate social responsibility in a sensitive way. It does this through embracing eco-friendly practices, educating its staff and customers and influencing complementary industries such as hotel suppliers. These accomplishments help both the environment and the hotel industry itself because travel and tourism to a large extent hinge on the attraction of local environments (Bohdanowicz & Martinac, 2013; Rahman et al., 2012).

Bansal and Roth (2010) says, there are three core inducements for organisations to adopt sustainable practices, and they are legitimation, competitiveness and ecological responsibility. Legitimation takes the form of adhering to all environmental regulations to avoid a sanction or a complete shutdown. Legitimate organisations are lawful and they are always responsive than preventive when it comes to sustainability issues. Competitiveness replicates the chunk that adopting sustainability practices improves productivity, thus it increases long-term profitability not just cutting down on costs by helping customers to also save. Ecologically-responsible also suggests that the organisations opt for sustainability just because it is the right thing to do. This conforms to an assertion which was made by Rahman, Reynolds and Svaren (2012) that doing the right thing is associated with considerable financial benefits and also adopting sustainable practices adds more value to the image of the brand in this contemporary marketplace. Rahman et al. (2012) further suggested that the customer is another reason why an organisation will adopt sustainable practices because formerly, the behaviour of customers was not predictable but in recent years of economic and climate uncertainties, the behaviour of customers can be predicted. For instance, in the automobile industry, high gas or fuel prices have impelled consumers to buy energy-efficient cars or change their driving

patterns (Rahman et al., 2012). This made automakers in Detroit to be charged with the responsibility of developing new strategies to meet the needs of consumers.

Similarly, guests or customers of hotels anticipate hotels to adopt a similar approach by adopting sustainable practices, and if a hotel fails to adopt eco-friendly practices, it stands a high chance of losing potential customers to competitors who practice and communicate the adoption effectively (Butler, 2018). Also, according to Rahman et al. (2012), even though there are so many benefits for sustainability, some hotels use this as a marketing tactic without actually being sustainable. This is so because the benchmarks used to endorse sustainable hotels vary across several accrediting associations. This situation makes it difficult for the consumer to know which hotel is truly practising green or how to compare hotels that claim to be sustainable but are certified by different organisations. Unfortunately, some hotels merely label themselves as sustainable without legitimately obtaining accreditation to join an association that really confirms whether that hotel is really sustainable or not. This poses a challenge to consumers to verify the authenticity of hotels who claim to be sustainable (Pizam, 2019).

2.2.3 Sustainable Practices

Deployment of environmentally friendly practices has become an important aspect of hotels' main goals in recent years (Mensah, 2014). For example, the Green Assessment Survey by the American Hotel and Lodging Association (2018) revealed that 90% of the companies that participated in the assessment embraced sustainable practices. This finding suggests that deployment of sustainable practices is not only widely accepted, but also has become an important norm in the hotel industry. Given the importance of sustainable practices, research into this area has been gaining

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momentum in recent years. Some studies have looked at environmental concerns, but most of them have focused primarily on the area of marketing strategy, often investigating consumer perceptions of sustainable practices (Clark, Kotchen, & Moore, 2013; as outlined below are some of the dimensions of sustainable practices to be discussed in this study.

2.2.3.1 Green Energy Consumption and Efficiency: Energy saving has been considered one of the most significant areas of environmental management in the hotel industry because hotels in general consume considerable amount of electricity and fossil fuel energy in various operational areas. According to the U.S Environmental Protection Agency (EPA), reducing energy use by 10 percent across the hospitality industry would save $285 million. It is reported that the potential for energy saving through sustainable practices such as replacing light bulbs with energy efficient ones has been estimated at 10 -25 percent depending on the age and size of the hotel.

Since the oil crisis in the 1970's, there is an understanding that dependence on fossil fuels needs to be reduced. The use of alternative energy such as renewables is crucial to the discussion of shifting energy supply to more sustainable options. The Second International Conference on Climate Change and Tourism held in Davos in 2017 recognized the significance of using energy efficient and renewable energy technologies in the hotel industry to reduce its carbon footprint (Cabrini, 2019). Energy sustainability is gaining increased attention from all industries because of the significance of global climate issues and the creation of national emission reduction targets, example Kyoto Protocol targets, by many countries. Key means to reduce greenhouse gas (GHG) emissions include increasing energy-efficiency and

substitution to less carbon intensive fuels. Sustainability decisions related to energy consumption in the hotel building are dependent on energy use and energy source.

Management practices of accommodation facilities, energy management practices include the following: implementing renewable energy programmes such as the use of wind power, solar power and run off river power adoption of automated (computerized) energy control systems, installation of energy efficient laundry equipments, use of digital thermostats to control guestroom energy consumption, installation of occupancy sensors (which automatically turn the lights out when guests leave the room), reduction of air circulating equipment through implementation of smoke free policies, use of energy star qualified products, installation of triple glazed windows or reflective glass to save energy for heating and cooling, replacement of outdoor and exit signs with Light Emitting Diode (LED) signs and use of waste heat from the power generators (Gise, 2019). There exists a range of sustainable initiatives from simple to complex and conventional to innovative (Dutta, 2018) for example, the adoption of simple low cost measures such as reusing linen and towels, recycling, shutting equipment when not in use are rarely considered as innovative practices. Mainstream sustainable technologies includes the use of energy efficiency measures/equipment such as dryers, elevators, dish washing machines, energy efficient lighting, energy management systems (EMS); building design techniques that maximize the available daylight include: insulation and thermal mass to reduce indoor temperature variability, orienting new buildings to gain maximum sunlight and natural ventilation and wherever appropriate shading the building. Renewable energy technologies such as solar thermal and solar PV are relatively more popular than other technologies that use clean and renewable sources of energy including biogas, combined heat and power systems (CHP), geo thermal systems, green power, micro-

hydropower, solar photovoltaic systems, solar water heating and wind energy systems (Daly, Glassmire, Langham, & Paddon, 2010).

2.2.3.2 Water and Liquid Waste: As water supply becomes an ever more pressing issue in many parts of the world the tourism industry has a responsibility to conserve water whenever possible. Furthermore, access to clean and safe water will become an important determinant in the location of a tourism enterprise or ensuring the viability of existing operations. Kasim (2017) noted that luxury hotels in particular consume large amounts of water for leisure purposes such as swimming pools, spas and golf course irrigation. In addition, the need to deal with wastewater in a sustainable manner is now seen as essential for the ongoing potential of a tourism destination. Guestrooms, kitchens, restaurants, laundries and gardens generate large volumes of wastewater which can result in disease and negative ecological impacts. A study by Harju (2012) was done with the aim of findings out how the incentive system in an economy affected environmental management. There is an urgent need for hotels, guesthouses, restaurants and golf courses to better manage waste water protect the environment and meet a growing customer demand for environmentally-friendly facilities. Wastewater management and treatment activities which tend to be highly technical require professional expertise to determine the most appropriate technological solution based on efficacy, costs, and impacts (Harju, 2012).

Water usage in hotels includes use for sanitary purposes, recreation, cleaning, cooking, drinking and heating, ventilating, and air conditioning (HVAC) systems. Like energy, water use in most hotels (some hotels have a relatively high base load unrelated to occupancy levels) varies directly in relation to occupancy levels. Usage also varies based on the levels of service provided and whether the property has an on-premise laundry and full food and beverage production areas. However, in general,

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most of the water used by a hotel is consumed in guestrooms, which generally consume between 33 and 44 per cent of a property's total water usage, followed by the food and beverage production area: 18 – 28 per cent; public washrooms: 15 – 17 per cent; on-premise laundry: 11 – 20 per cent; pools: 2 – 3 per cent and HVAC systems: 1 – 2 per cent (Deng and Burnett, 2002). Linen usage can also significantly affect the amount of water a property uses. Hotels that provide a high level of service typically use more linen than those that offer lower levels of service (Deng & Burnett, 2012).

2.2.3.3 Air Quality and Green House Gas Emissions: The UNWTO (United Nations World Tourism Organization) defines the Travel and Tourism (T & T) sector as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. When we travel, we have to use transportation and check in hotel, so it forms a tourism industry chain for travel services which including transportation, hotels, travel agencies, entertainment and retail. In this industry chain, each cluster contributes both direct and indirect carbon emissions. Carbon emissions from sources that are directly engaged in the economic activity of the Travel & Tourism sector are considered direct emissions. These are, for example, emissions from the usage of electricity by hotels and resorts and emissions from passenger aircrafts and railways (UNWTO).

Indirect carbon emissions are produced as a consequence of the activity of the companies in the Travel & Tourism value chain, but occur from sources not directly engaged in the economic activity within the Travel & Tourism sector. For example, emissions from electricity usage in airline or travel agent offices, and emissions from

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transportation of hotel consumables, such as food or toiletries. According to the World Tourism Organization statistics, Travel & Tourism land transport (car, bus, and rail) direct carbon emissions are forecast to grow at an annual rate of 2% per annum through 2035. Air transport direct carbon emissions are estimated to grow at an annual rate of 2.7% per year, direct carbon emissions from ocean-going cruises are estimated to rise by 3.6% per year, Accommodation cluster carbon emissions are forecast to grow at 3.2% per year.

Indoor air quality is also of importance in any green hotel program. This issue has gained significant attention in recent years and has been acknowledged by lodging managers as an area of important concern (Emblem, 2011; Hewett, 2011). Clean air practices are directly related to energy efficiency and will reduce exposure to health related liability, as well have a positive effect on employee and guest relations. Indoor pollution sources that release gases or particles into the air are the primary cause of indoor air quality problems. Typical indoor pollutants include inorganic gaseous compounds, particulates (dusts, fibres, fumes, fogs and smoke), bio aerosols – viruses, bacteria and fungi. Other sources of indoor pollutants in hotels include combustion sources such as oil, gas, kerosene, coal, and wood, building materials and furnishings, asbestos-containing insulation, wet or damp carpet, and cabinetry or furniture made of certain pressed wood products, products used for cleaning and maintenance, central heating and cooling systems and humidification devices (Grieve, 2011).

2.2.3.4 Green Building and Design

The interior design of the hotel plays a large role in sustainability. Consumers have become more environmentally conscious causing hoteliers to become more interested in Low impact interiors to "create healthy and productive places to stay and

work. The push towards "green" interiors also helps hoteliers get closer to their "green" building certification. Sustainable interiors should consist of products whose manufacturing have little to no impact on the environment and can be environmentally friendly to dispose of. Another term for this is cradle –to -grave or life cycle assessment, it is a tool "used to help determine the environmental impact of products, services, or processes (Winchip, 2017).Sustainable flooring includes products made from renewable or recyclable material. Bamboo has become a popular sustainable flooring option because of its comparable durability and strength to hardwood floor and it is a highly renewable material. Bamboo is considered sustainable because it grows much faster than wood and can re-harvest itself through its root system (Winchip, 2017). There are eco-friendly options for hardwood such as wood that is Forest Stewardship Council or FSC certified. The FSC is a global forest certification program founded in 1993 under the principle of reducing the environmental impact of logging and maintaining the integrity of the forest. Forests awarded with this certification meet the ten principles set by the FSC. These include using logging techniques that have a low environmental impact, respect for the indigenous people in that area, and continuous monitoring of the activities and condition of the forest, to name a few. Another natural option is reclaimed wood flooring; wood taken from deconstructed barns or older buildings that is turned into usable flooring. Cork flooring is another renewable resource that comes in many colours and styles. The cork is harvested from the bark of the cork oak tree, the tree is able to continue to grow and regenerate new bark after the bark is harvested (Winchip, 2017).

Aspects to consider when choosing sustainable furniture are manufacturing practices and materials used. In 2011, a group of hotel leaders representing suppliers,

brands, architecture and design firms, and owners launched the Hospitality Sustainable Purchasing Consortium. It was created to "provide an industry wide purchasing performance measurement solution so that hotels are built, furnished and operated in ways that benefit guest health, comfort and wellbeing ,and enhance the environmental and social impacts of the industry (Hospitality).The goal of the consortium is to support product selection based on "quality, design , value, service and sustainability (Winchip, 2017).

2.2.3.5 Solid Waste Management (SWM): Solid waste is a key concern in the hospitality industry. Typically, a hotel guest can produce 1kg of waste a day that accumulates to thousands of tonnes of waste annually (IHEI, 2012).Many small hotel operators have very little interest in reducing and/or recycling waste, believing that such activities are too expensive and time-consuming (Chan & Lam, 2011).Cohen (2016) Reported that the generation of solid waste from all sources across the whole economy is increasing in the United Kingdom By 3% per year –faster than the gross domestic product and faster than most other European countries.

For a hotel business, the cost of solid waste is not only the cost of disposal but includes other hidden costs, i.e. staff, resources and energy (Todd & Hawkins, 2017).The waste management industry in the United Kingdom is currently regulated and guided by the Environmental Protection Act (EPA) 1990,which provides more control over waste carriers and producers(Read, Phillips, &Robinson, 2018).All producers of waste must comply with Section of the Act which is known as "Duty of Care". This requires all commercial and Industrial businesses to Use unauthorised waste Carrier and to store, present and dispose of their waste properly (Webster, 2010).

Cummings (2017) developed a hierarchy Model of hospitality SWM. The model introduces five levels for waste minimisation including commit to waste minimisation, Purchase with eco-intelligence, use efficiently to generate less waste, reuse waste materials and segregate and recycle waste. However, Cummings's Model will not be applicable to hoteliers who have negative attitudes towards the implementation of more sustainable SWM Practices as the model does not have any system of motivation and/or pressure to influence hoteliers' behavioural intentions in relation to SWM. It is essential to educate and train staff about waste minimisation practices, Along with providing incentives to enhance their commitment to the programme (Cummings, 2017; Trung & Kumar, 2015).Cummings (2017) indicated that customers can play an important role in a hotel's waste recycling programme by not contaminating waste with food. A range of methods can be used to encourage customers to segregate their recyclable materials that are, providing another bin in the room or near lifts for recyclable materials. Hayward (2014) indicated that customers' attitudes towards the environmental issues had changed positively. Many hotels reported high customer participation rates in hotel waste recycling programmes, e.g. Disneyland Resort in Anaheim and Disney World. The waste hierarchy introduced by Waste on Line (2016) provides a range of options to handle different waste streams (prevention, minimisation, reuse, recycle, energy recovery and disposal).

Implementing a solid waste reduction program in a hotel can create significant cost savings in waste hauling fees while creating a more environmentally friendly hotel. This is especially true as solid waste becomes a more significant environmental issue and landfill fees increase. Another aspect of a solid waste reduction program isdealing with food waste, which can frequently be a large portion of the waste produced in hotels and lodging facilities. Over preparation, table scraps, cooking

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losses, and packaging failures lead to accumulation of food waste. Because spoiled food and even leftover plate scrapings can be composted, hotels are increasingly recognizing that composting is a better use of organic materials than trucking them to landfills.

2.2.4 Attitudes of Managers and Employees Toward Sustainable Practices

Sustainable practices can fit within management strategies if everyone works interdependently to implement sustainable practices. Kim et al. (2015) indicated that a relationship exists between a general manager's commitment to a sustainable environment and the way in which the hotel affects the environment. General managers are decision makers in the hotel industry. They are responsible for ensuring their staff members are making every effort to meet the needs of their guests. Managers are also held responsible for their hotel operations adverse impact on the environment, so they should have a commitment to sustaining the environment (Patiar & Wang, 2016; Sun-Young, & Levy, 2014). Kim et al. also explained that "environmentally conscious hotel managers are likely to affect their organizations according to their own perceptions and personal values" (p. 1500). General managers educated in environmental sustainability are likely to implement sustainable practices as a part of their organizational strategies to minimize solid waste generation and all other adverse impacts their hotels have on the environment, thus improving the reputation of the hotel as well as its commitment to environmental management (Popșa, 2017).

Employees have a major role in the performance of companies in the hospitality industry. Many hoteliers of chain properties implement ways to conserve energy and water consumption as well as ensure their individual hotels receive the assistance needed to implement environmental practices. However, there has been an

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increase in the turnover rate of employees in these hotels. Employees are resistant to change and want to maintain the normal way of doing their responsibilities. Chan, Hon, Chan, and Okumus, (2014) contended that employees with strong ecological behavior are more in favor of implementing green practices if they have environmental knowledge, environmental concern, and environmental awareness.

These three factors increase employees' ecological behavior and hence increase their chance of being environmentally conscious. The result from Chan et al.'s (2014) study showed that some form of ecological mechanism is necessary to integrate in the managers' environmental management system to develop employees' knowledge, awareness, and concern for the environment. Managers' attitude or behavior toward an environment can motivate or imply how their employees affect the environment. If a manager has strong ecological behaviors toward the environment, employees are also likely to demonstrate that kind of behavior and be more willing to maintain that kind of standard throughout a hotel (Abdelmotaal & Abdel-Kader, 2016). Kim et al. (2015) indicated that many business leaders are realizing that integrating socially responsible practices into their business strategies. Managers used to focus on CSR with regard to the financial performance of their firm instead of their impact on their stakeholders' well-being (Abdelmotaal & Abdel-Kader, 2016). CSR can increase a firm's reputation if it has a positive influence on the society. Employees' perception of CSR in the hospitality industry can add to the sustainable performance of an organization. Employees of chain hotels will have a higher perception of CSR and are more willing to participate in the CSR performance of the hotels (Kim, Kim, & Lee, 2015).

Hoteliers who implement environmental practices and green practices implement green purchasing; train staff to reuse, reduce, and recycle their resources;

and minimize their impact on the environment. CSR can influence employees' retention and minimize turnover rates, which helps hoteliers maintain costs and increase their comparative advantage in the market for the long term (Kim, Kim, & Lee, 2015).

2.2.5 Customers' Viewpoints of Sustainable Hotels

Several studies have mentioned that the growth rate of sustainable consumers has gradually affected the hotel sector globally. Customer's quest for ecological products and services, have stimulated the growth of a sustainable marketplace and ecologically responsible businesses (Baker, Davis & Weaver, 2014; Lee, Hsu, Han & Kim, 2010; Yusof & Amalina, 2014). As suggested by Bansal and Roth (2010) the sustainable program is thus triggering changes to hotels' processes, products and services and policies like energy consumption decrease and waste generation, consuming eco-friendly resources and establishing effective environmental management systems. Apart from environmental preservation, some scholars say that there are many other reasons for this green movement phenomenon. Financial advantages such as saving cost, inexpensive opportunities, staff faithfulness, augmented client gratification and maintenance; supervisory acquiescence like apprehensions about authorisations, penalties and undesirable publicity. Hotel's desire to minimise its experience to operative risks and augmentation of a hotel's image are also some of the reasons for going green (Aker, 2018; Graci & Dodds, 2018; Ham & Choi, 2012). Nevertheless, it is augured by some customers that the primary aim of organisations joining the green movement is cost-saving and not necessarily environmental gains. Manaktola and Jauhari (2017), state that the stress on costs centres might be owing to the excessive fixed budgets and little profits on an asset that are characterised by the accommodation industry. A study conducted via

O'Hanlon (2015), concludes that if hotels were to institute ecological systems, they are likely to decrease about 20 per cent costs on their electricity consumption without any major speculation. Bohdanowicz (2015) also establishes that 50 to 60 percent of unwanted material can either be reprocessed or salvaged, which can effect in substantial reserves for the hotels.

Furthermore, Ham and Han (2013), Leonidou et al. (2013), and Ham and Choi (2012) assert that sustainable practices are perceived to be negligent towards other operational apprehensions. For instance, the business schedule of conserving a huge excellence ecology and justifying the undesirable effects to the environment, have donated to rising disapproval of existing tourism attraction and practices. Thus, hotels are characterised amongst the electricity-intensive sectors, because among all the manufacturing and service industry of their size, they ingest a huge amount of aquatic and energy and generate an extraordinary amount of unwanted materials as well. As Mensah and Mensah (2013) indicated, the hotel business is often associated with deteriorating global environment. Jackson (2010), per figure 3.1 below provides a graphical outline of archetypal hotel aptitude's collaboration with its environs and the undesirable external impact the interaction generated.

As showed in the previous sections, there has been a significant increase recently on the number of people showing more environmental awareness and preference for sustainable firms and products. Several studies show the existence of positive attitudes towards companies that are sensitive on environmental matters OECD (2002) found that 27% of consumers in OECD countries can be described as "green consumers" according to their willingness to pay for green products. Supporting this idea is the fact the European Commission (2018) barometer showed 75% of Europeans are "ready to buy environmentally friendly products even if they

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cost a little bit more." In the hotel industry in particular, a study by the International Hotels Environment Initiative and Accor, 90% of hotel guests would prefer to stay in a hotel that cares about the environment (Mensah, 2014). Other studies such as J.D. Power and Associates' 2007 North America Hotel Guest Satisfaction Study indicate that 75% of hotel guests would be willing to take part in their hotel's environmentally friendly initiatives (Butler, 2018). Additionally, conclusions have been reached are that people who are more receptive to environmental products and choose to buy them are available to pay a premium (Kuminoff, 2010). Other investigations address the customer availability to pay premium prices for renewable energies and green products or services. According to Bolino (2019) median of the amount of money people are willing to pay for an increase of renewable energies ranges from 0.11$ to 14.22$. Also study conducted in Australia show that 65% of the respondents are willing to pay 22 Australian Dollars per quarter for an increase in renewable energy usage (Ivanova, 2015). In the United Kingdom, 34% of the respondents of a questionnaire about the willingness to pay for an increase in the use of renewable energies declared to be willing to pay an additional 16.6% of the actual expenditure. (Batley et al, 2011). Still according to Batley et al (2011), also Italy and Japan show positive results towards an increase in the use of renewable energies.

Kuminoff (2010) refers the evidence that several markets, such as the car market, renewable energy market eco-labelled seafood market exhibit higher market prices as products become more sustainable. For instance, in the United States, 15 per cent of consumers pay more for green products, and another 15 per cent choose green products if they are not more expensive than the normal ones (Ginsberg and Bloom, 2014). Regarding the hotel industry, however, studies are still inconclusive in their results. According to Watkins (2014) a study conducted by Virginia Polytechnic

Institute and State University (Virginia Tech) and Lodging Hospitality, indicated that frequent travellers would stay in hotels with environmental strategies, but they would not be willing to pay a premium for those rooms. As indicated by Millar and Bologlu (2018) the study found that some of the environmentally friendly attributes tourists may consider when selecting a green hotel include, recycling bins, energy-efficient lighting, using recycled paper for promotional materials, changing sheets only when requested, and turning of lights in unoccupied guest rooms (Watkins, 2014). Still as defended by Millar and Bologlu (2018) despite travellers in the referred survey said they were likely to stay in hotels that provided such attributes, a large part of the tourists considered themselves environmentally conscious consumers, they cannot be necessarily considered environmentally conscious travellers. This is because as found by Watkins (2014) their beliefs were not necessarily followed up by their actions when traveling. As referred by Millar and Bologlu (2018), reinforcing this idea is a study conducted by Kasim (2014). Kasim studied tourists to Penang Island, Malaysia and found that tourists claimed they were knowledgeable and cared about the environment but, in fact, they did not consider a hotel's environmental strategy as a foundation for their hotel choice. Nevertheless, Kasim argues tourists are willing to accept rooms with energy and water saving features, recycling bins and fire-safety features, and information on local ecotourism attractions.

Additionally, taking into account some studies, such as the one made by the WWF-UK, (2010), most tourist are not aware of the existence of eco-labels in the tourism industry. Furthermore, a study conducted by Rivera (2012) suggests higher prices are positive correlated with higher environmental performance. Also this author found the average price premium varies between \$25.46 and \$60.59 in Hotels in Costa Rica. This result means differences in terms of environmental quality resulted

in differences between practiced premium prices. Furthermore, according to a Kuminoff (2010) study using data from a cross-section of green and standard hotels in Virginia, Kuminoff found evidence that green hotels present premium prices ranging from $8.97 to $25.43 in the referred region. At this point, having taken into account several studies regarding tourists' attitudes towards environmental-friendly hotels, it is not clear if tourists are motivated or not by the tourism suppliers engagement in environmental responsible behaviour, or are informed about the environmental impacts of the hotel industry. Moreover, Han et al (2019) conducted a study describing hotel customers' behaviours in the eco-friendly decision-making process Han et al (2019) study found women tend to rate eco-friendly intentions more favourably showing more willingness to stay at green hotels, recommend them and pay more for them. These results are not surprising as studies tend to describe women as more environmental friendly and as showing greater willingness to pay for green products (Han et al, 2019). The same study concluded, surprisingly, age appears not to show any significant differences in order to explain customers' decisions. This result may be interesting since we tend to think younger people are more environmental conscious and thus it may be true that people from all ages are becoming increasingly aware since all groups show positive intentions toward sustainable lodging. It was also found education levels to show no significant differences between education groups. This means education level doesn't influence significantly the willingness to visit, spread word of-mouth or pay more for green hotel which is not in line with previous research. Still according to the same study, it was found income appeared not to play a significant role explaining customers' enthusiasm for staying at sustainable lodging. The same study also noted differences between customers who stayed at a green hotel before and those who didn't. Results

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showed the group of people who had stayed in green hotels before are more enthusiastic about them and prone to pay more and to stay in green hotel again. In conclusion, there is demand for environmentally-friendly products, as shown over several studies for different products and different markets, however, the results in the hotel industry are still uncertain. Some studies show strong willingness from people and tourists to stay at a green hotel, and are willing to pay a premium price to stay at those hotels, while other studies, show people are not aware of the hotel industry's impacts in the environment, are not willing to pay more and neither they know of the existence of eco-labels in the industry.

2.2.6 Barriers to the Implementation of Sustainable Practices

Although sustainable practices are widely accepted by the hotel industry, there are still some challenges in implementing sustainable practices in the industry that need to be examined in order to move sustainable practices forward. As discussed, there is the lack of a universally or widely accepted definition of sustainable practices (Harris & Crane, 2012). Consequently, confusion may arise between a sustainable hotel fulfilling its ultimate goal of sustainable practices and some synonymous terms.

For example, a sustainable hotel and an ecolodge may be confusing due to the similarity of the terms. Although these two concepts commonly embrace sustainable initiatives into their operations, an ecolodge clearly differs from a sustainable hotel for the following two reasons. First, an ecolodge is a nature dependent lodging facility (Osland & Mackoy, 2014; Russell, Bottrill, & Meredith, 2015).

In other words, ecolodges are lodging establishments that are located in natural areas: in contrast, a sustainable hotel does not have to be nature dependent. Second, ecolodges are considered as a segment of ecotourism (Osland & Mackoy, 2014; Weaver & Lawton, 2012) while sustainable hotels are not. Rather, they are

business operations that incorporate a sustainable philosophy into their managing system.

Additionally, there are some doubts in terms of the financial impact of sustainable practices among practitioners. Bohdanowicz (2016) points out in the study of managers' perceptions in European hotels that doubts have been raised regarding financial effectiveness of sustainable practices because the functional attributes of sustainable practices are highly related to installation of new technologies or systems that increase costs. However, several case studies indicate the fact that the cost of new systems will be offset by savings in water, energy and waste reduction costs within a few years (Claver-Cortés et al., 2017; Iwanowski & Rushmore, 2014). According to a case study of five properties in Jamaica (Meade & Pringle, 2011), sustainable practices significantly reduced the hotels' water and energy consumption and paid off the installation costs in a short period of time. It also illustrated that the payback period for the initial investment is approximately two years with about 150 % return on investment (ROI) (Meade & Pringle, 2011). In addition, it should be noted that savings via sustainable practices are continuous (Meade & Pringle, 2011).

Another point is that the hotel industry has expressed concerns regarding decreasing service standards. Some sustainable practices may present an impression of compromised quality (Bohdanowicz et al., 2011; Bohdanowicz, 2016; Heung et al., 2016). In fact, Dagmar (2014) notes that conservation practices such as using shampoo dispensers may reduce waste, but may be contrary to guest expectations of indulgence and comfort. This concern, however, is not realized in actual hotel guests' research. According to the North America Hotel Guest Satisfaction Study by Power and Associate (2017), seventy three percent of respondents - hotel guests - indicated that they were willing to participate in sustainable practices.

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2.3 Empirical Review

This practically looked at how other scholars have tackled the concept of sustainable practices, the analysis and findings are as outlined below.

2.3.1 Global Studies: Martinez (2013) in a study on integrating green into business strategies and operations, he articulated a framework for Environmental Social Responsibility (ESR) which prescribes the integration of environmental concerns in day to day culture, processes and activities of a firm. The findings indicate that systematic pressures are often put forward as constraints to ESR integration, whether this translates into shareholders disapproval, economic instability and market volatility.

Yusof (2013) conducted a study on best practice of Green Island Resorts. The objective of the study was to find out the best practice and the factors influencing the best practice of the resort operators. The study found out that sustainable initiatives helped to cut down the running cost and each resorts adopted different best practice that suit their operation and environment.

Juriah (2010) in his study on the impacts of sustainable practices adoption on sustainable performance in the Malaysian Automotive Industry reviewed that in this globalization era, the role of continuous quality initiatives and green technology within organization has improved and matured throughout history. To increase competition, firms need to apply lot of Green Practices (GPs) such as green supply chain management practices, green lean six sigma, and green balanced scorecard strategy. Automotive industry is the most actively involved industry in the environment management system effort; reduce waste strategy, strategic green improvement activities, development of green supply chains, and adoptability green innovation and technology advanced.

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Hatem (2010) in his study on managing solid waste in small hotels examined that solid waste is a key concern in the hospitality industry and that hotels contribute significantly to the degration of the environment through the disposal of thousands of tonnes of waste to landfill but many hotels operators lack awareness of their legal obligations in relation to solid waste management this highlights the need for local authorities to consider systems to control business abuse of the domestic waste stream and raise awareness.

Robin (2013) in his study on green in Quick Service Restaurants: Customer Perceptions and Intentions USA observed being green and "go green" have become widely used slogans in many industries throughout the world. There are products and business practices that are eco-friendly, green, organic, locally produced, environmentally sound, sustainable, biodynamic, and energy efficient. The hospitality industry has implemented some green practices in a variety of formats. The restaurant industry has tended to be slower to adopt green practices than other segments of the hospitality industry, but they are currently following suit and are adopting practices that are beneficial for the environment and in reducing their carbon footprint (Deveau, 2009).

2.3.2 Local Studies: Mugabe (2013) on Sustainable Management Practices and Supply Chain Performance of Pharmaceutical Companies in Nairobi, Kenya examined that, Supply chain management has traditionally been viewed as a process where raw materials are converted into final products, and then delivered to the end consumer. This process involves extraction and exploitation of the natural resources. It is important to note however that we live in a decade where environmental sustainability has been an important issue to business practice. The waste and emissions caused by the supply chain have become one of the main sources of serious environmental problems including global warming and acid rain. Green supply chain policies are desirable since reactive regulatory, to proactive strategic and competitive advantages.

Omonge (2013) looked at green supply chain management practices and competitiveness of commercial banks in Kenya. The study sought to establish the role of GSCM practices on competitiveness of commercial banks in Kenya. The study adopted a descriptive research design. The study established that most of the banks green supply chain practices involved environmental collaboration, monitoring, purchasing and the greening of the production phase. It was also found out that the competitiveness to the banks resulting from the green supply chain practices includes improved operational efficiency, increased customer base, offering superior services, reduction in waste level and all these leads to improved financial performance. The study concluded that incorporation of green practices in the operations of organizations should form part of long term strategy of the organizations to gain competitive advantage over its competitors.

Omariba (2011) on a study of sustainable supply chain management practices and supply chain performance examined that Green supply chain management is an

approach used to design and or redesign the supply chain (SC) to incorporate practices that minimize the impact if a firm's activities on the environment not only from start to finish of a supply chain but also from the beginning to the end of a product's life cycle for the purposes of improving the long term performance of the individual companies and the supply chain (Green et al , 2008). A sustainable supply chain may involve use of environmentally friendly inputs and transforming them into products that can improve or be recycled within the existing environment therefore sustainable supply chain management helps in the reduction of waste and emission to the environment.

2.3.3 Demographic Characteristics and Environmental Attitudes

After a review of the studies on demographics as indicators of environmental concerns, the association between demographics and indicators of sustainable concerns is quite low, and empirical evidences of demographic influence on environmental concerns are split and inconclusive (Van Liere & Dunlap, 2010). Despite the mixed result, using demographic characteristics as a predictor of environmental perception is a popular tool for green consumer profiling because demographic information is relatively easy to obtain (Diamantopoulos, Schlegelmilch, Sinkovics, & Bohlen, 2013) and is considered an easy method to identify market segmentation (Straughan & Roberts, 2019).

It is significant that the majority of studies on the sustainable subject characterized that demographic gears exist in the marketing field for consumer profiling, named the green consumer (Diamantopoulos et al., 2013; Laroche, Bergeron, & Barbaro-Forleo, 2011; Peattie, 2011). Yet, after a review of previous studies using demographic characteristics as a predictor of environmental concerns or

sustainable behaviors, one conclusion is apparent: the link between demographic variables and environmental consciousness is inconsistent and inconclusive. Although demographics are a weak factor to generalize people's environmental perception, it is still worth to reviewing to better understand green practices in the hotel industry.

2.3.3.1 Age and Environmental Attitude

Given the variables of age and environmental concerns, several studies suggest that younger people are more apt to be sustainable (Fransson and Gärling, 2019; Straughan & Roberts, 2019; Klineberg, McKeever, & Rothenbach, 2018), and two explanations are widely cited in the academic literature to support this claim. According to Van Liere and Dunlap (2010), younger people appear to be more environmentally conscious because "sustainability" might be seen as a threat to the existing social order in which they less participate. They are liberal and can adopt sustainable attitude without much resistance. Similarly, Straughan and Roberts (2019) support the contention that the younger generation is more likely to embrace a sustainable attitude because environment degradation is a noticeable issue, and it is perceived that the problem will be increased as they age.

In contrast, some studies suggest that older people display a more environmentally friendly attitude. One explanation for the positive relationship between older age and sustainable behavior focuses on the ethic of conservation that was prevalent in the Depression era. Many seniors today lived through the "Depression-era" and conservation was required to get through the economic hardships (Samdahl & Roberston, 2009). In a literature review on this topic, it is

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apparent that there is a non-significant relationship between age and green consciousness.

2.3.3.2 Gender and Environmental Attitude

Studies using gender as an indicator of sustainability concerns also show mixed results. Van Liere and Dunlap (2010) review studies on this subject and conclude that there is no absolute relationship of gender as a predictor for sustainable behaviors. Despite mixed patterns displayed, studies in general suggest that females are more environmentally friendly. Klineberg et al. (2018) suggest that gender is a significant predictor of green concerns and cite that females are more environmentally concerned than males. Also, Diamantopoulos et al. (2013) and Davidson and Freudenburg (2006) suggest that females are more supportive and participate in the efforts of being sustainable. Similarly, Roberts's empirical evidence (2016) illustrates that females are more environmentally friendly due to some typically female gender roles such as housework, shopping and recycling.

This predominantly female tendency to be sustainable also shows that women support sustainable activities of government such as sustainable regulations or sustainable laws (Vaske, Donnelly, Williams, & Jonker, 2011). Vaske et al. (2011) identify females as more environmentally oriented and believe in supporting environmental regulation for forest preservation more than males do. Meanwhile, the empirical evidence of Bhate and Lawler (2017) indicates that gender has no significant impact on green behaviors. Furthermore, Arcury and Christianson (2010) find that males have more green-related concerns than females.

2.3.3.3 Marital Status and Environmental Attitude

Marital status has been less investigated than other demographic factors in terms of environmental behaviors towards sustainable practices. Diamantopoulos et al. (2013), for example, suggest that there are no perceived differences of sustainable attitudes between married couples and unmarried individuals. On the other hand, Loroche et al. (2011) find out that married couples, specifically married people with children, are more willing to pay for purchasing sustainable products, and presume the reason is that married couples are more concern about the negative impacts on the environment because of its impact on their spouses and their children. Macey and Brown (2013) expand positive sustainable behaviors to married couples' lifestyles. According to them, married couples who own homes are more energy conservative than married couples who do not own homes. Although there is research regarding the relationship between sustainable behaviors and marital status, it is hard to confirm a relationship between the two.
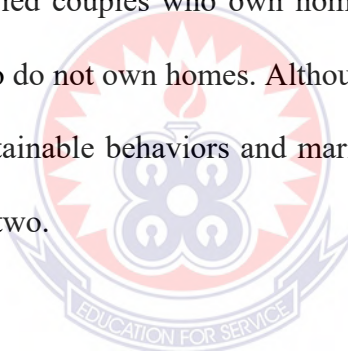
2.3.3.4 Income and Environmental Attitude

In fact, several studies support the belief that a higher income has a positive relationship with green concerns (Arcury & Christianson, 2010; Van Liere & Dunlap, 2011). The assumption that higher income levels have more sustainable concerns is supported by the position that higher income levels are likely to witness environmental problems because they are more politically involved in organizations and enjoy more leisure (Diamantopoulos et al., 2013). Klineberg et al. (2018) find that household income positively influences sustainable behaviors and add that higher income earners may have access to more information about the degradation of the environment which naturally leads to sustainable concerns.

In contrast, some research studies display a negative relationship between sustainable concerns and income (Samdahl & Robertson, 2019; Roberts, 2016). In fact, Olli et al. (2011) find that lower income levels perform more environmentally friendly behaviors. Further, Diamantopoulos et al. (2013) reveal no significant relationship between income and sustainable concerns as did Roberts (2006) who presumes that environmental degradation may spread widely among the public regardless of income level.

2.3.3.5 Education Level and Environmental Attitude

It seems that education and environmental attitudes toward sustainable issues exhibit a more consistent relationship than the other demographic characteristics. In general, highly educated people are considered to be more environmentally responsible because they presumably are more exposed to sustainable information (Klineberg et al., 2018). In Newell and Green's (2017) examination of racial influence on sustainable concerns, the researchers find that higher education levels show more environmental concerns. Vaske et al. (2011) also find that college-educated people are more concerned about negative environmental impacts than those who are not. Unlike other studies cited, the examination of Shrum et al. (2015) illustrates that the education factor and purchasing pattern of consumers for sustainable products are independent and are not associated. Similarly, Bhate and Lawler (2017) reveals that social class factors such as education are non-significantly related to sustainable behaviors.

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2.3.3.6 Ethnicity and Environmental Attitude

Several studies have examined the relationship between ethnicity and sustainable issues (Cutter, 2015; Greenburg, 2015; Newell & Green, 2017; Vaughan & Nordenstam, 2011), and by most accounts, there are differences between white and non-white people concerning the environment (Greenberg, 2015). Howenstine (2013) suggests that African-Americans are lacking in the area of recycling because they face social problems such as drugs and crime. This claim continues to Newell and Green's investigation (2017) which reveals that, as a whole, African-Americans have less environmental concerns than White Americans. However, the influence of race also demonstrates inconsistency as a predictor of sustainable concerns.

Interestingly, significance exists at higher income and education levels for race categories. This investigation suggests that the level of education and income significantly differentiates sustainable concerns among African-Americans (Newell & Green, 2017). On the other hand, income and education do not significantly affect attitudes among White Americans. In the investigation of recycling behavior, Howenstine (2013) identifies that Asians perceive recycling as too much work. This pattern is also evidenced in Greenberg's study that examined people's environmental perception in New Jersey based on race. Greenberg (2015) finds that Asian and Hispanic individuals exhibit less sustainable behaviors than their Caucasian and African-American counterparts. More specifically, Asians are the least concerned and interested group as far as sustainable concerns and behaviors. In his investigation, African-American and Hispanic people perceive that stronger government regulations for the environment are needed. However, both groups demonstrate low support for sacrificing economic growth for environmental protection (Greenberg, 2015). These findings were explained by suggestions that these groups are relatively in more

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economic difficulty than White or Asian respondents. Also, it was found that Hispanics who speaks Spanish have adopted fewer sustainable issues than Hispanics who speak English. Unlike previous studies which introduce differences between race and sustainable concerns, Mohai (2010) suggest that Whites and African-Americans have no difference in environmental concerns. Also, Mohai and Bryant (2018) find little evidence to support the existence of differences between White and Black Americans in perceiving sustainable issues. They rather suggest that African-Americans are more concerned about local environmental problems than White-Americans.

As previously mentioned, relationships between demographic characteristics and sustainable perception are inconclusive and weak. However, it should be noted herein that in order to expect a more consistent result of sustainable perception by using demographic characteristics, it is suggested that demographic factors can be combined with psychological and situational factors (Bhate & Lawler, 2017; Shrum et al., 2015).

2.4 Conceptual Framework

The conceptual framework explains that sustainable environmental sustainability is a dependent variable on the independent variables of sustainable practices such as: specific management practices that promote environmental sustainability; attitudes of staff and management towards sustainable practices; socio-demographic characteristics that influence hotel managers' attitudes towards sustainable practices; barriers to the implementation of sustainable business practices; as well as the extent to which hotels implement the existing policies on sustainable practices. Therefore, a conceptual framework developed is illustrated in Figure 2.

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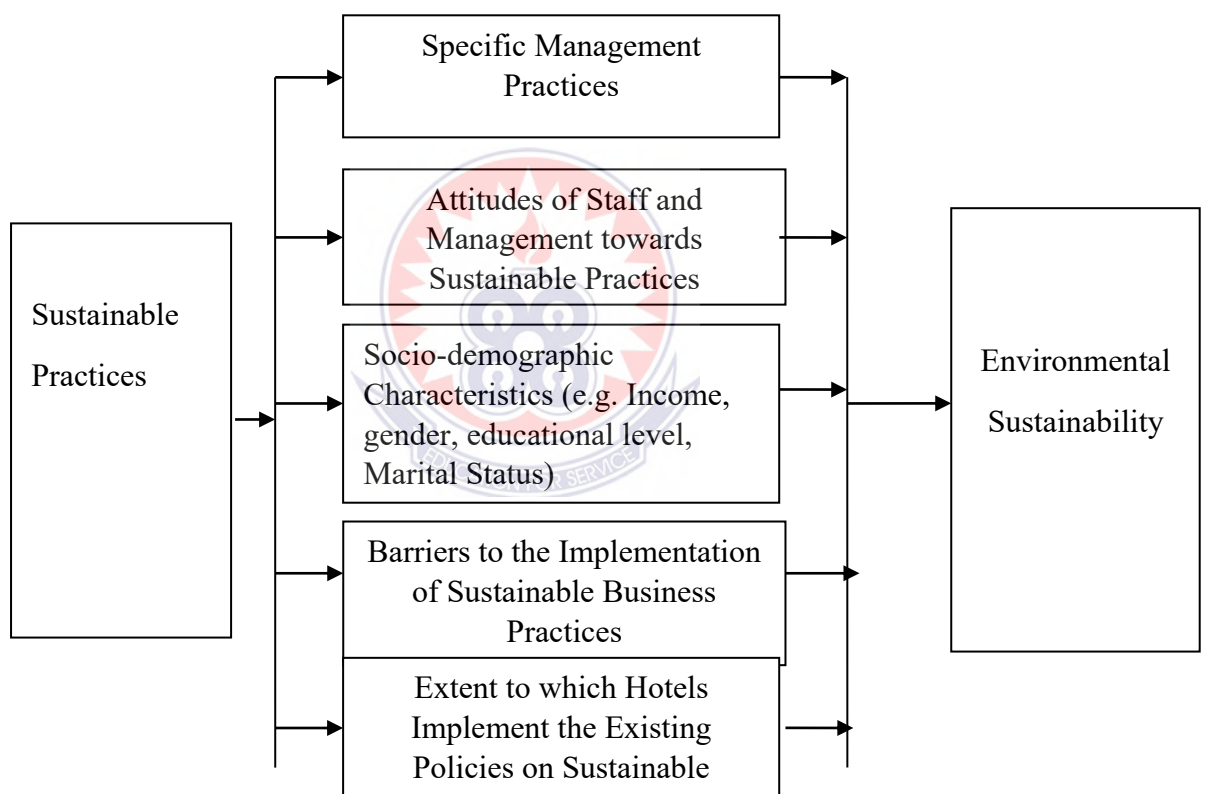
Figure 2: Conceptual Framework

2.5 Chapter Summary

This chapter discussed literature review of the study which was done in three parts: theoretical, conceptual and empirical reviews. Theoretically, the behavioural change model; the resource based view theory; as well as the institutional theory

constituted the theoretical bases for the study. Also, the concept of sustainable development; sustainable hotels; reasons for sustainability practices in hotels; sustainable practices; attitudes of managers and employees toward sustainable practices; customers' viewpoints of sustainable hotels; as well as barriers to the implementation of sustainable practices were considered. The chapter concluded with an empirical review on the impact of demographic characteristics on environmental concerns.

CHAPTER THREE

RESEARCH METHODS

3.0 Introduction

This chapter provides a description of the methodology used in collecting the data for the study. This chapter takes into consideration, the research design, the population, sample and sampling procedure, the research instrument, the data collection procedure as well as data analysis procedure.

3.1 Research Design

The study was designed as a descriptive research design in making inquiry to assess sustainable practices of hotels in the Bono Region. Therefore, descriptive research design was chosen for the study. Descriptive research design is a scientific method which involves observing and describing the situation of a subject without influencing it in any way. One important aspect of descriptive design is that it helps to describe, explain and validate findings of studies (Creswell, 2003). In the context of this study, the descriptive survey helps to observe, assess, and describe the specific management practices that promote environmental sustainability in hotels; the

attitudes of staff and management towards sustainable practices in hotels; whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices; the barriers to the implementation of sustainable business practices; and the extent to which hotels implement the existing policies on sustainable practices in the Bono Region.

However, the descriptive research design has its own weaknesses.   In any case, the descriptive survey was deemed the most appropriate design for the study in order to have an objective analysis of the situation and the conclusions that are drawn.

3.2 Research Approach

The study adopted the quantitative research strategy/approach. Quantitative research is a research strategy that emphasizes quantification in the collection and analysis of data (Gay, Mills, & Airasian, 2009). In the context of this study, the quantitative strategy/approach helps to quantify data that to be collected on the specific management practices that promote environmental sustainability in hotels; the attitudes of staff and management towards sustainable practices in hotels; whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices; and the barriers to the implementation of sustainable business practices in the Bono region of Ghana.

3.3 Study Area

The Bono region is one of the 16 administrative regions of Ghana. It is as a result of the remainder of Brong-Ahafo region when Bono East region and Ahafo region were created (Ghana Statistical Service, 2019). Sunyani, also known as the green city of Ghana is the regional capital. Sunyani can pride itself as the cleanest capital city and a major conference destination. The region was created after Ahafo

region and Bono East region respectively have been carved out of the then Brong-Ahafo region. This was in fulfillment of promise made by candidate Nana Akuffo Addo in his 2016 campaign activities. The implementation of plans for the creation of this region is seeded to the newly created Ministry of Regional Reorganization and Development under the leadership of Hon. Dan Botwe. Brong Ahafo Region in effect ceased to exist and so does the Brong Ahafo Region Co-ordinating Council (BARCC). Consequently, in the spirit of Article 255 of the 1992 constitution and Article 186 of the Local Governance Act, 2016 (Act 936 as Amended), the Bono Regional Co-ordinating Council (BRCC) is a new entity and thus replaces the BARCC. Because of this, it became necessary to inaugurate the BRCC to enable it to perform its functions accordingly. Figure 3 presents the location of Bono region on the map of Ghana.
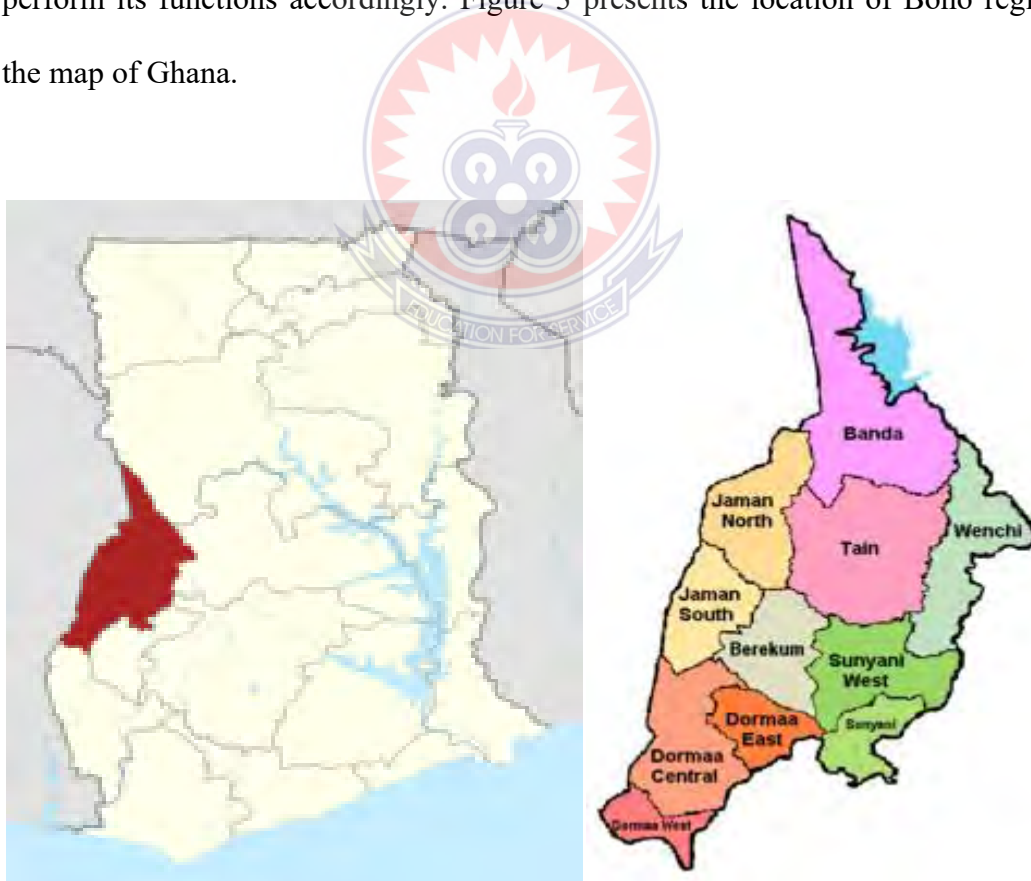
Figure 3: Location of the Bono region on the Map of Ghana with its Eleven Districts

Source: Ghana Statistical Service (2019)

The topography of this area is mainly characterized by a low elevation not exceeding 152 metres above sea level. It has moist semi-deciduous forest and the soil is very fertile. The region produces Cash crops like cashew, timber etc and food crops like maize, cassava, plantain, cocoyam, tomatoes and many others (Ghana Statistical Service, 2019). Bono Region shares border at the north with Savannah Region, bordered on the west by Ghana-Cote d'Ivoire international border, on the east by Bono East, and on the south by Ahafo Region. It has a population of about 1,082,520 according to Ghana statistical service in 2019 census (Ghana Statistical Service, 2019). Figure 2 presents a map of the eleven districts of the Bono region.

3.4 Population

The population for the study comprised all managers of the hotels in the Bono Region but staff will be added for additional information. The categories of hotels according to the following star ratings: 2 – star rating (4 hotels); 3 star rating (1 hotel); as well as 103 budget hotels. There were 108 hotels in the Bono region with 108 managers/supervisors and 153 staff totaling 261 respondents from the hotels in the Bono Region (Bono Coordinating Council, 2020). The employees comprised house-keeping staff, kitchen staff as well as maintenance staff.

Both staff and management would be involved in the study because they can provide information on the specific management practices that promote environmental sustainability in hotels; the attitudes of staff and management towards sustainable practices in hotels; whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices; and the barriers to the implementation of sustainable business practices in the Bono Region.

3.5 Sample and Sampling Procedures

The Krejcie and Morgan (1970) table for determining sample size was used in the selection of sample size for both the managers and staff of the hotels in the Bono region. The sample for the study included 86 managers/supervisors and 108 staff of the various categories of hotels in the Bono Region totaling 194 respondents. This constituted the sample size for the study. Table 1 shows the population of hotels according to their various star ratings, the number of managers and staff and the sample size of hotel mangers and staff that were selected from the hotels according to their star ratings.

Table 1: Number of Hotels, Managers, and Staff and their Corresponding Sample Sizes Selected in the Bono Region

Categories of Hotels	No. of Hotels	No. of Hotels Selected	No. of Managers	No. of Managers Selected	No. of Staff	No. of Staff Selected
2- Star	4	4	4	4	40	36
3- Star	1	1	1	1	15	14
Budget	103	81	108	81	98	58
Total	**108**	**86**	**108**	**86**	**153**	**108**

Source: Bono Coordinating Council (2020)

The convenience sampling was used to select managers/supervisors and employees who were available during data collection until the required sample size of managers and employees were obtained. Convenience sampling involves choosing the nearest or available individuals to serve as respondents and continuing the process until the required sample size has been obtained (Amedahe & Asamoah-Gyimah, 2005). It is also known as "accidental sampling", "chunk sampling", "grab sampling", and "haphazard sampling". When this sampling technique is employed, all the respondents that are accidentally chanced upon during a certain period of

time are considered. Using this sampling technique, the study involved hotels that were nearest and available to the researcher and were still not operating. Employees and managers from these hotels who were available at the time of data collection were involved in the study.

3.6 Research Instruments

The questionnaire was the instrument for data collection for this study. A set of self-designed questionnaires was employed in this study. Reasons for the choice of the instrument are that, questionnaire is described as structured instrument for gathering data from a potentially large number of respondents, within a shorter possible time when especially the population is easily accessible to make it uneconomical for reasons of time or funds to interview every subject in the study (Osuala, 2005; Deng, 2010; Amedahe & Gyimah, 2008). The questionnaire is also appropriate when the respondents are literates. However, respondents who were unable to read or write were assisted to fill out the questionnaires as the researcher explained the items to them (manager/supervisors and guests) so that they could respond to the items. For these reasons, the study was adopted the questionnaire.

In reference from the above this study employed structured questionnaire to gather data from the respondents. The questionnaire was prepared based on the objectives guiding the study. In line with that, the questionnaire had five sections (A, B, C, D, & E) with section A looking at the background characteristics of the respondents and sections (B-E) considering the four research questions. To ensure quick and easy response to the items, the questionnaire would be drafted on a five-point Likert scale (1=Strongly Disagree (SD); 2= Disagree (D); 3= Uncertain (U); 4= Agree (A); 5= Strongly Agree (SA). This made it possible for analysis of data using both descriptive and inferential statistics.

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The questionnaire for the employees consisted of 54 items in five sections (A, B, C, D and E). The A part entailed five (5) items geared towards obtaining information about the demographic characteristics of the respondents. Section B consisted of sixteen (16) items which aimed at obtaining information on management practices that promote environmental sustainability in hotels. Section C had ten (10) items which looked at the attitude towards sustainable practices. Again, section D was made up of twelve (12) items which looked at barriers to the implementation of sustainable business practices in hotels. Section E consisted of eleven (11) items which considered the extent to which hotels implement existing policies on sustainable environmental management practices.

The questionnaire for the hotel managers consisted of 55 items in five sections (A, B, C, D and E). The A part entailed six (6) items geared towards obtaining information about the demographic characteristics of the respondents. Section B consisted of sixteen (16) items which aimed at obtaining information on management practices that promote environmental sustainability in hotels. Section C had ten (10) items which looked at the attitude towards sustainable practices. Again, section D was made up of twelve (12) items which looked at barriers to the implementation of sustainable business practices in hotels. Section E consisted of eleven (11) items which considered the extent to which hotels implement existing policies on sustainable environmental management practices.

3.6.1 Validity and Reliability of Instrument

Saunders and Lewis (2012) asserted that, prior to using a questionnaire to collect data, it should be pilot tested. The purpose of the pilot test was to refine the questionnaire, so that respondents had no problems in answering the questions and

there were no challenges recording the data. In addition, it enabled the researcher to obtain some assessment of the questions validity and the likely reliability of the data that was collected. It helps to ensure that, data collected enable research questions to be answered. In line with this, the instruments were given to an expert, my supervisor, to ascertain how they meet face and content validity. The suggestions as given by the expert were used to effect the necessary changes to improve upon the instrument. Thereafter, a pilot-test of the instruments was conducted whereby the questionnaires were administered in twelve (12) hotels in the Asutifi South District in the Ahafo region of Ghana. This is because, the hotel management practices implemented in all the group of hotels in the area are similar to what pertains in the Bono Region. Also, the hotels in the Asutifi South District are confronted with similar challenges compared with those in the Bono Region in terms of the specific management practices that promote environmental sustainability in hotels; the attitudes of staff and management towards sustainable practices in hotels; and the barriers to the implementation of sustainable business practices in the Bono Region. The data gathered was analysed and the Cronbach's alpha established for each of the items that fall under the five research questions formulated to guide the study.

The questionnaire for the staff consisted of five (5) sections i.e. sections A, B, C, D and E covering various relevant areas such as demographic characteristics; specific management practices that promote environmental sustainability in hotels; attitude towards sustainable practices; barriers to the implementation of sustainable business practices in hotels; and the extent to which hotels implement existing policies on sustainable environmental management practices. The homogeneity values (Cronbach`s alpha) of the scales vary between .70 and .98. The Cronbach's alpha of .72 was obtained for the employees' questionnaire. The 5 sections covered the

following areas: demographic information (items no. 1, 2, 3, 4; 5; Cronbach`s alpha 0.71). This area covers background information such as gender, marital status, age of respondents, years of working experience, and educational level. Section B (items no. 6, 7, 8, 9, 10, 11; 12; 13; 14; 15; 16; 17; 18; 19; 20; 21; Cronbach`s alpha 0.98) included specific management practices that promote environmental sustainability in hotels. Section C (Items no. 22; 23; 24; 25; 26; 27; 28; 29; 30; 31; Cronbach`s alpha 0.76) consisted the attitude towards sustainable practices. Section D (items no. 32, 33, 34, 35, 36, 37, 38, 39, 40, 41; 42; 43; Cronbach`s alpha 0.78): This section covered barriers to the implementation of sustainable business practices in hotels. Section E (items no. 44, 45, 46; 47; 48; 49; 50; 51; 52; 53; 54; Cronbach`s alpha 0.81) included the extent to which hotels implement existing policies on sustainable environmental management practices.

Similarly, the questionnaire for the hotel managers consisted of five (5) sections i.e. sections A, B, C, D and E covering various relevant areas such as demographic characteristics; specific management practices that promote environmental sustainability in hotels; attitude towards sustainable practices; barriers to the implementation of sustainable business practices in hotels; and the extent to which hotels implement existing policies on sustainable environmental management practices. The homogeneity values (Cronbach`s alpha) of the scales vary between .71 and .89. The Cronbach's alpha of .82 was obtained for the hotel managers' questionnaire. The 5 sections covered the following areas: demographic information (items no. 1, 2, 3, 4; 5; 6; Cronbach`s alpha 0.71). This area covers background information such as gender, marital status, age of respondents, years of working experience, educational level, and annual income. Section B (items no. 7, 8, 9, 10, 11; 12; 13; 14; 15; 16; 17; 18; 19; 20; 21; 22; Cronbach`s alpha 0.89) included specific

management practices that promote environmental sustainability in hotels. Section C (Items no. 23; 24; 25; 26; 27; 28; 29; 30; 31; 32; Cronbach`s alpha 0.83) consisted the attitude towards sustainable practices. Section D (items no. 33, 34, 35, 36, 37, 38, 39, 40, 41; 42; 43; 44; Cronbach`s alpha 0.79): This section covered barriers to the implementation of sustainable business practices in hotels. Section E (items no. 45, 46; 47; 48; 49; 50; 51; 52; 53; 54; 55; Cronbach`s alpha 0.81) included the extent to which hotels implement existing policies on sustainable environmental management practices.

According to De Vellis (1991), such a reliability coefficient is said to be respectable. Therefore, the instrument was considered reliable and appropriate to collect the relevant data to answer the hypotheses posed. Also, Fraenkel and Wallen (2000, p. 17), posited that "For research purposes a useful rule of thumb is that reliability should be at .70 and preferably higher". With this, the instrument could be said to be of good quality capable of collecting useful data for the study. The queries that came out of the item analyses were catered for. The reliability of the instruments was determined using Statistical Product for Service Solutions (SPSS). All these actions were taken to ensure that the instrument was capable of collecting quality and useful data for the study.

3.7 Data Collection Procedure

The instruments were self administered in order to ensure a high return rate. Before data collection, the researcher presented copies of an introductory letter from the head of department to the managers and employees who served as respondents for the study. The purpose of this introductory letter was to solicit for cooperation and also to create rapport between the researcher and the managers as well as staff who

served as respondents for the study. The respondents were briefed concerning how to respond to the items and supervised by the researcher to complete the questionnaire. The entire data collection exercise took four weeks.
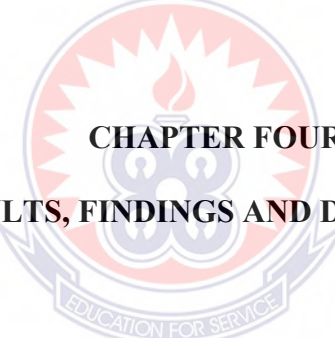
3.8 Data Processing and Analysis

The purpose of the study was to assess sustainable practices of hotels in the Bono Region. Both the descriptive and inferential statistics were employed in the analysis of the data in order to answer the research questions formulated to guide the study. Specifically, frequencies and percentages were used to analyse the background characteristics/demographics of the respondents. Research questions 1, 2 and 4 were analysed using descriptive statistics (i.e. means and standard deviations). Inferential statistics specifically ANOVA and independent samples t-test were used to analyse research question 3 and hypothesis 1. Hypothesis 2 was analysed using Pearson's Product Moment Correlation Coefficient. These were done with the use of computer software Statistical Product for Service Solutions (SPSS) version 21.

3.9 Ethical Consideration

Researchers need to protect their research participants, they must develop a trust with respondents, promote the integrity of research, guard against misconduct and impropriety that might reflect on their institution or organizations (Cresswell, 2009). In compliance with these requirements, the consent of the selected participants was sought before the questionnaires are administered. No participant was compelled to participate or answer to the questionnaire. Also, the questionnaires for the study made no provision for the name of respondents rather; the questionnaires were coded to prevent identification of information by respondent. Thus, the study ensured that all

ethical issues concerning confidentially and anonymity of participants were adhered to.

CHAPTER FOUR

RESULTS, FINDINGS AND DISCUSSION

4.0 Introduction

The purpose of this study was to assess the sustainable practices of hotels in the Bono Region of Ghana. Two sets of questionnaires (for staff and managers) were employed to gather the requisite data for the study. The data gathered from staff and managers were analysed through the computation of frequencies, percentages, mean of means distributions, independent samples t-test and ANOVA. Both the descriptive and inferential statistics were employed in the data analysis. This chapter presents the interpretations, discussions and inferences that were made from the output.

4.1 Analysis of Data from Staff

Table 2 shows the characteristics of staff of hotels in the Bono Region of Ghana who served as respondents for the study.

Table 2: Characteristics of Staff (n=105)

Variable	Subscale	No.	%
Gender	Male	37	35.2
	Female	68	64.8
Marital Status	Married	72	68.6
	Single	33	31.4
Age	16-19 years	4	3.8
	20-29 years	30	28.6
	30-39 years	48	45.7
	40-49 years	15	14.3
	50-59 years	8	7.6
Years of working experience	1- 5 years	23	21.9
	6-10 years	35	33.3
	11-15 years	20	19.0
	16-20 years	15	14.4
	Above 20 years	12	11.4

Educational Level	JHS	35	33.3
	SHS	54	51.4
	Tertiary	16	15.3

Source: Field Data, 2020

Out of the targeted sample size of 108 staff, the accessible sample size was 105 indicating 97.2% return rate. This was due to the fact that some of the staff were not available at the time of data collection due to work schedules and health reasons. From Table 2, out of the 105 staff who were involved in the study, 35.2% were males, whiles 64.8% were females. Many of the staff were females. Again, with respect to the marital status of the staff, 68.6% were married and 31.4% were single. It follows that a significant majority of the staff were married. Concerning the age of the respondents, 3.8% were between 16-19 years, 28.6% were between 20-29 years, 45.7% were between 30-39 years, 14.3% were between 40-49 years, and 7.6% were between 50-59 years. Thus, the majority of the staff were between 30-39 years. With regards to years of working experience, 21.9% had worked between 1-5 years, 33.3% had worked between 6-10 years, 19.0% had worked between 11-15 years, 14.4% had worked between 16-20 years, and 11.4% had worked for more than 20 years. In line with the educational level of the staff, 33.3% had reached JHS, 51.4% reached SHS and 15.3% attained tertiary level education.

Table 3 presents the bio-data of hotel managers who were involved in the study.

Table 3: Characteristics of Hotel Managers (n=83)

Variable	Subscale	No.	%
Gender	Male	46	55.4
	Female	37	44.6
Marital Status	Married	38	45.8
	Divorced	22	26.5
	Widowed	23	27.7

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Age	30-39 yrs	21	25.3
	40-49 yrs	31	37.3
	50-59 yrs	18	21.7
	60 years and above	13	15.7
Years of working experience	1-5 years	15	18.0
	6-10 years	22	26.5
	11-15 years	17	20.5
	16-20 years	17	20.5
	Above 20 years	12	14.5
Educational Level	No formal education	9	10.8
	JHS	22	26.5
	SHS	22	26.5
	Tertiary	30	36.2
Annual Income Level	Below GHC 10,000.00	19	22.9
	Between GHC 10,000 – GHC 20,000.00	38	45.8
	More than GHC 20,000.00	26	31.3

Source: Field data, 2020

Out of the targeted sample size of 86 managers, 83 managers were available and were involved in the study indicating 96.5% return rate. This was because, three (3) of the managers were not available during data collection. From Table 3, out of the 83 hotel managers who were involved in the study, 55.4% were males, whiles 44.6% were females. So a greater number of respondents were males. Again, with respect to marital status, 45.8% were married, 26.5% were divorced, and 27.7% were widowed. Thus the majority of the hotel managers were married. In line with the age of the respondents, 25.3% were between 30-39 years, 37.3% were between 40-49 years, 21.7% were between 50-59 years, and 15.7% were 60 years and above. Therefore, the majority of the hotel managers were between 40-49 years. It is also evident from Table 3 that the majority of the respondents had 6-10 years of working experience. This is because, 18.0% had worked between 1-5 years, 26.5% had worked

between 6-10 years, 20.5% had worked between 11-15 years, 20.5% had worked between 16-20 years, and 14.5% had worked for more than 20 years. Concerning the educational level of the respondents, 10.8% had no formal education, 26.5% had reached JHS, 26.5% had reached SHS, and 36.2% had reached tertiary level of education. Thus, the majority of the hotel managers in the study area had reached tertiary level of education. In terms of annual income of the hotels, 22.9% had an annual income below GHC 10,000.00, 45.8% had an annual income of between GHC 10,000.00 and GHC 20,000.00, and 31.3% had an annual income of more than GHC 20,000.00. So it goes that the majority of the hotels had an annual income of between GHC 10,000.00 and GHC 20,000.00.

This section presents the results and discussions of data collected to answer the five research questions and the hypothesis formulated to guide the study. It comprised data from the questionnaires of the staff and the hotel managers.

4.2 Specific Management Practices that promote Environmental Sustainability in Hotels

Research question 1: What specific management practices promote environmental sustainability in hotels in the Bono Region?

This research objective sought to find out from the hotel managers and the staff the specific management practices that promote environmental sustainability in hotels in the Bono Region. It is important that, hotel managers and staff share their views on the specific management practices that promote environmental sustainability in their hotels so that appropriate measures can be put in place. The responses given by the staff are shown in Table 4.

Table 4: Views of Staff concerning the Specific Management Practices that promote Environmental Sustainability in Hotels (n=105)

Statements: What are some of the sustainable management practices of this hotel?	M	SD
This hotel has a good drainage system inside and outside the facility.	0.85	.73
This hotel creates incentives programme to encourage employees participate in and improve upon environmentally-friendly practices.	1.80	.77
This hotel uses automatic lighting sensors in corridors and lobby.	2.27	.84
This hotel has a deliberate strategy to conserve water.	1.81	.72
This hotel uses treated wastewater in garden irrigation.	0.78	.86
This hotel uses modern equipment that conserves water.	1.81	.72
This hotel composts food waste into fertilizer.	1.87	.54
This hotel serves proper portion of food to reduce food waste.	4.13	.74
This hotel sorts waste in guest rooms, offices and kitchens	1.09	1.02
This hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc).	2.03	.99
This hotel donates/sells used hotels furniture and equipment.	4.16	.37
This hotel has a solid waste management plan.	4.75	.50
This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc.)	1.72	1.28
This hotel plants live plants on property for clean air.	1.84	1.18
This hotel uses a non-smoking policy throughout the property for indoor air quality.	3.94	.79

Source: Field Data, 2020
Scale:
1= Strongly Disagree,   2= Disagree,   3 = Uncertain,
4= Agree,   5= Strongly Agree
Mean of means = 2.40
Mean of standard deviation = 2.33

Table 4 indicates that, a mean of means of 2.33 and a mean of standard deviation of .78 were obtained. This means that the staff disagreed to most of the statements that were posed to them concerning the specific management practices that promote environmental sustainability in hotels. The means and standard deviation were obtained based on the responses recorded for each of the items on the questionnaire that were given to the respondents (staff). Details of the individual items are presented in the subsequent paragraphs.

The finding depicts that, most of the staff strongly disagreed to the statement: "This hotel has a good drainage system inside and outside the facility". With a mean of 0.85 and a standard deviation of .73 it could be concluded that the mean falls into the scale of 1 (strongly disagree). This finding supports that of Mensah (2014) that the

hospitality industry is one of the major negative effects on the environment in areas such as energy consumption, water consumption, solid, liquid and food waste generation and disposal, and emission of hazardous chemicals and atmospheric pollution. By providing the goods and services to meet social needs, business activities use resource and generate waste and, therefore, they are a major contributor to environmental destruction (Welford, 2004) because of their consumption of natural resources such as water, food and energy. Again, when the respondents were asked whether the hotel creates incentives programme to encourage employees participate in and improve upon environmentally-friendly practices, they disagreed to the statement. Here, a mean of 1.80 and a standard deviation of .77 were obtained for this item showing the respondents disagreed to the statement. Also, from Table 4, the respondents were uncertain as to whether the hotel uses automatic lighting sensors in corridors and lobby. This is evidenced by the mean score of 2.27 and a standard deviation of .84 for this item. The mean is approximately 3, showing that the respondents were uncertain about the statement. Han and Kim (2010) also suggest that, a sustainable hotel must typically meet the following standards: energy efficient accommodation, ensure safety of guests, use of non-toxic elements, dependence on the natural environment, provision of environmental training programs, must be ecologically sustainable. Regarding the statement "This hotel has a deliberate strategy to conserve water", the majority of the respondents disagreed to the statement. This can be seen from the mean of 1.89 and a standard deviation of .90 that were realized. Also, a mean of 0.78 and a standard deviation .86 were recorded for the item "This hotel uses treated wastewater in garden irrigation". This means that, the majority of the staff strongly disagreed to this statement. This is because the mean falls on scale 1 (strongly disagree) looking at the scale under Table 4.

As to whether the hotel uses modern equipment that conserves water, the majority of the respondents disagreed to the statement. This is evidenced in the mean of 1.81 and a standard deviation of .72 that were realized. In relation to the statement; "This hotel composts food waste into fertilizer", the majority of the respondents disagreed to the statement. This can be seen from a mean of 1.87 and a standard deviation of 0.54 that were obtained. This means that the mean falls on the option "2"(disagree) looking at the scale under Table 4. A mean of 4.13 and a standard deviation of .74 were achieved for the statement: "The hotel serves proper portion of food to reduce food waste". This means that, the respondents agreed to the statement. Again, when the respondents were asked whether the hotel sorts waste in guest rooms, offices and kitchens, the respondents disagreed to the statement. Here, a mean of 1.09 and a standard deviation of 1.02 were obtained for this item showing the respondents were uncertain about the statement. The high standard deviation obtained indicates that there were variations recorded for this item. However, it still remains that the majority of the respondents were uncertain about the statement. Also, from Table 4, the respondents disagreed that the hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc). This is evidenced by the mean score of 2.03 and a standard deviation of .99 for this item. The mean is approximately 2, showing that the respondents disagreed to the statement.

Regarding the statement; "The hotel donates/sells used hotels furniture and equipment", the majority of the staff agreed to the statement. This can be seen from the mean of 4.16 and a standard deviation of .37 that were realized. Also, a mean of 4.75 and a standard deviation .50 were recorded for the item "This hotel has a solid waste management plan". This means that, the majority of the respondents strongly agreed to this statement. This is because the mean falls on scale 5 (strongly agree)

looking at the scale under Table 4. The finding depicts that, most of the staff disagreed to the statement: "This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc)". With a mean of 1.72 and a standard deviation of 1.28 it could be concluded that the mean falls into the scale of 2 (disagree). Again, when the respondents were asked whether the hotel plants live plants on property for clean air, they were uncertain about the statement. Here, a mean of 1.84 and a standard deviation of 1.18 were obtained for this item showing the respondents were uncertain about the statement. The majority of the respondents agreed that the hotel uses a non-smoking policy through the property for indoor air quality. This is evidenced by the mean score of 3.94 and a standard deviation of .79 for this item. The mean is approximately 4, showing that the respondents agreed to the statement.

The views of the hotel managers are presented in Table 5.
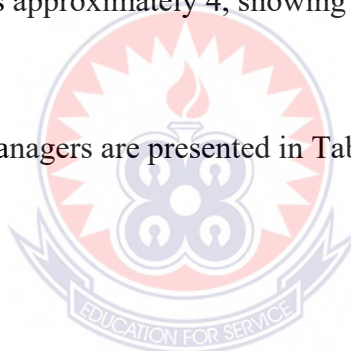
Table 5: Views of Hotel Managers concerning the Specific Management Practices that promote Environmental Sustainability in Hotels (n=83)

Statements: What are some of the sustainable management practices of this hotel?	M	SD
This hotel has a good drainage system inside and outside the facility.	4.41	.66
This hotel creates incentives programme to encourage employees participate in and improve upon environmentally-friendly practices.	4.41	.70
This hotel uses automatic lighting sensors in corridors and lobby.	2.31	.49
This hotel has a deliberate strategy to conserve water.	4.31	.61
This hotel uses treated wastewater in garden irrigation.	4.19	.70
This hotel uses modern equipment that conserves water.	4.25	.73
This hotel composts food waste into fertilizer.	1.22	.73

This hotel serves proper portion of food to reduce food waste.	4.13	.66
This hotel sorts waste in guest rooms, offices and kitchens	2.20	1.00
This hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc).	2.25	.66
This hotel donates/sells used hotels furniture and equipment.	4.63	.50
This hotel has a solid waste management plan.	4.69	.74
This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc.)	4.84	.79
This hotel plants live plants on property for clean air.	2.03	1.18
This hotel uses a non-smoking policy throughout the property for indoor air quality.	4.75	.79

Source: Field Data, 2020

Scale:

1= Strongly Disagree,   2= Disagree,   3 = Uncertain,

4= Agree,   5= Strongly Agree

Mean of means = 3.64

Mean of standard deviation = .68

From Table 5, a mean of means of 3.64 and a mean of standard deviation of .68 were obtained. This means that the hotel managers agreed to most of the statements that were posed to them on the specific management practices that promote environmental sustainability in hotels. The following individual items attest to this fact.

Most of the hotel managers agreed to the statement: "This hotel has a good drainage system inside and outside the facility". With a mean of 4.41 and a standard deviation of .66 it could be concluded that the mean falls into the scale of 4 (agree). This finding resonates with that of GHA (2009) and DEP (2001) that, some of the common practices among sustainable hotels are energy conservation, environmental cleaning, eco-friendly/organic foods, fresh air, water recycling/conservation, recycling bins, towel re-use program, durable service items, cotton towels and linens for air quality, donations to charity and educating staff about green practices. Again, when the respondents were asked whether the hotel creates incentives programme to

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encourage employees participate in and improve upon environmentally-friendly practices, they agreed to the statement. Here, a mean of 4.41 and a standard deviation of .70 were obtained for this item showing the respondents agreed to the statement. Also, from Table 4, the respondents were disagreed that the hotel uses automatic lighting sensors in corridors and lobby. This is evidenced by the mean score of 2.31 and a standard deviation of .49 for this item. The mean is approximately 2, showing that the respondents disagreed to the statement. Regarding the statement "This hotel has a deliberate strategy to conserve water", the majority of the respondents agreed to the statement. This can be seen from the mean of 4.31 and a standard deviation of .61 that were realized. Also, a mean of 4.19 and a standard deviation .70 were recorded for the item "This hotel uses treated wastewater in garden irrigation". This means that, the majority of the hotel managers agreed to this statement. This is because the mean falls on scale 4 (agree) looking at the scale under Table 5.

Concerning whether the hotel uses modern equipment that conserves water, the majority of the respondents agreed to the statement. This is evidenced in the mean of 4.25 and a standard deviation of .73 that were realized. In relation to the statement; "This hotel composts food waste into fertilizer", the majority of the respondents strongly disagreed to the statement. This can be seen from a mean of 1.22 and a standard deviation of 0.73 that were obtained. This means that the mean falls on the option "1" (strongly disagree) looking at the scale under Table 5. A mean of 4.13 and a standard deviation of .66 were achieved for the statement: "The hotel serves proper portion of food to reduce food waste". This means that, the respondents agreed to the statement. Again, when the respondents were asked whether the hotel sorts waste in guest rooms, offices and kitchens, the respondents strongly agreed to the statement. Here, a mean of 2.20 and a standard deviation of 1.00 were obtained for this item

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showing the respondents were in support of the statement. The high standard deviation obtained indicates that there were variations recorded for this item. However, it still remains that the majority of the respondents agreed to the statement. Also, from Table 5, the respondents disagreed that the hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc). This is evidenced by the mean score of 2.25 and a standard deviation of .66 for this item. The mean is approximately 2, showing that the respondents disagreed to the statement.

In line with the statement; "The hotel donates/sells used hotels furniture and equipment", the majority of the hotel managers agreed to the statement. This can be seen from the mean of 4.63 and a standard deviation of .50 that were realized. Also, a mean of 4.69 and a standard deviation .74 were recorded for the item "This hotel has a solid waste management plan". This means that, the majority of the respondents strongly agreed to this statement. This is because the mean falls on scale 5 (strongly agree) looking at the scale under Table 5. The finding depicts that, most of the hotel managers strongly agreed to the statement: "This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc)". With a mean of 4.84 and a standard deviation of .79 it could be concluded that the mean falls into the scale of 5 (strongly agree). Again, when the respondents were asked whether the hotel plants live plants on property for clean air, they disagreed to the statement. Here, a mean of 2.03 and a standard deviation of 1.18 were obtained for this item showing the respondents disagreed to the statement. The majority of the respondents strongly agreed that the hotel uses a non-smoking policy through the property for indoor air quality. This is evidenced by the mean score of 4.75 and a standard deviation of .79 for this item. The mean is approximately 5, showing that the respondents strongly agreed to the statement.

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From the above discussions, it can be concluded that, the hotels did not adhere to most of the specific management practices. The hotels adhered to a few of the specific management practices such as: serving proper portion of food to reduce food waste; donating/selling used hotel's furniture and equipment; had a solid waste management plan; and had a non-smoking policy throughout the property for indoor air quality. However, the hotels did not plant live plants on property for clean air; did not compost food waste into fertilizer; did not recycle waste materials (cardboard, paper, cans, plastics, glass, etc.). Although the managers indicated that the hotels had a good drainage system inside and outside the facility; had an incentive programme to encourage employees to encourage employees participate in and improve upon environmentally-friendly practices; had a deliberate strategy to conserve water; and used treated wastewater in garden irrigation, the employees disagreed to those statements. Also, although the managers indicated that the hotel uses modern equipment that conserves water; sorts waste in guest rooms, offices and kitchens; and uses a paperless policy including use of electronic softwares or system (E-copy, email, etc.), the employees disagreed to those statements.

4.3 Attitude towards Sustainable Practices

Research question 2: What are the attitudes of staff and management towards sustainable practices in hotels in the Bono Region?

The aim of this research objective sought to find out the attitude of hotel management and staff towards sustainable practices. The responses given by the staff are shown in Table 6.

Table 6: Views of Staff on the Attitudes of Staff and Management towards Sustainable Practices (n=105)

Statements:	M	SD
Management of this hotel is committed to ensuring a sustainable environment.	2.13	1.28

Management's interest in creating a more environmentally friendly hotel encourages me to adhere to sustainable practices.	2.03	1.02
The management of this hotel encourages guests to be eco-friendly.	3.09	1.00
The management of this hotel has little interest in sustainable practices because such activities are too expensive.	4.03	1.18
Sustainable practices (e.g. reducing and/ or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities.	3.75	.99
The manager is well trained and educated about sustainable practices, hence this hotel's readiness to implement environmentally friendly behaviours.	1.72	.89
The staff of this hotel are well trained and educated about sustainable practices, hence their readiness to implement environmentally friendly behaviours.	1.97	1.03
The hotel has much interest in sustainable practices.	1.94	.79
Hotel management maintains a strong environmental behavior and that makes me more than ready to implement sustainable practices.	2.66	.74
Management is happy to implement sustainable practices because it can create significant cost saving fees in the hotel.	3.69	.50

Source: Field Data, 2020

Scale:
1= Strongly Disagree,   2= Disagree,   3 = Uncertain,
4= Agree,   5= Strongly Agree
Mean of means = 3.10
Mean of standard deviation = 2.66
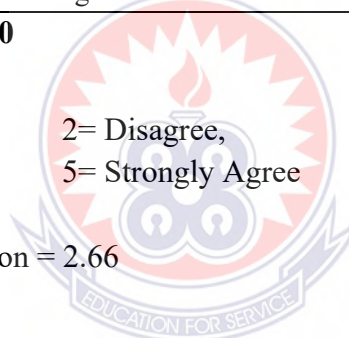
Table 6 sought to find out the attitudes of staff and management towards sustainable practices in hotels in the Bono Region. The means and standard deviation were obtained based on the responses recorded for each of the items on the questionnaire that were given to the hotel staff. A mean of means of 2.66 and a mean of standard deviation of .94 were realized. This means that the majority of the staff were uncertain about most of the statements that were posed to them about the attitudes of staff and management towards sustainable practices. Further discussions of individual items are presented in the paragraphs below.

From Table 6, a mean of 2.13 and a standard deviation of 1.28 were achieved for the statement: "Management of this hotel is committed to ensuring a sustainable

environment". This means that, the management of the hotels were committed to ensuring a sustainable environment. The high standard deviation obtained indicates that there were variations in the responses recorded for the item. Kim et al. (2015) indicated that a relationship exists between a general manager's commitment to a sustainable environment and the way in which the hotel affects the environment. Again, when the staff were asked whether management's interest in creating a more environmentally friendly hotel encourages them to adhere to sustainable practices, the respondents disagreed to the statement. Here, a mean of 2.03 and a standard deviation of 1.02 were obtained for this item showing the respondents agreed that management's interest in creating a more environmentally friendly hotel encourages them to adhere to sustainable practices. Also, from Table 6, the staff were uncertain as to whether the management of their hotels encourage guests to be eco-friendly. This is evidenced by the mean score of 3.09 and a standard deviation of 1.00 for this item. The mean is approximately 3, showing that the respondents were uncertain about the statement. Regarding the statement; "The management of this hotel has little interest in sustainable practices because such activities are too expensive, the majority of the staff agreed to the statement. This can be seen from the mean of 4.03 and a standard deviation of 1.18 that were realized. This conforms to an assertion which was made by Rahman, Reynolds and Svaren (2012) that doing the right thing is associated with considerable financial benefits and also adopting sustainability adds more value to the image of the brand in this contemporary marketplace. Also, a mean of 2.75 and a standard deviation .99 were recorded for the statement "Sustainable practices (e.g. reducing and/ or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities". This means that, the majority

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of the staff were agreed about the statement. This is because the mean falls on scale 3.75 (agreed) looking at the scale under Table 6.

The finding depicts that, most of the staff disagreed that their managers were well trained and educated about sustainable practices, hence the hotel's readiness to implement environmentally friendly behaviours. With a mean of 1.72 and a standard deviation of .89 it could be concluded that the mean falls into the scale of 3 (uncertain). Again, when the respondents were asked whether the staff of their hotels were well trained and educated about sustainable practices and therefore their readiness to implement environmentally friendly behaviours, they disagreed to the statement. Here, a mean of 1.97 and a standard deviation of 1.03 were obtained for the statement. Chan, Hon, Chan, and Okumus, (2014) contended that employees with strong ecological behavior are more in favor of implementing sustainable practices if they have environmental knowledge, environmental concern, and environmental awareness. Also, from Table 6, the staff disagreed that the hotel has much interest in sustainable practices. This is evidenced by the mean score of 1.94 and a standard deviation of .79 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement; "Hotel management maintains a strong environmental behavior and that makes me more than ready to implement sustainable practices", the majority of the staff were uncertain about the statement. This can be seen from the mean of 2.66 and a standard deviation of .74 that were realized. Again, when the staff were asked whether management is happy to implement sustainable practices because it can create significant cost saving fees in the hotel", they agreed to the statement. Here, a mean of 3.69 and a standard deviation of .50 were obtained for the item. This finding supports that of several scholars that, hotels adopt sustainable practices for a number of reasons. These include

strengthening employee organisational commitment, economic benefits, improved

investor relations, general social good and facing public scrutiny (Juholin, 2004;

Rahman, Reynolds & Svaren, 2012).

The responses from the hotel managers are presented in Table 7.

Table 7: Views of Hotel Managers on the Attitudes of Staff and Management towards Sustainable Practices (n=83)

Statements:	M	SD
Management of this hotel is committed to ensuring a sustainable environment.	2.30	.50
Management's interest in creating a more environmentally friendly hotel encourages employees to adhere to sustainable practices.	4.38	.37
The management of this hotel encourages guests to be eco-friendly.	4.44	.50
The management of this hotel has little interest in sustainable practices because such activities are too expensive.	2.28	.59
Sustainable practices (e.g. reducing and/ or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities.	1.75	.49
Management is well trained and educated about sustainable practices, hence this hotel's readiness to implement environmentally friendly behaviours.	1.63	.56
The staff of this hotel are well trained and educated about sustainable practices, hence their readiness to implement environmentally friendly behaviours.	2.09	.37

|		
This hotel has much interest in sustainable practices.	4.22	.53
Hotel management maintains a strong environmental behavior and that makes employees more than ready to implement sustainable practices.	4.72	.37
Management is happy to implement sustainable practices because it can create significant cost saving fees in the hotel.	4.84	.42

Source: Field Data, 2020

Scale:

1= Strongly Disagree,   2= Disagree,   3 = Uncertain,

4= Agree,   5= Strongly Agree

Mean of means = 3.13

Mean of standard deviation = .47

From Table 7, a mean of means of 3.13 and a mean of standard deviation of .47 were realized. This means that the majority of the hotel managers agreed to most of the statements that were posed to them about the attitudes of staff and management towards sustainable practices. Details of the individual items are presented in the subsequent paragraphs.

Most of the respondents disagreed that the management of the hotels were committed to ensuring a sustainable environment. This is evidenced from a mean of 2.30 and a standard deviation of .50 achieved for the statement. Again, when the hotel managers were asked whether management's interest in creating a more environmentally friendly hotel encourages employees to adhere to sustainable practices, the respondents agreed to the statement. Here, a mean of 4.38 and a standard deviation of .37 were obtained for this item showing the respondents agreed that management's interest in creating a more environmentally friendly hotel encourages employees to adhere to sustainable practices. Also, from Table 7, the respondents agreed that the management of their hotels encourage guests to be eco-friendly. This is evidenced by the mean score of 4.44 and a standard deviation of .50 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement; "The management of this hotel has little interest

in sustainable practices because such activities are too expensive, the majority of the hotel managers disagreed to the statement. This can be seen from the mean of 2.28 and a standard deviation of .59 that were realized. Also, a mean of 1.75 and a standard deviation .49 were recorded for the statement; "Sustainable practices (e.g. reducing and/ or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities". This means that, the majority of the hotel managers disagreed to the statement. This is because the mean falls on scale 2 (disagree) looking at the scale under Table 7.

The finding depicts that, most of the hotel managers disagreed that management is well trained and educated about sustainable practices, hence the hotel's readiness to implement environmentally friendly behaviours. With a mean of 1.63 and a standard deviation of .56 it could be concluded that the mean falls into the scale of 2 (disagree). This finding is in disagrees with that of Popsa (2017) that, general managers educated in environmental sustainability are likely to implement sustainable practices as a part of their organizational strategies to minimize solid waste generation and all other adverse impacts their hotels have on the environment, thus improving the reputation of the hotel as well as its commitment to environmental management. Again, when the respondents were asked whether the staff of their hotels were well trained and educated about sustainable practices and therefore their readiness to implement environmentally friendly behaviours, they were uncertain about the statement. Here, a mean of 2.09 and a standard deviation of .37 were obtained for the statement. Also, from Table 7, the employees agreed that their hotels have much interest in sustainable practices. This is evidenced by the mean score of 4.22 and a standard deviation of .53 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement; "Hotel

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management maintains a strong environmental behavior and that makes me more than ready to implement sustainable practices", the majority of the hotel management strongly agreed to the statement. This can be seen from the mean of 4.72 and a standard deviation of .37 that were realized. Again, the hotel management strongly agreed that management is happy to implement sustainable practices because it can create significant cost saving fees in the hotel. Here, a mean of 4.84 and a standard deviation of .42 were obtained for the item.

From the above discussions, it can be concluded that, both staff and management had a negative attitude towards sustainable practices. This is because, the management of the hotels were not committed to ensuring a sustainable environment; management did not have interest in creating a more environmentally friendly hotel that encourages staff to adhere to sustainable practices; and management of the hotels had little interest in sustainable practices because such activities were too expensive. Again, both hotel management and staff were not trained and educated about sustainable practices and that affected their readiness to implement environmentally friendly behaviours; and the hotel does not have much interest in sustainable practices.

4.4 Barriers to the Implementation of Sustainable Business Practices in Hotels

Research question 3: What are the barriers to the implementation of sustainable business practices in the Bono Region?

This objective sought to find out the barriers to the implementation of sustainable business practices in the Bono Region. The responses given by the staff are shown in Table 8.

Table 8: Views of Staff on the Barriers to the Implementation of Sustainable Business Practices (n=105)

Statements	M	SD

Lack of support from employees.	3.16	.80
The consumer demand for eco-friendly hotels is low.	2.25	.79
Lack of education and training.	4.16	.69
Incompatibility with company culture.	2.31	.72
Lack of guidance from government agencies.	2.13	.89
Owners do not support sustainable management in hotels.	3.31	.93
Insufficient physical infrastructure.	4.34	.70
High cost of sustainable management practices.	4.56	.56
Managers do not have sufficient knowledge.	4.38	.83
Lack of financial resources.	4.19	.74
Sustainable management practices in hotels is not easy.	4.16	.87
Lack of local experts in sustainable management practices.	4.56	.89

Source: Field Data, 2020

Scale:

1= Strongly Disagree,   2= Disagree,   3 = Uncertain,

4= Agree,   5= Strongly Agree

Mean of means = 3.63

Mean of standard deviation = .78

Table 8 sought to find out the barriers to the implementation of sustainable business practices. A mean of means of 3.63 and a mean of standard deviation of .78 were realized. This means that the majority of the staff agreed that they encountered challenges in the implementation of sustainable practices. Further discussions of individual items are presented in the paragraphs below.

From Table 8, a mean of 3.16 and a standard deviation of .80 were achieved for the statement: "Lack of support from employees". This means that, the employees were uncertain about the statement. Again, when the employees were asked whether the consumer demand for eco-friendly hotels is low, the respondents disagreed to the statement. Here, a mean of 2.25 and a standard deviation of .79 were obtained for this item showing the respondents disagreed that the consumer demand for eco-friendly

hotels is low. Also, from Table 8, the employees agreed that lack of education and training was a challenge they encountered in the implementation of sustainable practices. This is evidenced by the mean score of 4.16 and a standard deviation of .69 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement: "Incompatibility with company culture", the majority of the employees disagreed to the statement. This can be seen from the mean of 2.31 and a standard deviation of .72 that were realized. Also, a mean of 2.13 and a standard deviation .89 were recorded for the item "Lack of guidance from government agencies". This means that, the majority of the employees disagreed to the statement. This is because the mean falls on scale 2 (disagree) looking at the scale under Table 8. However, the high standard deviation obtained which is higher than the mean of standard deviation of .78 indicates that there were variations and that not all the respondents disagreed to the statement. However, it still remains that the majority of the employees disagreed to the statement. The finding depicts that, most of the employees were uncertain as to whether the hotel owners do not support sustainable management in hotels. With a mean of 3.31 and a standard deviation of .93 it could be concluded that the mean falls into the scale of 3 (uncertain). Thus, the majority of the employees were uncertain about the statement.

Again, when the respondents were asked whether insufficient physical infrastructure was a challenge to they encountered, they agreed to the statement. Here, a mean of 4.34 and a standard deviation of .70 were obtained for this item showing that insufficient physical infrastructure was a challenge they encountered in the implementation of sustainable practices. Also, from Table 8, the employees strongly agreed that high cost of sustainable management practices was another challenge they encountered. This is evidenced by the mean score of 4.56 and a standard deviation of

.56 for this item. The mean is approximately 5, showing that the respondents strongly agreed to the statement. Regarding the statement: "Managers do not have sufficient knowledge" the majority of the employees agreed to the statement. This can be seen from the mean of 4.38 and a standard deviation of .83 that were realized. This means that, the managers do not have sufficient knowledge about sustainable practices. Again, when the employees were asked about lack of financial resources, they agreed to the statement. Here, a mean of 4.19 and a standard deviation of .74 were obtained for this item showing that lack of financial resources was a challenge they encountered in sustainable practices. This finding supports the views of scholars who assert that, there are some doubts in terms of the financial impact of sustainable practices among practitioners.

Bohdanowicz (2016) points out in the study of managers' perceptions in European hotels that doubts have been raised regarding financial effectiveness of sustainable practices because the functional attributes of sustainable practices are highly related to installation of new technologies or systems that increase costs. However, several case studies indicate the fact that the cost of new systems will be offset by savings in water, energy and waste reduction costs within a few years (Claver-Cortés et al., 2017; Iwanowski & Rushmore, 2014). Also, from Table 8, the employees indicated that sustainable management practices in hotels is not easy. This is evidenced by the mean score of 4.16 and a standard deviation of .87 for this item. The mean falls on scale 4 (agree) showing that the respondents agreed to the statement. The finding also depicts that, lack of local experts in sustainable management practices was a barrier facing the implementation of sustainable practices. With this, a mean of 4.56 and a standard deviation of .89 were obtained for the item.

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Table 9 shows the views of hotel managers on the barriers to the implementation of sustainable practices.

Table 9: Views of Hotel Managers on the Barriers to the Implementation of Sustainable Business Practices (n=83)

Statements	M	SD
Lack of support from employees.	4.44	.71
The consumer demand for eco-friendly hotels is low.	2.38	.80
Lack of education and training.	4.06	.71
Incompatibility with company culture.	2.17	.71
Lack of guidance from government agencies.	4.28	1.09
Owners do not support sustainable management in hotels.	2.13	.75
Insufficient physical infrastructure.	4.47	.82
High cost of sustainable management practices.	4.50	.78
Management do not have sufficient knowledge.	2.13	.65
Lack of financial resources.	4.65	.60
Sustainable management practices in hotels is not easy	2.13	.65
Lack of local experts in sustainable management practices.	4.26	.75

Source: Field Data, 2020

Scale:
1= Strongly Disagree,   2= Disagree,   3 = Uncertain,
4= Agree,   5= Strongly Agree
Mean of means = 3.65
Mean of standard deviation = .80
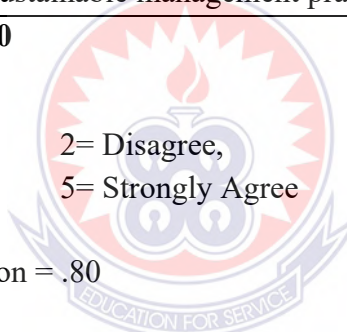
From Table 9, a mean of means of 3.65 and a mean of standard deviation of .80 were realized. This means that the majority of the hotel managers agreed that they encountered challenges in the implementation of sustainable practices. The following items attest to this fact.

A mean of 4.44 and a standard deviation of .71 were achieved for the statement: "Lack of support from employees". This means that, the hotel managers agreed to the statement. Again, when the hotel managers were asked whether the consumer demand for eco-friendly hotels is low, the respondents disagreed to the statement. Here, a mean of 2.38 and a standard deviation of .80 were obtained for this

item showing the respondents disagreed that the consumer demand for eco-friendly hotels is low. Also, from Table 9, the hotel managers agreed that lack of education and training was a challenge they encountered in the implementation of sustainable practices. This is evidenced by the mean score of 4.06 and a standard deviation of .71 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement: "Incompatibility with company culture", the majority of the hotel managers disagreed to the statement. This can be seen from the mean of 2.17 and a standard deviation of .71 that were realized. Also, a mean of 4.28 and a standard deviation 1.09 were recorded for the item "Lack of guidance from government agencies". This means that, the majority of the hotel mangers agreed to the statement. This is because the mean falls on scale 4 (agree) looking at the scale under Table 9. However, the high standard deviation obtained which is higher than the mean of standard deviation of .80 indicates that there were variations and that not all the respondents disagreed to the statement. However, it still remains that the majority of the hotel mangers agreed to the statement. The finding depicts that, most of the hotel managers agreed that the hotel owners do not support sustainable management in hotels. With a mean of 2.13 and a standard deviation of .75 it could be concluded that the mean falls into the scale of 2 (disagree). Thus, the majority of the hotel managers disagree to the statement.

Concerning the statement; "Insufficient physical infrastructure", a mean of 4.47 and a standard deviation of .82 were obtained for this item showing that the respondents agreed to the statement. Thus, insufficient physical infrastructure was a challenge they encountered in the implementation of sustainable practices. Also, from Table 9, the employees strongly agreed that high cost of sustainable management practices was another challenge they encountered. This is evidenced by the mean

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score of 4.50 and a standard deviation of .78 for this item. The mean is approximately 5, showing that the respondents strongly agreed to the statement. Regarding the statement: "Management do not have sufficient knowledge" the majority of the hotel managers agreed to the statement. This can be seen from the mean of 2.13 and a standard deviation of .65 that were realized. This means that, the managers do have sufficient knowledge about sustainable practices. Again, when the managers were asked about lack of financial resources, they strongly agreed to the statement. Here, a mean of 4.65 and a standard deviation of .60 were obtained for this item showing that lack of financial resources was a challenge they encountered in sustainable practices. Also, from Table 9, the hotel managers indicated that sustainable management practices in hotels is not easy. This is evidenced by the mean score of 2.13 and a standard deviation of 1.22 for this item. The mean falls on scale 4 (agree) showing that the respondents agreed to the statement. The finding also depicts that, lack of local experts in sustainable management practices was a barrier facing the implementation of sustainable practices. Here a mean of 4.26 and a standard deviation of .75 were realized.

From the foregoing, there were a number of barriers to the implementation of sustainable business practices. These included lack of support from employees; lack of education and training; lack of guidance from government agencies; as well as insufficient physical infrastructure. Others included high cost of sustainable management practices; lack of financial resources; lack of local experts in sustainable management practices; and the fact that sustainable management practices in hotels is not easy. Although the hotel managers agreed that they support sustainable management in hotels, the employees were uncertain about it.

4.5 Extent to which Hotels Implement Existing Policies on Sustainable Environmental Management Practices

Research question 4: To what extent do hotels implement the existing policies on sustainable practices in the Bono Region?

This aim of this objective was to find out the extent to which hotels implement the existing policies on sustainable practices in the Bono Region. The responses given by the staff are shown in Table 10.

Table 10: Views of Staff on the Extent to which Hotels Implement the Existing Policies on Sustainable Practices (n=105)

Statements	M	SD
The Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices.	3.23	.78
The hotel observes all the bye-laws on sanitation and appropriate environmental management practices.	3.25	.90
The hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection.	4.40	.75
Hotel management desists from any unapproved practices such as connecting WC's to gutters and water bodies.	3.13	.86
Hotel management ensures appropriate hygienic conditions in the premises.	4.06	.74
The hotel management ensures that air pollution from its	4.38	.54

premises is within that permitted by the Assembly.		
The hotel burns waste on their premises.	2.34	.88
The hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission.	4.34	.48
Hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed.	4.38	.92
This hotel ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in our premises.	4.31	.97
This hotel has engaged the services of a licensed collector approved by the Assembly to collect waste generated from our premises.	4.28	1.01

Source: Field Data, 2020
Scale:
1= Strongly Disagree,   2= Disagree,   3 = Uncertain,
4= Agree,   5= Strongly Agree
Mean of means = 3.83
Mean of standard deviation = .80

Table 10 sought to find out the views of staff on the extent to which hotels implement the existing policies on sustainable practices. A mean of means of 3.83 and a mean of standard deviation of .80 were realized. This means that the majority of the employees agreed that to a large extent, the various hotels implement the existing policies on sustainable practices. Further discussions of individual items are presented in the paragraphs below.

From Table 10, a mean of 3.23 and a standard deviation of .78 were achieved for the statement: "The Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices". This means that, the employees were uncertain about the statement. Again, when the employees were asked whether the hotel observes all the bye-laws on sanitation and appropriate environmental management practices, the respondents were uncertain about the statement. Here, a mean of 3.25 and a standard deviation of .90 were obtained for this

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item showing the respondents were uncertain about the statement. Also, from Table 10, the employees agreed that hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection. This is evidenced by the mean score of 4.40 and a standard deviation of .75 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement: "Hotel management desists from any unapproved practices such as connecting WC's to gutters and water bodies", the majority of the employees were uncertain about the statement. This can be seen from the mean of 3.13 and a standard deviation of .86 that were realized. Also, a mean of 4.06 and a standard deviation .74 were recorded for the item "Hotel management ensures appropriate hygienic conditions in the premises". This means that, the majority of the employees agreed to the statement. This is because the mean falls on scale 4 (agree) looking at the scale under Table 10. The finding depicts that, most of the employees agreed that the hotel management ensures that air pollution from its premises is within that permitted by the Assembly. With a mean of 4.38 and a standard deviation of .54 it could be concluded that the mean falls into the scale of 4 (agree). Thus, the majority of the employees agreed to the statement.

Again, when the respondents were asked whether the hotel burns waste on their premises, they disagreed to the statement. Here, a mean of 2.34 and a standard deviation of .88 were obtained for this item showing that the hotels do not burn waste on their premises. Also, from Table 10, the hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission. This is evidenced by the mean score of 4.34 and a standard deviation of .48 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement: "Hotel management

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ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed" the majority of the employees agreed to the statement. This can be seen from the mean of 4.38 and a standard deviation of .92 that were realized. This means that, the hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed. Again, when the employees were asked whether the hotel ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in their premises, they agreed to the statement. Here, a mean of 4.31 and a standard deviation of .97 were obtained for this item showing the respondents agreed to the statement. The finding also depicts that, most of the hotels engage the services of a licensed collector approved by the Assembly to collect waste generated from their premises. With a mean of 4.28 and a standard deviation of 1.01 it could be concluded that the mean falls into the scale of 4 (agree).

Table 11 shows the views of hotel managers on the extent to which hotels implement the existing policies on sustainable practices.

Table 11: Views of Hotel Managers on the Extent to which Hotels Implement the Existing Policies on Sustainable Practices (n=83)

Statements	M	SD
The Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices.	3.31	.65
The hotel observes all the bye-laws on sanitation and appropriate environmental management practices.	4.50	.78
The hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection.	4.28	.81
Hotel management desists from any unapproved practices such as connecting WC's to gutters and water bodies.	4.34	.75
Hotel management ensures appropriate hygienic conditions in the premises.	4.09	.97
The hotel management ensures that air pollution from its premises is within that permitted by the Assembly.	4.13	.92
The hotel burns waste on their premises.	1.47	.86

The hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission.	4.00	.74
Hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed.	4.53	.88
This hotel ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in our premises.	4.28	.54
This hotel has engaged the services of a licensed collector approved by the Assembly to collect waste generated from our premises.	4.65	.48

Source: Field Data, 2020

Scale:

1= Strongly Disagree,   2= Disagree,   3 = Uncertain,

4= Agree,   5= Strongly Agree

Mean of means = 3.57

Mean of standard deviation = .76

A mean of means of 3.57 and a mean of standard deviation of .76 were achieved showing that the majority of the hotel managers agreed that to a large extent, the various hotels implement the existing policies on sustainable practices. Details of the individual items are discussed in the subsequent paragraphs.

Most of the hotel managers disagreed that the Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices. This is because, a mean of 3.23 and a standard deviation of .78 were achieved for the statement. Again, when the hotel managers were asked whether the hotel observes all the bye-laws on sanitation and appropriate environmental management practices, the respondents strongly agreed to the statement. Here, a mean of 4.50 and a standard deviation of .78 were obtained for this item showing the respondents were strongly agreed to the statement. Also, from Table 11, the hotel managers agreed that hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection. This is evidenced by the mean

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score of 4.28 and a standard deviation of .81 for this item. The mean is approximately 4, showing that the respondents agreed to the statement. Regarding the statement: "Hotel management desists from any unapproved practices such as connecting WC's to gutters and water bodies", the majority of the hotel managers agreed to the statement. This can be seen from the mean of 4.34 and a standard deviation of .75 that were realized. Also, a mean of 4.09 and a standard deviation .97 were recorded for the item "Hotel management ensures appropriate hygienic conditions in the premises". This means that, the majority of the employees agreed to the statement. This is because the mean falls on scale 4 (agree) looking at the scale under Table 11. The finding depicts that, most of the hotel managers agreed that the hotel management ensures that air pollution from its premises is within that permitted by the Assembly. With a mean of 4.13 and a standard deviation of .92 it could be concluded that the mean falls into the scale of 4 (agree). Thus, the majority of the hotel managers agreed to the statement.
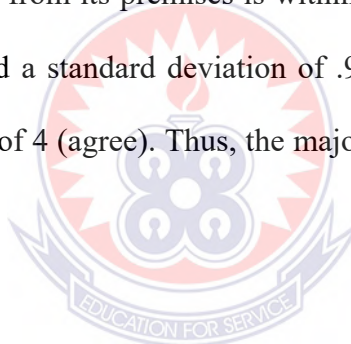
Again, when the respondents were asked whether the hotel burns waste on their premises, they disagreed to the statement. Here, a mean of 1.47 and a standard deviation of .86 were obtained for this item showing that the hotels do not burn waste on their premises. Also, from Table 11, the hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission. This is evidenced by the mean score of 4.00 and a standard deviation of .74 for this item. The mean falls on scale 4, showing that the respondents agreed to the statement. Regarding the statement: "Hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed" the majority of the hotel management strongly

agreed to the statement. This can be seen from the mean of 4.53 and a standard deviation of .88 that were realized. This means that, the hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed. Again, when the respondents were asked whether the hotel ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in their premises, they agreed to the statement. Here, a mean of 4.28 and a standard deviation of .54 were obtained for this item showing the respondents agreed to the statement. The finding also depicts that, most of the hotels engage the services of a licensed collector approved by the Assembly to collect waste generated from their premises. With a mean of 4.65 and a standard deviation of .48 it could be concluded that the mean falls into the scale of 5 (strongly agree).

From the foregoing, it can be concluded that, to a large extent, the various hotels implement the existing policies on sustainable practices. This is because, the hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection; and hotel management ensures appropriate hygienic conditions in the premises. Also, hotel management ensures that air pollution from its premises is within that permitted by the Assembly; and ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission. Again, hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be place; ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in their premises; and has engaged the services of a licensed collector approved by the Assembly to collect waste generated from their premises. However, the respondents were uncertain as to whether the Assembly provides education to persons/employees of the hotel on appropriate

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sustainable management practices. Although the hotel managers agreed that their hotels observe all the bye-laws on sanitation and appropriate environmental management practices; and desist from any unapproved practices such as connecting WC's to gutters and water bodies; the employees were uncertain about these statements.

4.6 Analyses of Hypotheses

4.6.1 Socio-demographic Characteristics that Influence Hotel Managers' Attitudes toward Sustainable Practices

H_0: There is no statistically significant difference between the socio-demographic characteristics (age, gender, marital status, income and educational level) and hotel managers' attitudes toward sustainable practices.

H_1: There is a statistically significant difference between the socio-demographic characteristics (age, gender, marital status, income and educational level) and hotel managers' attitudes toward sustainable practices.

4.6.1.1 Hotel Managers' Attitude towards Sustainable Practices in terms of Age

This research hypothesis sought to find out whether or not there was significant difference in hotel managers' attitude towards sustainable practices regarding age. The results are presented in Tables 12a and 12b.

Table 12a: Descriptive Statistics of Hotel Managers' Attitude towards Sustainable Practices Across Age

Ages	N	Mean	Std. Dev	Min	Max
30-39 years	21	41.50	3.16	37.00	45.00
40-49 years	31	42.57	4.18	38.00	49.00
50-59 years	18	41.95	4.34	33.00	49.00
60 years and above	13	40.36	5.10	23.00	46.00

| Total | 83 | 41.60 | 4.20 | 23.00 | 49.00 |

Source: Field Data, 2020

Table 12a gives information about the age categories of the hotel managers regarding their attitudes towards sustainable practices. It was found that the respondents age group of 40-49 years had a mean score of (M=42.57; SD=4.18; n=31), age group of 50-59 years had a mean score of (M= 41.95; SD=4.34; n=18), 30-39 years had a mean score of (M=41.50; SD=3.16; n=21) and the age group of 60 years and above had a mean score of (M=40.36; SD=5.10; n=13). From the statistics of the age group of the hotel managers, the age group of 40-49 years had the higher mean score regarding their attitudes towards sustainable practices and this was followed by the age group of 50-59 years.

From the preliminary analysis, the Levene's test is used to ascertain whether the variance in the scores is the same for each of the age group of the hotel managers, from the analysis, the Significance value (Sig) for Levene' test is 0.725 which is greater than the alpha or critical value of 0.05. This implies that the assumption of homogeneity has not been violated for this sample [$F(2, 80)$= 1. 286, p= .0.283 at the .05 alpha level

Table 12b: Summary of One-way ANOVA

	Sum of Squares	Df	Mean Square	F	Sig
Between Groups	81.682	2	27.227	1.286	.283
Within Groups	2244.182	80	21.172		
Total	**2325.864**	**82**			

Table 12b shows whether the overall *F* ratio for the one-way ANOVA is significant. It noted that the F ratio (1.286) is not significant (p =.283) at the .05 alpha level. This implies that there is no significant difference among the mean scores on

age group of hotel managers regarding their attitudes towards sustainable practices. Therefore, the study concluded that there was no statistically significant difference at the p > .005 level in age group of hotel managers regarding their attitudes towards sustainable practices [F (2, 80) = 1.286, p = 0.283]. Hence, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of age fails to be rejected.

This finding contradicts that of several studies that suggest that younger people are more apt to be sustainable (Fransson and Gärling, 2019; Straughan & Roberts, 2019; Klineberg, McKeever, & Rothenbach, 2018), and two explanations are widely cited in the academic literature to support this claim. According to Van Liere and Dunlap (2010), younger people appear to be more environmentally conscious because "sustainability" might be seen as a threat to the existing social order in which they less participate. They are liberal and can adopt sustainable attitude without much resistance. Similarly, Straughan and Roberts (2019) support the contention that the younger generation is more likely to embrace a sustainable attitude because environment degradation is a noticeable issue, and it is perceived that the problem will be increased as they age.

In contrast, some studies suggest that older people display a more environmentally friendly attitude. One explanation for the positive relationship between older age and sustainable behavior focuses on the ethic of conservation that was prevalent in the Depression era. Many seniors today lived through the "Depression-era" and conservation was required to get through the economic hardships (Samdahl & Roberston, 2009). In a literature review on this topic, it is apparent that there is a non-significant relationship between age and green consciousness.

4.6.1.2 Gender and Hotel Managers' Attitude towards Sustainable Practices

The independent sample t-test was used in the analysis in order to ascertain whether there was a significant difference in hotel managers' attitude towards sustainable practices regarding gender. Table 13 shows the results on the independent samples t-test.

Table 13: Independent Sample T-test on Hotel Managers' Attitude towards Sustainable Practices in terms of Gender

	Group	N	Mean	Std. Dev.	Df	t-value	p-value
Gender	Male	46	21.02	3.59			
	Female	37	21.49	2.79	161	-.852	.052

Source: Field Data, 2020   **** significant at p=0.05 (2-tailed)**

Table 13 shows the results of the independent sample t-test scores on male and female hotel managers regarding their attitude towards sustainable practices. From Table 13, it was realized that the males had a mean score of (*M=21.02; SD=3.59*) while the females had a mean score of *(M=21.49; SD=2.79*). This shows that the male score of hotel managers was the same as that of the score of the female hotel managers. Again, the standard deviation (*SD=3.59*) of the score indicates that the individual scores of the male hotel managers varied more than that of the female hotel managers (*SD=2.79*).

However, when the mean scores of the two groups were tested using the independent samples t-test at 5% significant level, two-tailed, the results revealed that there was no statistically significant difference between the scores obtained for the male hotel managers and the scores obtained for the female hotel managers regarding their attitude towards sustainable practices (*t(161)=-.852, p = .052*). This means that, there was no significant difference between male and female hotel managers

regarding their attitude towards sustainable practices. Hence, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of gender fails to be rejected.

This finding contradicts studies that suggest that females are more environmentally friendly. Klineberg et al. (2018) suggest that gender is a significant predictor of green concerns and cite that females are more environmentally concerned than males. Also, Diamantopoulos et al. (2013) and Davidson and Freudenburg (2006) suggest that females are more supportive and participate in the efforts of being sustainable. Similarly, Roberts's empirical evidence (2016) illustrates that females are more environmentally friendly due to some typically female gender roles such as housework, shopping and recycling.

4.6.1.3 Marital Status and Hotel Managers' Attitude towards Sustainable Practices

This research hypothesis sought to find out whether or not there was significant difference in hotel managers' attitude towards sustainable practices regarding marital status. The results are presented in Tables 14a and 14b.

Table 14a: Descriptive Statistics of Hotel Managers' Attitude towards Sustainable Practices in relation to Marital Status

Marital Status	N	Mean	Std. Dev	Min	Max
Married	38	49.11	20.83	12.00	84.00
Divorced	22	43.33	20.44	12.00	84.00
Widowed	23	41.30	19.32	12.00	81.00
Total	**83**	**44.58**	**20.20**	**12.00**	**84.00**

Source: Field Data, 2020

Table 14a gives information about the marital status of the hotel managers in relation to their attitude towards sustainable practices. It was found out that, the respondents who married had a mean score of (M=49.11; SD=20.83; n=38), respondents who were divorced had a mean score of (M=43.35; SD=20.44; n=22), and respondents who were widowed had a mean score of (M= 41.30; SD=19.32; n=23). From the statistics on the marital status of the hotel managers, married respondents had the highest mean score regarding their attitude towards sustainable practices and this was followed by respondents who were divorced and widowed.

From the preliminary analysis, the Levene's test is used to ascertain whether the variance in the scores is the same for each of the marital status of hotel managers. From the analysis, the Significance value (Sig) for Levene' test is 0.364 which is greater than the alpha or critical value of 0.05. This implies that the assumption of homogeneity has not been violated for this sample [$F(4, 79)= 1. 894$, $p= .0.111$ at the .05 alpha level.

Table 14b: Summary of One-way ANOVA

	Sum of Squares	Df	Mean Square	F	Sig
Between Groups	3168.535	4	792.134	1.894	.111
Within Groups	126315.107	79	418.262		
Total	**129483.642**	**83**			

Source: Field Data, 2020

The Table 14b shows whether the overall *F* ratio for the one-way ANOVA is significant. It noted that the F ratio (1.894) is significant ($p =.111$) at the .05 alpha level. This implies that there is a significant difference among the mean scores on the marital status of the hotel managers in relation to their attitude towards sustainable practices. Therefore, the study concluded that there is a statistically significant difference at the $p < .005$ level in the marital status of hotel managers regarding their

attitude towards sustainable pracitices. [F (4, 79) = 1.894, p = 0.111]. Therefore, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of marital status is rejected.

This finding supports that of Loroche et al. (2011), who find out that married couples, specifically married people with children, are more willing to pay for purchasing sustainable products, and presume the reason is that married couples are more concern about the negative impacts on the environment because of its impact on their spouses and their children. Macey and Brown (2013) expand positive sustainable behaviors to married couples' lifestyles. According to them, married couples who own homes are more energy conservative than married couples who do not own homes. Although there is research regarding the relationship between sustainable behaviors and marital status, it is hard to confirm a relationship between the two.

4.6.1.4 Income and Hotel Managers' Attitude towards Sustainable Practices

This research hypothesis sought to find out whether or not there was significant difference in hotel managers' attitude towards sustainable practices regarding income. The results are presented in Tables 15a and 15b.

Table 15a: Descriptive Statistics of Hotel Managers' Attitude towards Sustainable Practices in terms of Annual Income

Annual Income	N	Mean	Std. Dev	Min	Max
Below GHC 10,000.00	19	41.50	3.16	37.00	45.00
Between GHC 10,000.00 and GHC 20,000.00	38	41.95	4.18	38.00	49.00
More than GHC 20,000.00	26	42.57	4.34	33.00	49.00
Total	**83**	**42.01**	**3.89**	**33.00**	**49.00**

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Source: Field Data, 2020

Table 15a gives information about the annual income categories of the hotel managers regarding their attitude towards sustainable practices. It was found that the respondents annual income group of Below GHC 10,000.00 had a mean score of (M=41.50; SD=3.16; n=19), annual income group of between GHC 10,000.00 and GHC 20,000.00 had a mean score of (M= 41.95; SD=4.18; n=38), and the annual group of more than GHC 20,000.00 had a mean score of (M=42.57; SD=4.34; n=26). From the statistics of the income categories of the hotel managers, the annual income category of more than GHC 20,000.00 had the highest mean score regarding hotel managers' attitude towards sustainable practices, and this was followed by the annual income group of between GHC 10,000.00 and GHC 20,000.00 and then below GHC 10,000.00.

From the preliminary analysis, the Levene's test is used to ascertain whether the variance in the scores is the same for each of the annual income category of hotel managers, from the analysis, the Significance value (Sig) for Levene' test is 4.977 which is greater than the alpha or critical value of 0.05. This implies that the assumption of homogeneity has not been violated for this sample [$F(4, 78)$= 11. 453, p= .0.000 at the .05 alpha level

Table 15b: Summary of One-way ANOVA

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	706.508	4	176.627	11.453	.000
Within Groups	1619.355	78	15.422		
Total	**2325.864**	**82**			

Table 15b shows whether the overall F ratio for the one-way ANOVA is significant. It noted that the F ratio (11.453) is significant (p =.000) at the .05 alpha

level. This implies that there is a statistically significant difference among the mean scores on the annual income categories of the hotel managers' attitude towards sustainable practices. Therefore, the study concluded that there is a statistically significant difference at the p < .005 level in the income categories of the hotel managers regarding their attitude towards sustainable practices [F (4, 78) = 11.453, p = 0.000]. Hence, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of income is rejected.

This finding is in agreement with several studies that support the belief that a higher income has a positive relationship with green concerns (Arcury & Christianson, 2010; Van Liere & Dunlap, 2011). The assumption that higher income levels have more sustainable concerns is supported by the position that higher income levels are likely to witness environmental problems because they are more politically involved in organizations and enjoy more leisure (Diamantopoulos et al., 2013). Klineberg et al. (2018) find that household income positively influences sustainable behaviors and add that higher income earners may have access to more information about the degradation of the environment which naturally leads to sustainable concerns.

However, the findings contradict some research studies that display a negative relationship between sustainable concerns and income (Samdahl & Robertson, 2019; Roberts, 2016). In fact, Olli et al. (2011) find that lower income levels perform more environmentally friendly behaviors. Further, Diamantopoulos et al. (2013) reveal no significant relationship between income and sustainable concerns as did Roberts (2006) who presumes that environmental degradation may spread widely among the public regardless of income level.

4.6.1.5 Educational Level and Hotel Managers' Attitude towards Sustainable

   Practices

   This research hypothesis sought to find out whether or not there was significant difference in hotel managers' attitude towards sustainable practices regarding educational level. The results are presented in Tables 16a and 16b.

Table 16a: Descriptive Statistics of Hotel Managers' Attitude towards Sustainable Practices Across Educational Level

Educational Level	N	Mean	Std. Dev	Min	Max
No Formal Education	9	36.50	2.20	34.00	39.00
Primary	22	41.88	3.71	35.00	48.00
Secondary	22	42.60	3.70	33.00	49.00
Tertiary	30	43.50	2.45	40.00	46.00
Total	**83**	**41.12**	**3.02**	**33.00**	**49.00**

Source: Field Data, 2020

   Table 16a gives information about the educational levels of the hotel managers regarding their attitude towards sustainable practices. It was found that the respondents with no formal education had a mean score of (M=36.50; SD=2.20; n=9), respondents who had primary education obtained a mean score of (M= 41.88; SD=3.71; n=22), respondents with secondary education had a mean score of (M=42.60; SD=3.70; n=22), and respondents with tertiary education had a mean score of (M=43.50; SD=2.45; n=30). From the statistics of the educational level of the hotel managers, respondents with tertiary education had the highest mean score regarding their attitudes towards sustainable practices and this was followed by respondents with secondary education, primary education, and those with no formal education respectively.

   From the preliminary analysis, the Levene's test is used to ascertain whether the variance in the scores is the same for each of the education group of hotel

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managers, from the analysis, the Significance value (Sig) for Levene' test is 0.000 which is lesser than the alpha or critical value of 0.05. This implies that the assumption of homogeneity has been violated for this sample [$F(3, 79)= 52.154$, $p= .0.000$ at the .05 alpha level.

Table 16b: Summary of One-way ANOVA

	Sum of Squares	Df	Mean Square	F	Sig
Between Groups	1529.504	3	509.835	52.154	.000
Within Groups	2189.741	79	9.776		
Total	3719.246	82			

Source: Field Data, 2020

The Table 16b shows whether the overall F ratio for the one-way ANOVA is significant. It noted that the F ratio (52.154) is significant ($p =.000$) at the .05 alpha level. This implies that there is a statistically significant difference among the mean scores on the educational levels of hotel managers' attitude towards sustainable practices. Therefore, the study concluded that there is a statistically significant difference at the $p < .005$ level in educational level of hotel managers on their attitude towards sustainable practices [F (3, 79) = 52.154, p = 0.000]. Therefore, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of educational level is rejected.

This finding resonates with Newell and Green's (2017) examination of racial influence on sustainable concerns. The researchers found that higher education levels show more environmental concerns. Vaske et al. (2011) also find that college-educated people are more concerned about negative environmental impacts than those who are not. Unlike other studies cited, the examination of Shrum et al. (2015)

illustrates that the education factor and purchasing pattern of consumers for sustainable products are independent and are not associated. Similarly, Bhate and Lawler (2017) reveals that social class factors such as education are non-significantly related to sustainable behaviors.

4.6.1.6 Barriers to the Implementation of Sustainable Business Practices and Employees' Attitude toward Sustainable Practices in Hotels

The main objective of this research hypothesis was to examine the relationship between the barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels. Pearson correlation (r) used in the analysis. Correlation analysis is used to describe the strength and direction of the linear relationship between two variables. Pearson correlation co-efficient (r) can only take on values from –1 to +1. The sign out the front indicates whether there is a positive correlation (as one variable increases, so too does the other) or a negative correlation (as one variable increases, the other decreases).

Table 17: Correlational Analysis between Barriers to the Implementation of Sustainable Business Practices and Employees' Attitude

		Employees' Attitude
Barriers to the Implementation of Sustainable Practices	Pearson Correlation	-.801
	Sig. (2-tailed)	.036
	N	105

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data, 2020

Table 17 indicates correlation analysis between barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels. The relationship analysis was done using Pearson product-moment

correlation co-efficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, negative correlation between the two variables, $r = -.801$, $n = 105$, $p < .005$, with high levels of barriers to the implementation of sustainable business practices associated with low levels of employees' attitude toward sustainable practices. The correlation between barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices was statistically significant with a p-value of less than 0.05. This implies that barriers to the implementation of sustainable business practices is a significant factor that influences employees' attitude toward sustainable practices in hotels. The correlation co-efficient (r^2) between depression and quality of life was 0.642. This implies that barriers to the implementation of sustainable business practices helps to explain 64.2 per cent of the variance in respondents' scores on employees' attitude toward sustainable practices in hotels. It is concluded that barriers to the implementation of sustainable business practices is negatively related to employees' attitude toward sustainable practices in hotels and for that matter, barriers to the implementation of sustainable business practices is a significant factor in influencing employees' attitude toward sustainable practices in hotels; hence the null hypothesis which stated that there is no relationship between barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels is rejected.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Research Process

Mensah (2014) reported that the hospitality industry is one of the major negative effects on the environment in areas such as energy consumption, water consumption, solid, liquid and food waste generation and disposal, and emission of hazardous chemicals and atmospheric pollution. By providing the goods and services to meet social needs, business activities use resource and generate waste and, therefore, they are a major contributor to environmental destruction (Welford, 2004) because of their consumption of natural resources such as water, food and energy. In

view of the above, there should be an adoption of appropriate strategies in our hotel industry in order to help sustain our environment. Due to the numerous effects associated with the operations of the hotel industry on the sustainability of the environment, economy, the country and the world at large, there is the need to ensure that its impacts are reduced to the barest minimum if not completely eradicated. It is against this background that the study would be conducted. Therefore, this research sought to assess sustainable practices of hotels in the Bono Region. Specifically, the study was undertaken to; examine the specific management practices that promote environmental sustainability in hotels; the attitudes of staff and management towards sustainable practices in hotels; whether socio-demographic characteristics influence hotel managers' attitudes toward sustainable practices; the barriers to the implementation of sustainable business practices; and the extent to which hotels implement the existing policies on sustainable practices in the Bono Region. Two hypotheses guided the study and these hypotheses considered socio-demographic characteristics (age, gender, marital status, income and educational level) and managers' attitude towards sustainable practices as well as barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels. The descriptive research design was employed. The study covered all staff and management of the hotels in the Bono region. In all, 194 respondents comprising of 108 employees and 86 managers were involved in the study. The convenience sampling procedure was used to select the hotels, managers and employees to serve as respondents. Two sets of questionnaires, for managers and employees were the instruments used in collecting data to address the five research questions and two hypotheses. The data gathered was analyzed using the computation of frequencies, percentages, mean of means distributions, independent sampled t-test,

ANOVA as well as Pearson's Product Moment Correlation Coefficient. The following were the main findings of the study.

5.2 Key Findings

1. It was realized that, the hotels did not adhere to most of the specific management practices. The hotels adhered to a few of the specific management practices such as: serving proper portion of food to reduce food waste; donating/selling used hotel's furniture and equipment; and having a non-smoking policy throughout the property for indoor air quality. However, the hotels did not plant live plants on property for clean air; and did not recycle waste materials (cardboard, paper, cans, plastics, glass, etc.). Although the managers indicated that the hotels had a good drainage system inside and outside the facility; had an incentive programme to encourage employees to encourage employees participate in and improve upon environmentally-friendly practices; used modern equipment that conserves water; and sort waste in guest rooms, offices and kitchens, the employees disagreed to those statements. Also, although the managers indicated that the hotel had a deliberate strategy to conserve water; and used treated wastewater in garden irrigation, the employees disagreed to those statements.

2. It was found out that, both staff and management had a negative attitude towards sustainable practices. This is because, the management of the hotels were not committed to ensuring a sustainable environment; management did not have interest in creating a more environmentally friendly hotel that encourages staff to adhere to sustainable practices; and management of the hotels had little interest in sustainable practices because such activities were

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too expensive. Again, both hotel management and staff were not trained and educated about sustainable practices and that affected their readiness to implement environmentally friendly behaviours; and the hotel does not have much interest in sustainable practices.

3. Also, there were a number of barriers to the implementation of sustainable business practices. These included lack of support from employees; lack of education and training; lack of guidance from government agencies; as well as insufficient physical infrastructure. Others included high cost of sustainable management practices; lack of financial resources; lack of local experts in sustainable management practices; and the fact that sustainable management practices in hotels is not easy. Although the hotel managers agreed that they support sustainable management in hotels, the employees were uncertain about it.

4. It was realized that, to a large extent, the various hotels implement the existing policies on sustainable practices. This is because, the hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection; and hotel management ensures appropriate hygienic conditions in the premises. Also, hotel management ensures that air pollution from its premises is within that permitted by the Assembly; and ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission. Again, hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be place; ensures that approved containers (plastic/galvanized containers) for storage of waste are provided in their premises; and has engaged the services of a licensed

collector approved by the Assembly to collect waste generated from their premises. However, the respondents were uncertain as to whether the Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices. Although the hotel managers agreed that their hotels observe all the bye-laws on sanitation and appropriate environmental management practices; and desist from any unapproved practices such as connecting WC's to gutters and water bodies; the employees were uncertain about these statements.

5. On the socio-demographic characteristics (age, gender, marital status, income and educational level) that influence hotel managers' attitudes toward sustainable practices it was realized that, there is no significant difference among the mean scores on age group of hotel managers regarding their attitudes towards sustainable practices. Hence, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of age fails to be rejected. In terms of gender, there was no significant difference between male and female hotel managers regarding their attitude towards sustainable practices. Therefore, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of gender fails to be rejected. Concerning marital status, there is a significant difference among the mean scores on the marital status of the hotel managers in relation to their attitude towards sustainable practices. Therefore, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of marital status is rejected. Regarding income, there was a

statistically significant difference among the mean scores on the annual income categories of the hotel managers' attitude towards sustainable practices. Hence, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of income is rejected. In line with educational level, it was realized that there was a statistically significant difference among the mean scores on the educational levels of hotel managers' attitude towards sustainable practices. Therefore, the null hypothesis which stated that there was no statistically significant difference in attitude of hotel managers towards sustainable practices in terms of educational level is rejected.

6. There was a strong, negative correlation between barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices. It is concluded that barriers to the implementation of sustainable business practices is negatively related to employees' attitude toward sustainable practices in hotels and for that matter, barriers to the implementation of sustainable business practices is a significant factor in influencing employees' attitude toward sustainable practices in hotels; hence the null hypothesis which stated that there is no relationship between barriers to the implementation of sustainable business practices and employees' attitude toward sustainable practices in hotels is rejected.

5.3 Conclusions

The study confirmed that the hotels did not adhere to most of the specific management practices. The hotels did not plant live plants on property for clean air. This is also the hotels did not recycle waste materials (cardboard, paper, cans,

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plastics, glass, etc); and did not use automatic sensors in corridors and lobby. Although the hotel managers agreed that their hotels had a good drainage system, used modern equipment that conserves water and energy, gave incentive to staff, sort waste in guest rooms offices and kitchen the staff disagreed.

The study established that both staff and management had a negative attitude towards sustainable practices. The management of the hotels did not have interest in creating a more environmentally friendly hotel that encourages staff to adhere to sustainable practices, and were not committed to ensuring a sustainable environment. Both staff and hotel management were not trained and educated about sustainable practices.

A number of barriers to the implementation of sustainable business practices were identified. These included lack of the following support from employees, education and training, guidance from government agencies, financial resources as well as insufficient physical infrastructure. Others included high cost of sustainable management practices; and the fact that sustainable management practices in hotels is not easy. Although the hotel managers agreed that they support sustainable management in hotels, the employees were uncertain about it.

The study discovered that to a large extent, the various hotels implement the existing policies on sustainable practices. However, the respondents indicated that Municipal and District Assembly did not provide education to persons/employees of the hotel on appropriate sustainable management practices. Although the hotel managers agreed that their hotels observe all the bye-laws on sanitation and appropriate environmental management practices; and desist from any unapproved practice the staff were uncertain about these statements.

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Concerning socio-demographics characteristics of the hotel managers, it can be concluded that, there is a significant difference between socio-demographic characteristics (marital status, income, and educational levels of the hotel managers) and their attitude towards sustainable practices.

It was again identified that barriers to the implementation of sustainable business practices is negatively related to employees' attitude toward sustainable practices in hotels and for that matter, barriers to the implementation of sustainable business practices is a significant factor in influencing employees' attitude toward sustainable practices in hotels.

5.4 Recommendations

Based on the findings and conclusions drawn from the study, the following recommendations have been made.

1. The Environmental Protection Agency (EPA), the National Tourism Board and the Assembly should ensure that hotels adhere to specific management practices such as recycling waste materials (cardboard, paper, cans, plastics, glass, etc) and planting live plants on property for beautification and fresh air. Hotel management and staff should ensure that they sort solid waste so that such waste can easily be recycled. Also, the Environmental Protection Agency (EPA), the National Tourism Board, Assembly and hotel managers should ensure that there is a good drainage system inside and outside the facility. They should also ensure that hotels use modern equipment that conserves water and ensure that hotels have a deliberate strategy to conserve water. Hotel managers should also provide incentives to employees in order to

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encourage them participate in and improve upon environmentally-friendly practices.

2. It is suggested that, the Environmental Protection Agency (EPA) and the Municipal and District Assembly organize regular training programmes for hotel managers and employees about sustainable practices and participation be made mandatory. This would help hotel managers and employees to realize that, sustainable business practices can create significant cost saving effects and encourage them to maintain a strong environmental behaviour and ready to implement sustainable practices. Hotel management should use creative promotions as a great tool to motivate sustainable practices during the training programmes for management and employees so that those who are unenthusiastic to clinch sustainable environmental practices can be inspired.

3. A number of barriers were identified to affect the implementation of sustainable business practices. Therefore, it is suggested that, government should provide loan facilities with low interest rates to hoteliers so that they can adopt sustainable business practices. Hotel managers should ensure that their employees adhere to these sustainable environmental practices and sanction recalcitrant employees when necessary. Also, the National Tourism Board, Environmental Protection Agency (EPA), and the Assembly should organize frequent visits to hotel facilities and provide guidance to hotel managers and their employees on environmental sustainable practices.

4. Hotel managers should ensure that their hotels observe all the bye-laws on sanitation and appropriate environmental management practices. They should desist from any unapproved practices such as connecting WC's to gutters and water bodies etc. The Assembly should conduct frequent checks at the various

hotel premises and ensure that they adhere to appropriate sanitation practices and should also sanction hotels that involve themselves in unapproved practices.

5. The National Tourism Board and the Environmental Protection Agency should consider the level of education of persons who may want to involve themselves in the hotel business. Also, hotel management should ensure that they employ staff with appropriate level of education of not less than Senior High School leavers since education is significantly related to attitude towards sustainable practices. Again, hotel management should conduct checks and make sure they employ responsible staff in their hotels.

6. The National Tourism Board should show recognition of outstanding actions towards appropriate sustainable practices and this should be an integral part of the program. This can be given as monetary or verbal acknowledgement. Monetary rewards can be given for certain achievements of sustainable practices and can certainly act as a strong motivator for employees to participate. Verbal acknowledgement, especially in the presence of co-workers can be just as motivating.

5.5 Areas for Further Research

This study sought to examine the sustainable practices of hotels in the Bono Region of Ghana. The study could be replicated in hotels in other regions in the country to find out what persists there. Also, the study involved only hotel managers and employees as respondents for the study. Future studies may involve the workers

from the Municipal Assembly, and the Environmental Protection Agencies (EPA) in order to find out the views they hold about sustainable practices of hotels in their regions. Again, the study adopted the use of questionnaires as instruments for data collection. Future studies may consider using interview guides and observations in order to have first-hand information and be able to probe further and collect detailed information on the subject from respondents.

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR STAFF

UNIVERSITY OF EDUCATION, WINNEBA

GRADUATE SCHOOL STUDIES

QUESTIONNAIRE FOR STAFF

The study seeks to assess the sustainable practices of hotels in the Bono Region. Your full input will help make informed decisions about sustainable practices. It would therefore be appreciated if you could provide responses to all items on the questionnaire, and do it honestly. You are assured of complete confidentiality and anonymity of all information provided.

SECTION A: DEMOGRAPHIC INFORMATION

Please respond to each of the following items by ticking (√) the appropriate response box.

1. Gender:
   a. Male   [   ]
   b. Female   [   ]
2. Marital Status:
   a. Married   [   ]

b. Single   [   ]

3. Age:

    a. 16-19 years   [   ]

    b. 20-29 years   [   ]

    c. 30-39 years   [   ]

    d. 40-49 years   [   ]

    e. 50+   [   ]

4. Years of working experience:

    a. 1 month-5 years   [   ]

    b. 6-10 years   [   ]

    c. 11-15 years   [   ]

    d. 16-20 years   [   ]

    e. Above 20 years   [   ]

5. Educational level:

    a. No formal education   [   ]

    b. JHS   [   ]

    c. SHS   [   ]

    d. Tertiary   [   ]

SECTION B: MANAGEMENT PRACTICES THAT PROMOTE

ENVIRONMENTAL SUSTAINABILITY IN HOTELS

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What are some of the sustainable	SD	D	U	A	SA

management practices of this hotel?					
6. This hotel has a solid waste management plan.					
7. This hotel creates incentives programme to encourage employees participate in and improve upon environmentally-friendly practices.					
8. This hotel uses automatic lighting sensors in corridors and lobby.					
9. This hotel has a deliberate strategy to conserve water.					
10. This hotel reuses towels and bed linens in order to conserve water.					
11. This hotel uses treated wastewater in garden irrigation.					
12. This hotel uses modern equipment that conserves water.					
13. This hotel composts food waste into fertilizer.					
14. This hotel serves proper portion of food to reduce food waste.					
15. This hotel sorts waste in guest rooms, offices and kitchens.					
16. This hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc).					
17. This hotel donates/sells used hotels furniture and equipment.					
18. This hotel has a good drainage system inside and outside the facility.					
19. This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc).					
20. This hotel plants live plants on property for clean air.					
21. This hotel uses a non-smoking policy throughout the property for indoor air quality.					

Others, please specify..

....

SECTION C: ATTITUDE TOWARDS SUSTAINABLE PRACTICES

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What are the attitude of management and staff towards sustainable practices in this hotel?	SD	D	U	A	SA
22. Management of this hotel is committed to ensuring a sustainable environment.					
23. Management's interest in creating a more environmentally friendly hotel encourages me to adhere to sustainable practices.					
24. The management of this hotel encourages guests to be eco-friendly.					
25. The management of this hotel have little interest in sustainable practices because such activities are too expensive.					
26. Sustainable practices (e.g. reducing and/or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities.					
27. The manager is well trained and educated about sustainable practices, hence this hotel's readiness to implement environmentally friendly behaviours.					
28. The staff of this hotel are well trained and educated about sustainable practices, hence their readiness to implement environmentally friendly behaviours.					
29. This hotel has much interest in sustainable practices.					

30. Hotel management maintains a strong environmental behaviour and that makes me more than ready to implement sustainable practices.					
31. Management is happy to implement sustainable practices because it can create significant cost savings fees in the hotel.					

Other, please specify...

SECTION D: BARRIERS TO THE IMPLEMENTATION OF SUSTAINABLE BUSINESS PRACTICES IN HOTELS

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What challenges do you face in the implementation of sustainable management practices in your hotel?	SD	D	U	A	SA
32. Lack of support from employees.					
33. The consumer demand for eco-friendly hotels is low.					
34. Lack of education and training.					
35. Incompatibility with company culture.					
36. Lack of guidance from government agencies.					
37. Owners do not support sustainable management in hotels.					
38. Insufficient physical infrastructure.					
39. High cost of sustainable management practices.					
40. Managers do not have sufficient knowledge.					
41. Lack of financial resources.					
42. Sustainable management practices in hotels is not easy.					
43. Lack of local experts in sustainable management practices.					

Other barriers, please specify...

....

SECTION E: EXTENT TO WHICH HOTELS IMPLEMENT EXISTING POLICIES ON SUSTAINABLE ENVIRONMENTAL MANAGEMENT PRACTICES

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: To what extent does your hotel implement the existing sustainable environmental management practices in your hotel?	SD	D	U	A	SA
44. The Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices.					
45. The hotel observes all the bye-laws on sanitation and appropriate environmental management practices.					
46. The hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection.					
47. Hotel management desist from any unapproved practices such as connecting WCs to gutters/ water bodies.					
48. Hotel management ensures appropriate hygienic conditions in the premises.					
49. The hotel management ensures that air pollution from its premises is within that permitted by the Assembly.					

50. The hotel burns waste on their premises.					
51. The hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission.					
52. Hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed.					
53. This hotel ensures that approved containers (plastic/galvanised containers) for storage of waste are provided in our premises.					
54. This hotel has engaged the services of a licensed collector approved by the Assembly to collect waste generated from our premises.					

Others, please specify...

....

....
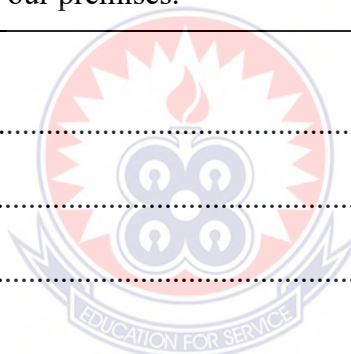
Thank You.

APPENDIX B: QUESTIONNAIRE FOR MANAGERS

UNIVERSITY OF EDUCATION, WINNEBA

GRADUATE SCHOOL STUDIES

The study seeks to assess the sustainable practices of hotels in the Bono Region. Your full input will help make informed decisions about sustainable practices. It would therefore be appreciated if you could provide responses to all items on the questionnaire, and do it honestly. You are assured of complete confidentiality and anonymity of all information provided.

SECTION A: DEMOGRAPHIC INFORMATION

Please respond to each of the following items by ticking ($\sqrt{}$) the appropriate response box.

1. Gender:

    a. Male   [   ]

    b. Female   [   ]

2. Marital Status:

    a. Married   [   ]

    b. Single   [   ]

3. Age:

    a. 16-19 years   [   ]

    b. 20-29 years   [   ]

    c. 30-39 years   [   ]

d. 40-49 years   [   ]

e. 50-59 years   [   ]

f. 60 years and above   [   ]

4. Years of working experience:

a. 1-5 years   [   ]

b. 6-10 years   [   ]

c. 11-15 years   [   ]

d. 16-20 years   [   ]

e. Above 20 years   [   ]

5. Educational level:

a. No formal education [   ]

b. JHS   [   ]

c. SHS   [   ]

d. Tertiary   [   ]

6. Annual income level:

a. Below GHC 10,000.00   [5]

b. Between GHC 10,000.00 and GHC 20,000.00   [11   ]

c. More than GHC 20,000.00   [7]

SECTION B: MANAGEMENT PRACTICES THAT PROMOTE

ENVIRONMENTAL SUSTAINABILITY IN HOTELS

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What are some of the sustainable management practices of this hotel?	SD	D	U	A	SA
7. This hotel has a solid waste management plan.					
8. This hotel creates incentives programme to encourage employees participate in and improve upon environmentally-friendly practices.					
9. This hotel uses automatic lighting sensors in corridors and lobby.					
10. This hotel has a deliberate strategy to conserve water.					
11. This hotel reuses towels and bed linens in order to conserve water.					
12. This hotel uses treated wastewater in garden irrigation.					
13. This hotel uses modern equipment that conserves water.					
14. This hotel composts food waste into fertilizer.					
15. This hotel serves proper portion of food to reduce food waste.					
16. This hotel sorts waste in guest rooms, offices and kitchens.					
17. This hotel recycles waste materials (cardboard, paper, cans, plastics, glass, etc).					
18. This hotel donates/sells used hotels furniture and					

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equipment.					
19. This hotel has a good drainage system inside and outside the facility.					
20. This hotel uses paperless policy including use of electronic softwares or system (E-copy, email, etc).					
21. This hotel plants live plants on property for clean air.					
22. This hotel uses a non-smoking policy throughout the property for indoor air quality.					

Others, please specify..

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SECTION C: ATTITUDE TOWARDS SUSTAINABLE PRACTICES

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What are the attitude of management and staff towards sustainable practices in this hotel?	SD	D	U	A	SA
23. Management of this hotel is committed to ensuring a sustainable environment.					
24. Management's interest in creating a more environmentally friendly hotel encourages employees to adhere to sustainable practices.					
25. The management of this hotel encourages guests to be eco-friendly.					
26. The management of this hotel have little interest in sustainable practices because such activities are too expensive.					
27. Sustainable practices (e.g. reducing and/or recycling waste) can be time-consuming hence the unpreparedness of the management of this hotel to adopt such activities.					
28. Management is well trained and educated about sustainable practices, hence this hotel's readiness to implement environmentally friendly behaviours.					
29. The staff of this hotel are well trained and educated about sustainable practices, hence their readiness to implement environmentally friendly behaviours.					
30. This hotel has much interest in sustainable practices.					
31. Hotel management maintains has a strong ecological behaviour and that makes employees more than ready to implement sustainable practices.					
32. Management is happy to implement sustainable practices because it can create significant cost savings fees in the hotel.					

Other, please specify..

SECTION D: BARRIERS TO THE IMPLEMENTATION OF SUSTAINABLE

BUSINESS PRACTICES IN HOTELS

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: What challenges do you face in the implementation of sustainable management practices in your hotel?	SD	D	U	A	SA
33. Lack of support from employees.					
34. The consumer demand for eco-friendly hotels is low.					
35. Lack of education and training.					
36. Incompatibility with company culture.					
37. Lack of guidance from government agencies.					
38. Owners do not support sustainable management in hotels.					
39. Insufficient physical infrastructure.					
40. High cost of sustainable management practices.					
41. Management do not have sufficient knowledge.					
42. Lack of financial resources.					
43. Sustainable management practices in hotels is not easy.					
44. Lack of local experts in sustainable management practices.					

Other barriers, please specify...

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SECTION E: EXTENT TO WHICH HOTELS IMPLEMENT EXISTING POLICIES ON SUSTAINABLE ENVIRONMENTAL MANAGEMENT PRACTICES

Please tick (√) the appropriate box to indicate your opinion on these statements. Key:

Strongly Disagree (SD) = 1; Disagree (D) = 2; Uncertain (U) = 3; Agree (A) = 4; and

Strongly Agree (SA) = 5.

STATEMENT: To what extent does your hotel implement the existing sustainable environmental management practices in your hotel?	SD	D	U	A	SA
45. The Assembly provides education to persons/employees of the hotel on appropriate sustainable management practices.					
46. The hotel observes all the bye-laws on sanitation and appropriate environmental management practices.					
47. The hotel management ensures that their doors are always opened to officials from the EPA, ECG and other environmental agencies for inspection.					
48. Hotel management desist from any unapproved/illegal procedures such as connecting WC's to gutters and water bodies.					
49. Hotel management ensures appropriate hygienic conditions in the premises.					
50. The hotel management ensures that air pollution from its premises is within that permitted by the Assembly.					
51. The hotel burns waste on their premises.					
52. The hotel management ensures that all electrical appliances and equipment used in the premises are those approved by the energy commission.					
53. Hotel management ensures that no person/employee deposit any waste at any site apart from the site designated by the assembly for waste to be placed.					

54. This hotel ensures that approved containers (plastic/galvanised containers) for storage of waste are provided in our premises.					
55. This hotel has engaged the services of a licensed collector approved by the Assembly to collect waste generated from our premises.					

Others, please specify..

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Thank You.