An analysis of the factors driving the implementation of green tourism practices in Zimbabwe

[1]Mirirai Masviba – *Chinhoyi University of Technology*
[2]Nelson Zengeni – *Chinhoyi University of Technology*
[3]Molline C. Mwando – *Chinhoyi University of Technology*

Abstract
The drivers of green tourism practices in the hotel sector in Zimbabwe are under-theorised. Whilst green tourism practices are now acknowledged as essential in every tourist destination, no study has determined what is driving the implementation of green tourism practices in Zimbabwe. Green tourism practices are implemented at varied levels in hotels in Zimbabwe, indicating that some efforts in complying with the dictates of green tourism are being made. Scientific evidence has shown that the hotel sector is not a smokeless industry as previously thought, as damage of the environment has been witnessed in various destinations across the globe. This study sought to analyse the drivers of green tourism implementation in Zimbabwe. The study was carried out in Harare, Victoria Falls and Nyanga. The study adopted a mixed methods approach. Data was collected from hotel employees and hotel managers. An interview guide was used to collect qualitative data from 15 purposively selected key informants. Structured questionnaires were used to collect quantitative data from 333 participants using stratified random sampling. Thematic analysis was used to analyse qualitative data whilst SPSS version 23 was used to analyse quantitative for simple descriptive statisticsand factor analysis. The results of the study revealed that the hotel sector is knowledgeable about green tourism practices and that these green tourism practices focus on energy management, water conservation and waste management.The results of the study revealed the following drivers of green tourism implementation in Zimbabwe: cost reduction, Corporate Social Responsibility (environmental), knowledge of green practices, and increase in profits among other drivers. The study recommended the need for a stronger green tourism policy, guest education and serious stakeholder engagement to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.
Key words: drivers, green tourism practices, implementation, hotel sector, Zimbabwe

I.   INTRODUCTION

Hotels are known for their luxury and have been blamed for wasteful use of resources, making them one of the leading influencers of environmental damage (Abdou, Hassan & El Dief, 2020).As a result, hotels and environmental sustainability are fast becoming natural partners (Rani & Rashi, 2014). It has become important for the hotel industry to encourage green practices. Effectively implementing green tourism practices is not only cost-effective, but also reduce the negative environmental impact of the hotel sector (Rani & Rashi, 2014).

II.   BACKGROUND TO THE PROBLEM

The concept of green business emerged at the end of the twentieth century in the wake of increasing public concern about the sustainability of economic development (Fadhil, 2015). Green business was incited by the growing awareness of environmental issues particularly the accelerating depletion of natural resources and the deterioration of environmental quality. Green management extended its focus to the hotel industry in order to protect local and natural resources from its effects (Chan & Hsu, 2016; Walker & Walker, 2011). Greening was introduced in hotels in Europe and North America where the focus on becoming green was centred on complying with government regulations and saving money by reducing waste and energy usage (Shieh, 2012; Lee, Hsu, Han & Kim, 2010). Hoteliers began to realise that the hotel industry exerts a significant impact on global resources and this realisation set the precedent for the development of green hotels (Chen & Tung, 2014).

Green hotels promote recycling and composting, water and energy efficiency, waste management and offer the option of locally grown or organic food (Jang, Kim & Bonn, 2011). Many hotels today are implementing simple and cost-effective green practices such as recycling, reusing and reducing waste (Yi, Li & Jai, 2018). The most common practices implemented by green hotels to improve their efforts include saving

water through the use of low flow water fixtures, efficiently detect leaks and drips, using grey water for non-consumption purposes and installing water desalination plants as well as extracting water from boreholes (Barberán, Egea, Gracia-de-Rentería& Salvador, 2013; Hsieh, 2012). Furthermore, green hotels employ a large variety of green practices, such as use of equipment and rules that save energy and water, reducing and recycling waste, forbidding disposable containers, using locally-grown and organic raw materials and training employees to adopt green practices (Schubert, Kandampully, Solnet&Kralj, 2010).

De Freitas (2018); Singhal, Deepak and Marwaha (2018) and Fadhil (2015) suggest that green business practices are still far from being universally embraced and applied by business entities around the world, with perceptible differences of business penetration by the "green" ideas in various countries. This is due to several reasons, one of them being the fact that the "greening of business" is still largely perceived as an extra burden (in terms of cost increase or revenue loss), and the other reason is related to the national specifics in terms of cultural, political and economic differences (Mensah, 2006). Despite the growing concern and awareness that consumers have towards green hotels, there are countries that have embraced the green concept more readily than other countries (De Freitas, 2018). Developed countries are more green-focused than emerging economies, mainly due to the availability of resources and the national support they generally receive (Jayanti & Gowda, 2014). Nordic countries for example Sweden, Denmark, Norway and Finland, as well as European countries including Slovenia, Spain and Portugal, which all have developed economies, are listed in the top ten countries that are globally recognised for their environmental sustainability principles. In contrast, Egypt, Pakistan and Mongolia with emerging economic statuses are ranked as countries being the least concerned with environmental sustainability (Sustainable Brand Index, 2018).

Although almost all countries in Africa, Asia, Latin America and the Caribbean have emerging economic statuses, there are countries that significantly contribute towards the world economy and, thus, have the potential to develop and improve their environmental sustainable stance. Emerging economies that play a role in the world economy include Argentina, Brazil, the Russian Federation and South Africa. Developing countries are confronted with challenges as they must compete with developed economies to remain competitive and thus advancements towards sustainable development is required (De Freitas, 2018).Like other developing countries, Zimbabwe continues to lag behind in terms of greening its hotel sector. Therefore, there is need to analyse the drivers of green tourism practices in the hotel sector in Zimbabwe with the aim of doubling the efforts being directed towards greening the sector.

III.   STATEMENT OF THE PROBLEM

The drivers of green tourism practices in the hotel sector in Zimbabwe have not been fully determined. Whilst green tourism practices are now acknowledged as essential in every tourist destination (De Freitas, 2018; Mbasera, 2018), it is not clear what is driving the implementation of green tourism practices in Zimbabwe. Lack of understanding of the determinants of the green tourism in Zimbabwe may result in a laggard approach in the manner in which green tourism is practiced (Mbasera, 2018; Rani &Rashi, 2014), thereby worsening the environmental footprint of the hotel sector. Furthermore, in order to meet the demands of the modern tourist, hotels are obliged to build their image in line with green practices, hence the need to understand the motivators of green tourism implementation in Zimbabwe. Using a mixed methods approach, this study sought to analyse the drivers of green tourism practices in the hotel sector in Zimbabwe. Findings of this studymayassist the hotel sector in Zimbabwe to devise more effective and innovative strategies of quickening the implementation ofgreen tourism practices,therebyminimising the negative impacts of the hotel sector on the environment.

IV.   RESEARCH OBJECTIVE
This study sought to analyse the drivers of green tourism practices in the hotel sector in Zimbabwe.

V.   LITERATURE REVIEW
5.1 Green tourism
A product or service can be said to be green when it is beneficial to the producer and consumer without harming the environment (Furqan, Matsom&Hussin, 2010). Although different definitions of "going green" exist, "going green" generally refers to the actions of individuals, businesses and governments to protect the quality and continuity of life through the conservation of natural resources and the prevention of pollution (Lesourd&Schilizzi, 2002). The term "green" is also known as eco-friendly, sustainable, environmentally friendly or pro-environmental (Young, Hwang, McDonald & Oates, 2009). According to De Freitas (2018), a "green" business is one that deliberately chooses to incorporate environmental and sustainable development considerations into its business plan and operations.

Rahman and Reynolds (2016) revealed that one of the drivers for going green is the customer, often touted as the central stakeholder in motivating hotels to be environmentally friendly. Environmentally conscious tourists are seeking out green tourist destinations; those that make a proactive effort to address critical issues

such as carbon emissions, biodiversity conservation, waste management, and water supply (Rani &Rashi, 2014). As more customers recognise the seriousness of environmental problems, the consumer choices are becoming more ecologically conscious as they purchase products and services that are environmentally friendly (Han, Hsu &Sheu, 2010). Consumers' demand has played a significant role in mediating hotels' green practices. There has been a growing concern for sustainability and green products among the consumers worldwide and the concern has also been growing among the tourists to demand green services and practices in the hospitality industry (Pulido-Fernández, Cárdenas-García& Espinosa-Pulido, 2019). To satisfy the consumers, hotels are obliged to focus on building their image as "green hotel" in line with sustainable practice. A study by Hussain, Al-Aomar and Melhem (2019) revealed that about 62% of travellers are concerned about the environmental issue when deciding to stay at a hotel; nearly 87% of guests are aware of the importance of eco-friendly hotel, 80% of guests consider themselves as eco-conscious customers, and 30% of them are willing to pay more for environmentally responsible hotels. This is exerting even more pressure on hotels to go green and environmentally and ecologically safe (Pulido-Fernández*et al*., 2019).

With increasing pressure on the environment, hotels and authorities are under pressure to promote environmental friendly policies (Robin, Pedroche&Astorga, 2017). Hotels are now required to display ecologically friendly and responsible behaviour when using water and energy, and when managing waste (Zhang, Wu, Liu & Zhang, 2017). The focus on environmentally friendly business has urged the hotel industry to adjust their services as well in order to meet the changing expectations of the customers. According to Rani and Rashi (2014), in order to avoid potential green washing, or getting lured by deceptive or misleading environmental marketing claims, procurement managers should choose a certification that is independent and uses an open and transparent evaluation process. To meet the increasing demand for green products and services, marketers throughout all industries invest enormous efforts into developing and promoting eco-friendly goods. Many hotels are responding to guests' demands for a healthier and greener lifestyle by making their businesses more eco-friendly.

5.2 Green tourism practices in the hotel sector in Zimbabwe

There is limited documented information on green tourism practices in Zimbabwe (Mbasera, 2015). The number of studies on green tourism practices as well as limited hotels studied provides very little information regarding the contribution of the hotel sector in Zimbabwe in preserving the environment. Mhizha, Mandebvu, Nyaruwata and Zengeni (2012) discovered that players in the Zimbabwean tourism and hospitality industry lack information on the importance of solar energy and its capability to replace conventional energy sources. In addition, solar energy resources and equipment are not easily accessible in Zimbabwe, which makes it difficult to adopt the use of solar energy. Some practitioners in the tourism and hospitality sector are not well-informed of the potential benefits that their businesses could enjoy from embracing the use of solar energy. Businesses in the tourism and hospitality industry have challenges accessing funds for investment in solar energy resources from the financial services sector.

A study by Mbasera and Mutana (2014) on environmentally friendly waste management initiatives in forty-one hotels in Zimbabwe, revealed that most Zimbabwean hotels have a policy on environment and waste disposal although the policies are being implemented at varied levels. Mbasera (2015) posits that there are some environmentally friendly initiatives being practiced in hotels in Zimbabwe. Rainbow Tourism Group (RTG) implements green practices through adopting of the "reduce, reuse, recycle" strategy. RTG implemented an environmental policy in 2008 in conjunction with Mapepa, a community based waste management company (Rainbow Tourism Group Limited, 2014). A study by Mbasera, du Plessis, Saayman and Kruger (2017) on impeding factors hindering the implementation of green management initiatives in hotels revealed that hoteliers are having difficulties embracing green tourism initiatives. This is due to resistance from hotel employees in the hospitality industry as green management is relatively a new phenomenon. The study also established that specifically, hotel managers lack ideas on how to go green and how to minimise the effects of hotel operations on the tourism environment. Furthermore, the study revealed that one of the main challenges is that there is lack of resources for implementation of green initiatives. Accordingly, some hoteliers tend not to give high priority to adopt sustainable environmental management practices.

Ngomani (2016) suggests that most players in Zimbabwe's tourism sector are yet to fully adopt green measures in their activities. Environment Africa and Green Tourism Business Scheme (UK) in 2016 pioneered a project which saw thirteen hotels and lodges in Zimbabwe receiving certificates for going green by embracing environmentally friendly practices. Victoria Falls is the most popular tourist resort in Zimbabwe as stated by the Zimbabwe Tourism Authority (2017). Hence the pilot project was carried out in that area. The certified hotels and lodges include Bayethe Lodge, CrestaSprayview, Ilala Lodge, Pioneers Camp, Stanley and Livingstone, Elephant Camp, The Victoria Falls Hotel, Victoria Falls Safari Lodge, Vintage Camp, Zambezi Sands, Ivory and Khulu Lodge and Somalisa Camps in Hwange and Victoria Falls (Ncube, 2016). According to the Zimbabwe Tourism Authority (2017), there are one hundred and twenty-four registered hotels in Zimbabwe.

Out of these hotels only thirteen were certified for going green. The certified green hotels represent only ten per cent of the total population of hotels in Zimbabwe. This makes it imperative to carry out a study in other areas of Zimbabwe in order to determine the motivation driving the implementation of green tourism practices in the country.

5.3 Drivers of green tourism practices in the hotel sector
The implementation of green practices is influenced by several drivers. Some of the reasons for implementing green tourism practices are highlighted below:

5.3.1 Cost reduction
Hotels acknowledge that adopting eco-friendly practices is not only an ethical practice but also beneficial in reducing costs (Kularatne, Wilson, Månsson, Hoang & Lee, 2019; Chandran & Bhattacharya, 2019). Green practices enable hotels to support an eco-friendly business environment and also to reduce possible operating costs from overuse of business materials (Yi *et al*., 2018). Zengeni *et al*. (2013)positthat green hotels have realised benefits such as reduced costs and liabilities, high return and low-risk investments, increased profits, and positive cash flows.

5.3.2 Image enhancement
Rani and Rashi (2014) suggest that green practices improve the image of a hotel. Green practices create a more sustainable environment by conserving natural resources, ensures that the company is viewed positively by guests(Lynes & Dredge, 2006). In the specific case of the hotel sector, Bagur-Femenias, Celma and Patau (2016) suggest that when a hotel adopts green management systems that incorporate the certification of environmental measures, its operating performance improves and it is viewed in a positive light.

5.3.3 Competitive advantage
Adapting green practices should assist hotels in establishing a new niche for environmentally concerned customers that could sustain long-term sales and profits while protecting the environment (De Freitas, 2018). Robin *et al*. (2017) stated that green tourism practices not only serve to lure certain types of clients who seek an explicit commitment to the natural environment, but also provide hotels with a source of competitive advantage. Environmentally friendly practices boost confidence in guests and patrons and strengthens the organisation in the face of competition and in addition, an eco-friendly hotel has the chance of gaining a strategic competitive advantage (Park, Jeong Kim & McCleary, 2014).

5.3.4 Guest satisfaction
Deraman, Ismail, Arifin and Mostafa (2017) suggest that green practices promote higher satisfaction and positive word of mouth, attracting new and retaining customers and establishing more motivated employees. As an added bonus, green tourism practices often make for a more rewarding, authentic travel experience, encouraging deeper connections with the local people and places that tourists visit (Rani & Rashi, 2014). Because customers are also environment sensitive, they also recognise and appreciate the environment friendly practices of hotels. As tourists are increasingly concerned about climate change, travellers are more likely to make an eco-friendly decision to select a hotel (Londoño & Hernandez-Maskivker, 2016). When customers have optimistic perception, concept, and recognition towards green hotel they can be fascinated by the green hotel concept and participate in environmental protection themselves (Fukey & Issac, 2014).

5.3.5 Health benefits
According to a report by the World Health Organisation (WHO) (2021), air pollution causes around seven million premature deaths every year globally. Through purchasing of green appliances and green products, there is a reduction of chemicals and toxins released into the air. As a result, going green reduces air pollution and environmental toxins that could affect people's health. Opting for green modes of transportation or purchasing eco-friendly vehicles could significantly decrease the number of pollutants released to the environment. It makes the air clean and free of pollutants. Breathing clean air means better health (Ting, Hsieh, Chang, & Chen, 2019).

5.3.6 Environmental benefits
Organic farming reduces greenhouse gases emission and thus lowers air pollution. Food organically grown is also healthier and do not contain harmful chemicals or pesticides. The health of the environment affects the quality of food and ultimately the body's health. Going green is that it helps conserve the environment (Chandran& Bhattacharya, 2019). Paperless practices in the office through opting to go digital help to conserve the trees that would have otherwise been cut and used as raw materials to produce papers. Another reason of going green is that it helps save rainforests which act as air purifiers (Abdou*et al*, 2020).

1.3.7 Government regulations
Atalla, Mills and McQueen (2022) posit that governments in developed countries have sustainable policy interventions and financing measures to support the transformation of energy and industrial systems, improve energy efficiency and environmental pollution. This is being done through including green taxes on harmful environmental activities, tighter regulations, and new environmental standards and certification for energy performance. Tax rebates are awarded to those businesses that meet these standards (Atalla *et al*, 2022). There

are also loans and grants for green investments in sustainable business, renewable or low-carbon energy sources and energy-efficient buildings. Subsidies and tax rebates are additional tools to boost demand for green products and services such as solar panels or any form of renewable energy. Governments are also offering subsidies and grant funding to boost innovation and develop transformative technologies such as renewable energy, carbon capture, waste management, and energy efficiency.

VI.   MATERIALS AND METHODS

The study adopted the mixed methods approach. The study's population for quantitative data was derived from a manpower audit conducted by ZTA in 2014. The ZTA audit revealed that the total number of people directly employed in the tourism and hospitality establishments was 12 264. The sample size for this study was then determined using Krejcie and Morgan (1970)'s table. According to Krejcie and Morgan (1970), a population of above ten thousand has a sample size of 375. A response rate of 88% was achieved for this study. Stratified random sampling was used to select the participants of the study. Data was collected in Harare, Victoria Falls and Nyangafrom hotel employees using a closed ended questionnaire in which participants were provided with responses on a 5-point Likert scale. Completed questionnaires were examined and coded and analysed by means of the SPSS statistical software package. The techniques used during the data analysis stage of the study included descriptive statistics (mean and standard deviation). The results were presented using tables and figures for ease of understanding. Qualitative data was collected from 15 hotel managers and analysed using thematic analysis.

VII.   RESULTS AND DISCUSSION

The following sections present the results and discussion of findings of the study.

7.1 Green tourism practices that are currently being implemented in the hotel sector in Zimbabwe

Table 1: Green tourism practices being implemented by the hotel sector in Zimbabwe (Descriptive Statistics)

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
Donation of leftovers or amenities	333	4.39	.920
Composting bio-degradable waste	333	4.35	.973
Waste reduction initiatives	333	4.31	1.019
Purchasing organic food	333	4.30	1.026
Purchasing locally grown food	333	4.27	1.080
Energy-saver bulbs	333	4.19	.916
Staff and guest guidance on minimising water usage	333	4.18	.930
Aeration of water (reducing pressure)	333	4.14	.975
Detection and repair of drips and leaks	333	4.10	1.028
Linen reuse in guestrooms	333	4.09	1.059
Low flow showerheads	333	4.06	1.078
Staff and guest guidance on minimising energy use	333	3.68	.902
Recycling waste	333	2.23	1.020
Solid waste management policy	333	2.17	.943
Monitoring waste per guest	333	2.15	.950
No print policy	333	2.13	.936
Use of key cards to switch off appliances when guest leaves a room	333	1.45	1.125
Goals for reducing energy consumption	333	1.44	1.114
Use of hydro energy	333	1.44	1.053
Rainwater harvesting	333	1.44	1.100
Grey water recycling systems	333	1.42	1.051
Use of wind energy	333	1.41	1.027
Monitoring water usage per guest	333	1.41	1.031
Goals for reducing water consumption	333	1.41	1.045
Movement sensors in rooms	333	1.40	1.050
Use of refillable dispensers for guest amenities	333	1.38	.977
Use of bio energy	333	1.38	1.019
Use of solar energy	333	1.31	.901
Valid N (listwise)	333		

This segment revealed the green tourism practices that are currently being implemented in the hotel sector in Zimbabwe. Table 1 above shows that ten green practices were being commonly implemented in Zimbabwe's hotel sector, with mean scores of four (4) and above. This implies thatrespondents generally agreed that these ten practices are most common green practices currently being implemented by the hotels in Zimbabwe. The ten practices are spread across the three main parameters of green tourism practices namely energy management, water conservation and waste management.Based on the findings presented above, the most common energy management practices being implemented in the hotel sector in Zimbabwe are theuse of energy-saver bulbs as well as guest and staff guidance on minimising energy usage. Respondents disagreed that practices such as implementing renewable energy programs (solar and wind power), installing energy-efficient appliances and equipment, controlling guestroom energy consumption by using digital thermostats, use of energy star-qualified products, installation of motion sensors are being implemented in the hotel sector in Zimbabwe

As shown in Table 1, hotels in Zimbabwe are composting waste and purchasing locally to reduce waste. Donation of unwanted guest amenities and food leftovers had the highest mean. This means that it is the most popular and common green practice being implemented in the hotel sector in Zimbabwe. According to Abdou, Hassan and El Dief (2020),hotel operators are adopting various practices that aim at reducing hotel waste as follows through separating hotel waste by using clearly labelled containers and coloured bins for collectingrecyclables, purchasing products containing recycled content, collecting organic kitchen wastesseparately for soil composting, purchasing food items and cleaning chemicals locally, adoptinga donation program (donating food leftovers and linens to charity). This shows that the Zimbabwe hotel sector is in the right direction in terms of waste management initiatives.

Of the ten green practices being implemented by the hotel sector in Zimbabwe (*see* Table1), 50% of these initiatives are targeting water conservation. These practices are: use of low flow showerheads, linen reuse programs, aeration of water pressure, detection and repairs of drips and leaks as well asstaff and guest guidance on minimising water usage. This shows that water conservation practices are the ones being implemented the most. A practiceadopted by the hotel sector include installing water efficient devices and appliances (e.g., using low-flow toilets and showerheads and installing infrared-activated faucets), implementing towel/bed linen reuse programs, fixing leaks in toilets and baths regularly, watering grass and plants early in the morning and late atnight to limit evaporation, recycling the grey water (water from washing vegetables and fruits) for grassirrigation and monitoring the water consumption in each department to track usage.

The study noted that the hotel sector in Zimbabwe is targeting the "low hang fruit'' by adopting the simplest, basic and cheapest green tourism practices. These practices do not necessarily require large amounts of money to implement. According Fukey and Isaac (2014), the implementing green practices comes with a financial crunch. Some hotels avoid high certification fees that has to be paid in order to get eco-certification. To overcome financial problems, hoteliers have resorted to implementing and adopting low cost simple projects rather than adopting complicated measures (Fukey& Isaac, 2014).

7.2 Drivers of green tourism practices by the hotel sector in Zimbabwe

This section analyses the drivers for implementing for green tourism practices by the hotel sector in Zimbabwe.In-order to have a deeper understanding of the drivers of green tourism practices, three parameters were used namely: energy management drivers, water conservation drivers and waste management drivers.

Table 2: Drivers of implementing energy management practices (descriptive statistics)

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

Table 2 shows that the main driver for implementing energy management practices is to save costs. Knowledge on energy management initiatives and improved staff productivity also motivate hotels to implement green tourism practices.

It is also important to note that respondents disagreed that energy management initiatives are cheap to implement. This explains the results presented in Table 1 which shows that practices such as use of solar energy or motion sensors in guestrooms are not being implemented in the hotel sector in Zimbabwe. Energy management practices which require installation of solar systems and motion sensors are quite expensive. These findings concur with Fadhil (2015) who highlighted that greening of business is still largely perceived as an extra burden in terms of cost. As a result, the hotel sector in Zimbabwe is targeting those energy management initiatives that are less costly to purchase such as fluorescent or energy saving bulbs. Table 2 also shows respondents disagreeing to guest satisfaction as a driver of implementing energy management practices. According to De Freitas (2018), although hotels can enjoy financial benefits from reducing energy costs, there is concern that the financial performance of green hotels may erode if green activities lead to discomfort or inconvenience to their customers, as tourists always pay great attention to the comfort level of their recreational experience.

Table 3: Descriptive Statistics for drivers of implementing water conservation practices			
	N	Mean	Std. Deviation
The hotel saves costs through water conservation initiatives	333	4.85	.993
Hotel has knowledge on water conservation initiatives	333	3.79	1.028
Corporate Social Responsibility through environmental sustainability	333	3.77	1.064
Water conservation initiatives are cheap to implement	333	2.84	1.022
It is easy for guests to participate in water conservation practices	333	2.80	1.007
Water conservation initiatives attract more guests to the hotel	333	2.52	1.011
Water usage restrictions do not affect guest satisfaction	333	1.77	1.024
Water conservation initiatives attract more guests to the hotel	333	1.84	.953
Improved staff productivity through water conservation initiatives	333	1.68	.998

As shown by Table 3, the drivers of water conservation practices in the hotel sector in Zimbabwe are saving of costs, knowledge of water conservation initiatives and CSR. Findings from the study seem to indicate that the hotel sector in Zimbabwe does not implement water conservation practices because they attract more guests to the hotel or improve staff productivity. Respondents also disagreed that water usage restrictions do not affect guest satisfaction or that water conservation practices are cheap to implement.

Table 4: Drivers for implementing waste management initiatives (descriptive statistics)

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

The table above shows that waste management practices are driven by saving of costs, knowledge on waste management practices and environmental CSR. Respondents agreed that guest satisfaction,

The study noted that the respondents generally agreed that the saving of costs, knowledge of green practices and environmental CSR were drivers of green tourism practices in the hotel sector in Zimbabwe. Improved staff productivity was noted as a driver for implementing energy management practices. Across all the three parameters (energy management, water conservation and waste management), respondents disagreed that green practices are cheap to implement, green practices do not affect guest satisfaction neither do green practices attract guests to a hotel. Respondents also disagreed that it is easy for guests to participate in green practices in the hotel sector in Zimbabwe.Graci (2009) notes that lack of information has acted as an impediment to the implementation of green initiatives in hotels. A study by Yusof and Jamaludin (2013) revealed that most hotel managers believe that there is high cost incurred in implementing green practices. Whilst hotels are involved in various green practices some hoteliers adopt these practices without knowing the benefits and background knowledge about these practices. The reason why hotels hesitate to adopt green

practices is generally the consideration of short-term profit and the high costs of investments. (Chandran & Bhattacharya, 2019).

Studies by Barber (2014) and Ogbeide (2012) have revealed the research gap between guests' attitudes and actual decisions to adopt green practices. Whilst most of the responses from these studies about green practices were positive, the relationship between the perception and actual acceptance of green hotel practices is complicated (Yi *et al*, 2018). A green hotel may positively affects customers' perceptions, increasingguests' revisit intention for a future stay although Ogbeide(2012) found contradictory results that guests wanted to participate in green practices but were not prepared to sacrifice the convenience or comfort during their stay.Moreover, even though many respondents were willing to conserve water, they did not accept a low pressure showerhead in the rooms because they did not feel they are directly responsible for the cost of the water (Ogbeide, 2012). Although tourists are aware of the green practices of hotels, these practices are not an important consideration in their hotel selection. In other words, when selecting hotels, tourists do not consider green practices as critical as other hotel attributessuch as price, location and cleanness (Yi *et al*, 2018).

7.3 Perceptions of the drivers of green tourism practices in Zimbabwe
This sectionpresents and discusses some of the perspectives on the drivers of green tourism practices in Zimbabwe. Key themes are given below:

7.3.1 Popularity of green practices
A manager at one of the hotels remarked:
"*… Some practices have been popularised to the extent that we have adopted them just to fit in and do what other hotels are doing. I don't think there's a hotel in Zimbabwe that does not encourage linen reuse. It's now common practices plus it makes business sense*".
Today hotels are involved in various green practices not only because they are widely popularised, but also because they are simple to practice. Some hoteliers adopt these green practices without knowing the benefits and background knowledge about these practices (Chandran & Bhattacharya, 2019). Hoteliers resort to implementing and adopting low cost, simple projects rather than adopting complicated measures such as green building (Mbasera, 2015). Moreover, Graci (2008) observes that due to lack of government regulations on the tourism industry, the focus on voluntary initiatives resulted in hotels only implementing simple green practices.

7.3.2 Increase in profits
Another manager said that,
"*...One of my key duties as the manager is to make profit. Some practices we have here help us to saves costs which results in more profit. Take for example the reduction of lights that I highlighted earlier, it definitely reduces the electricity bills because every cent counts.*
These finding concur with Verma and Chandra (2018) who highlighted that going green is not a burden for hotels that many managers and executives believe as they are aware of that employing eco-friendly initiatives will cut the operational costs leading to increasing the revenue in the long run.

7.3.3 Guest support and acceptance
One marketing manager said,
"*...We have had several guest complaints concerning the issue of replenishing guest supplies. For example here we only put a new bar of soap only if the guest has used up the one that we put in the room when they check in. If they are not using the lotion, we do not put a new bottle every day. Now, some guests expect new supply of amenities on top of the ones that they are not using because they are paying for them. We have no choice but to give them. So we have decided to engage in those practices that are acceptable to guests. At the end of day we end up doing things that are not controversial with our guests like buy energy saving appliances that do not necessarily affect guest stays.*
According toVerma& Chandra, (2018), hotel marketers and managers should enthusiastically develop ways to enhance the guests' knowledge and concern about the environment for example by developing and promoting green campaigns for hotels that help build their favourable attitude towards green hotel stay. This will foster guest support in the implementation of green tourism practices.

VIII. CONCLUSION
The results of the study revealed that the hotel sector in Zimbabwe has made some strides in implementing green tourism practices. The green tourism practices focus on energy management, water conservation and waste management.The drivers of green tourism implementation in Zimbabwe are: saving of costs, increase in profits, environmental CSR, knowledge of green practices, popularity of green practices and guest support and acceptance. However, the study observed with concern that government policy and legal

requirements were not among the drivers of green tourism implementation in Zimbabwe's hotel sector. The studyrecommended that the governments in every country must recognise the need to accelerate the green transition through collaboration between government agencies and business and civil society. There is need for a stronger green tourism policy, guest education and serious stakeholder engagement to enhance the implementation of green tourism practices in the hotel sector in Zimbabwe.

REFERENCES

[1].   Abdou, A. H. , Hassan T. H., and El Dief M. (2020) A Description of Green Hotel Practices and Their Role in Achieving Sustainable Development, Sustainability(12), 9624, 1- 20
[2].   Ahmed, W. Gardner, T and Toze, S. (2010); Microbiological quality of roof harvested rainwater and health risks: A review.
[3].   Atalla, G., Mills, M. & McQueen, J. (2022) Six ways that governments can drive the green transition. Retrieved   fromhttps://www.ey.com/en_gl/government-public-sector/six-ways-that-governments-can-drive-the-green-transition
[4].   Barber, N. A. (2014). Profiling the potential "Green" Hotel Guest: Who Are They and What Do They Want? Journal   of   Hospitality   &   Tourism   Research,   38(3),   361–387. https://doi.org/10.1177/1096348012451462
[5].   Barberán, R., Egea, P., Gracia-de-Rentería, P., & Salvador, M. (2013). Evaluation of water saving measures in hotels: A Spanish case study. International Journal of Hospitality Management, 34, 181–191. https://doi.org/10.1016/j.ijhm.2013.02.005
[6].   Borhana, H., & Ahmed, E. M. (2012). Green environment: Assessment of income and water pollution in Malaysia. Social and Behavioural Sciences, 42, 166–174.
[7].   Bramwell, B. (2011), "Governance, the state and sustainable tourism: A political economy approach", Journal of Sustainable Tourism, Vol 19, No 4-5, pp. 459-477.
[8].   Chan, E. S. W., & Hsu, C. H. C. (2016). Environmental management research in hospitality. International Journal of Contemporary Hospitality Management, 28(5), 886–923. https://doi.org/10.1108/IJCHM-02-2015-0076
[9].   Chandran, C., & Bhattacharya, P. (2019). Hotel's best practices as strategic drivers for environmental sustainability and green marketing. Journal of Global Scholars of Marketing Science, 29(2), 218–233. https://doi.org/10.1080/21639159.2019.1577156
[10].   Chen, M. F., & Tung, P. J. (2014). Developing an extended Theory of Planned Behaviour model to predict consumers' intention to visit green hotels. International Journal of Hospitality Management, 36, 221–230. https://doi.org/10.1016/j.ijhm.2013.09.006
[11].   De Freitas, D. (2018). Exploring and predicting South African consumers' intended behaviour towards selecting green hotels: Extending the Theory of Planned Behaviour. Master's thesis, University of South Africa.
[12].   Deraman, F., Ismail, N., Arifin, A. I. M., & Mostafa, M. I. A. (2017). Green practices in hotel industry: Factors influencing the implementation. Journal of Tourism, Hospitality & Culinary Arts, 9(2), 305–316.
[13].   Fadhil, A. A. (2015). Adoption of Green Practices in Hospitality and Tourism Industry in Lamu County, Kenya. University of Nairobi.
[14].   Fernández-Robin, C., Celemín-Pedroche, M. S., Santander-Astorga, P., & Alonso-Almeida, M. Del M. (2019). Green practices in hospitality: A Contingency approach. Sustainability (Switzerland), 11(13), 1–24. https://doi.org/10.3390/su11133737
[15].   Fukey, L., &Issac, S. (2014). Connect among Green Sustainability and Hotel Industry: A Prospective Simulation Study. International Journal of Social, Behavioural, Educational, Economic, Business and Industrial Engineering, 8(1), 296–312.
[16].   Furqan, A., Matsom, A. P., &Hussin, R. (2010). Promoting Green tourism for future sustainability. Theoretical and Empirical Researches in Urban Management, 8(8), 64–74.
[17].   Goodman, A. (2000). Implementing Sustainability in service operations at Scandic hotels. Jstor3(3): 202-214.
[18].   Graci S. and Dodds R. (2008), Why go green? The business case for Environmental Commitment in the Canadian Hotel Industry; Anatolia: International Journal of Tourism and Hospitality Research: 19 (2) 251-270
[19].   Graci, S. (2008). Why go green? The business case for environmental commitment in the Canadian hotel industry, Anatolia: An international journal of tourism and hospitality research, 19(2): 271-270.
[20].   Green Diary (2019), 13 Sustainability trends in hospitality industry for 2019. Retrieved from www.GreenDiary.com

[21]. Han, H., Hsu, L.-T. J., Lee, J.-S., &Sheu, C. (2011). Are lodging customers ready to go green? An examination of attitudes, demographics, and eco-friendly intentions. International Journal of Hospitality Management, 30(2), 345–355. https://doi.org/10.1016/j.ijhm.2010.07.008

[22]. Hussain, M., Al-Aomar, R., &Melhem, H. (2019). Assessment of lean-green practices on the sustainable performance of hotel supply chains. International Journal of Contemporary Hospitality Management, 31(6), 2448–2467. https://doi.org/10.1108/IJCHM-05-2018-0380

[23]. Jang, Y. J., Kim, W. G., & Bonn, M. A. (2011). Generation Y consumers' selection attributes and behavioural intentions concerning green restaurants. International Journal of Hospitality Management, 30(4), 803–811. https://doi.org/10.1016/j.ijhm.2010.12.012

[24]. Jayanti, R. K., & Gowda, R. M. V. (2014). Sustainability dilemmas in emerging economies. IIMB Management Review, 26(2), 130–142. https://doi.org/10.1016/j.iimb.2014.03.004

[25]. Kirk, D. (1995) Environmental Management in Hotels. International Journal of Contemporary Hospitality Management, 7(6), 3-8, 1995

[26]. Lee, J. S., Hsu, L.-T. T., Han, H., & Kim, Y. (2010). Understanding how consumers view green hotels: How a hotel's green image can influence behavioural intentions. Journal of Sustainable Tourism, 18(7), 901–914. https://doi.org/10.1080/09669581003777747

[27]. Lesourd, J., & Books, S. (2002).The environment in corporate management. Retrieved from https://ideas.repec.org/b/elg/eebook/1616.html

[28]. Mbasera, M. (2014). A green management framework for hotels: A case of two African countries. Potchefstroom: North-West University. (Thesis)

[29]. Mbasera, M. (2015). A green management framework for hotels: A case of two African countries. University of Zimbabwe.

[30]. Mbasera, M. (2018). Determining the impact of green management policies on hotel performance: A manager's perspective. African Journal of Hospitality, Tourism and Leisure, 7(3), 1–13. Retrieved from http//:www.ajhtl.comhttp//:www.ajhtl.com

[31]. Mbasera, M., &Mutana, S. (2014). An Analysis of Environmentally Friendly Waste Management Initiatives in Hotels in Zimbabwe. International Journal of Advanced Research, 3(8), 37–48

[32]. Mbasera, M., du Plessis, E., Saayman, M., & Kruger, M. (2017). Impeding factors hindering the implementation of green management initiatives in hotels: A developing country perspective. African Journal of Hospitality, Tourism and Leisure, 6(2), 1–11.

[33]. Mensah, I. (2006). Environmental management practices among hotels in the greater Accra region. International Journal of Hospitality Management, 25(3), 414–431. https://doi.org/10.1016/j.ijhm.2005.02.003

[34]. Mhizha, A., Mandebvu, G., Nyaruwata, S., &Zengeni, D. F. (2012). Knowledge, attitudes and practices on the contribution of solar energy to sustainable tourism development: Empirical evidence from Zimbabwe. International Journal of Development and Sustainability, 1(2), 545–562.

[35]. Ngomani, S. (2016). Championing green tourism in Zimbabwe | The Herald. The Herald. Retrieved from https://www.herald.co.zw/championing-green-tourism-in-zim/

[36]. Nhuta, D. S. (2015). Tourism and Sustainable Development: Perspectives and Learning For a Sustainable Future. (July 2015).

[37]. Ogbeide GC (2012) Perception of green hotels in the 21st century. Journal of Tourism Insights 3(1): 1

[38]. Pallant, J. (2013). SPSS Survival manual: A step by step guide to data analysis using IBM SPSS (4th Ed). Crow's nest: Allen and Unwin.

[39]. Pulido-Fernández, J. I., Cárdenas-García, P. J., & Espinosa-Pulido, J. A. (2019). Does environmental sustainability contribute to tourism growth? An analysis at the country level. Journal of Cleaner Production, 213, 309–319. https://doi.org/10.1016/j.jclepro.2018.12.151

[40]. Rahman, I., & Reynolds, D. (2016). Predicting green hotel behavioural intentions using a theory of environmental commitment and sacrifice for the environment. International Journal of Hospitality Management, 52(January), 107–116. https://doi.org/10.1016/j.ijhm.2015.09.007

[41]. Rainbow Tourism Group Limited. (2014). Rainbow Tourism Group Limited. Retrieved March 19, 2020, from https://www.pindula.co.zw/Rainbow_Tourism_Group

[42]. Rani, R., &Rashi. (2014). A Study of Green Practices in Hospitality and Tourism Industry in India. International Research Journal of Management Science & Technology, 5(7), 85–93.

[43]. Robin, C. F., Pedroche, M. S. C., &Astorga, P. S. (2017). Revisiting green practices in the hotel industry: A comparison between mature and emerging destinations. Journal of Cleaner Production, 140, 1415–1428. https://doi.org/10.1016/j.jclepro.2016.10.010

[44]. Schubert, F., Kandampully, J., Solnet, D., &Kralj, A. (2010). Exploring consumer perceptions of green restaurants in the US. Tourism and Hospitality Research, 10(4), 286–300. https://doi.org/10.1057/thr.2010.17

[45]. Shieh, H. S. (2012). The greener, the more cost efficient? An empirical study of international tourist hotels in Taiwan. International Journal of Sustainable Development and World Ecology, 19(6), 536–545. https://doi.org/10.1080/13504509.2012.741627

[46]. Singhal, S., Deepak, A., &Marwaha, V. (2018). Green Initiatives Practices in Indian Hotels. IOSR Journal of Business and Management, 20(8), 10–13. https://doi.org/10.9790/487X-2008031013

[47]. Sustainable Brand Index. (2018). Sustainable Brand Index – Q & A about the Study

[48]. Ting, C. Te, Hsieh, C. M., Chang, H. P., & Chen, H. S. (2019). Environmental consciousnessand green customer behaviour: The moderating roles of incentive mechanisms. Sustainability (Switzerland), 11(3). https://doi.org/10.3390/su11030819

[49]. Tsvere, M., &Pedzisai, C. (2014). A Study of the Level of Awareness and Practices of Solid Waste Management in Chinhoyi,Urban, Zimbabwe. International Journal of Advanced Research in Management and Social Sciences, 3(9), 71–79.

[50]. Tzschentke, N. A., Kirk, D., & Lynch, P. A. (2008). Going green: Decisional factors in small hospitality operations. International Journal of Hospitality Management, 27(1), 126–133. https://doi.org/10.1016/j.ijhm.2007.07.010

[51]. Verma, V., & Chandra, B. (2018). Intention to Implement Green Hotel Practices: Evidence from Indian Hotel Intention to Implement Green Hotel Practice https://doi.org/10.1504/IJMP.2018.10008645

[52]. Walker, J., & Walker, J. (2011). Tourism concepts and practices

[53]. World Health Organisation (2021) WHO: Air pollution causes 7 million premature deaths a year. Retrieved from https://www.dw.com/en/who-air-pollution-causes-7-million-premature-deaths-a-year/a-59264198

[54]. Yi, S., Li, X., & Jai, T.-M. (Catherine). (2018). Hotel guests' perception of best green practices: A content analysis of online reviews. Tourism and Hospitality Research, 18(2), 191–202. https://doi.org/10.1177/1467358416637251

[55]. Young, W., Hwang, K., McDonald, S., & Oates, C. J. (2009). Sustainable consumption: green consumer behaviour when purchasing products. Sustainable Development, 18(1), 21–31. https://doi.org/10.1002/sd.394

[56]. Yusof, Z. B. &Jamaludin, M. (2013). Green Approaches of Malaysian Green Hotels and Resorts. Procedia - Social and Behavioural Sciences, 85, 421–431.

[57]. Zhang, L., Wu, J., Liu, H., & Zhang, X. (2017). The Value of Going Green in the Hotel Industry: Evidence from Beijing. Real Estate Economics, (January 2018). https://doi.org/10.1111/1540-6229.12225

[58]. ZTA. (2014). Manpower Audit Survey Report

[59]. ZTA. (2017). Tourism Trends and Statistics Report