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DISSERTATION TOPIC:
GREEN BUSINESS PRACTICES AMONG STAR-GRADED HOTELS IN
GHANA: THE CASE OF LADADEKOTOPON MUNICIPALITY

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DECLARATION
This thesis is submitted to the Graduate School, University of Ghana in partial fulfilment of a requirement towards the award of Master of Arts degree in Development Studies. To the best of my knowledge, all reference has been duly acknowledged and no part of this work has been published by any other person or group of persons towards the award of any degree. This study is, therefore, the independent work of the author.

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ABSTRACT

Hotels have been identified as a ‘resource-hungry’ sector that consumes a considerable amount of natural resources and generates large volumes of waste. This negative impact of the sector raises concerns for environmental sustainability. Green business practice has been identified as a subtle but significant medium in combating the adverse impacts of hotels on the environment. The quest to ascertain the availability of green management policies, practices and factors that influence the adoption and practice of green initiatives among star-graded hotels informed the focus of this study. With the qualitative research approach, four (4) star-graded hotels in the La-dadekotopon municipality in the Greater Accra Region were sampled. In-depth interviews with key informants from key regulatory agencies such as the Environmental Protection Agency (EPA) and the Ghana Tourism Authority (GTA) and hotel managers were conducted. The study revealed that, though the low-grade hotels had some ‘reactive’ green initiatives, the high-grade hotels were more committed to environmental sustainability in terms of the availability of a written green management policy. Water management and rationing, energy efficiency and economy and waste generation and management were broad green initiatives employed by hotels in this study. However, high-grade hotels in this respect were again identified having a more robust green initiative such as in-room energy management systems and large liquid waste treatment plants than low-grade hotels. The study again identified cost savings and regulatory compliance as popular drivers influencing the adoption of green business initiatives in hotels. This study proposes the provision of infrastructure, support, and education for hotel owners and consumers on the need to embrace environmental sustainability in their operations.
DEDICATION

To My Family

You Mean The World To Me
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LIST OF ABBREVIATIONS

EIA  Environmental Impact Assessment
EMP  Environmental Management Plan
EPA  Environmental Protection Agency
GTA  Ghana Tourist Board
GTA  Ghana Tourism Authority
IHEI  International Hotel Initiative
ILO  International Labor Organization
LADMA  Ladadekotopon Municipal Assembly
LANMA  La-Nkwantanan Municipality
NADMO  National Disaster Management Organization
UNDP  United Nations Development Programme
WTO  World Tourism Organization
CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Before the 1960s, the hospitality/tourism industry was perceived as an “environmentally friendly” and “smokeless industry” hardly worthy of harassment (Holden, 2000; William and Ponsford, 2008; Kasim, 2007). Some scholars even championed the industry as a promising economic and environmental alternative to the ‘Fordist-style’ resource extraction and production. However, perspectives concerning the ‘smokelessness’ (Williams and Ponsford, 2008) of the industry began to shift especially when increasing trends of energy supply, the burden of waste management and pollution became evident as the negative environmental impacts in the hospitality sector of the tourism industry (Kasim, 2006). It is against this background that many scholars, governments, and ecological movements joined the bandwagon for the adoption of ‘green practices’ in the hospitality industry across the globe (Rogerson & Sims 2012).

Many labels such as ‘sustainable tourism’ (Middleton, 1998) ‘ecotourism’ (CeballouLascurain, as cited in Fennel, 2001), ‘Nature-based tourism’ ‘green responsible business’ ‘responsible tourism’ (Spenceley et al., 2002), ‘socially-conscious tourism’ (Debarbieri, 2008) among others have been assessed June, 3, 2018

1 Fordist-style development was zenith of employment possibilities fueled by massive resource extraction in mining, forestry, oil and gas, and fisheries throughout the world to feed a growing manufacturing sector. https://www.britannica.com/topic/Fordism assessed June, 3, 2018

2 In fact, the essence of green business practices become evident especially in the 31-year-old Brundtland report which alerted the world on the essence of green business practice. According William and Ponsford, (2008) this conception of green business practice after the Rio Summit in 1992, compelled governments, business and other non-state actors to “recognize and mitigate the negative environmental impacts of their developments”
given to describe the adoption of ‘eco-friendlier’ (Mbasera, 2016) practices by the hospitality industry (Lindberg, 1991; Hunter and Green, 1995; Lozano-Oyola et al., 2012). Throughout this study, the term ‘green business practice’ is used as a blanket concept, under which other terms, such as ecotourism and responsible tourism may fit.

Green business practice has over the years received several interpretations. Whereas some scholars consider the concept as seeking just environmental quality or producing green output (Business Dictionary, n.d.; Brown and Ratledge 2011), others also argue for a more comprehensive approach of seeking ecological concerns while maintaining the profitability of the enterprise (Hasan, 2000; Spenceley et al., 2002). With reference to Makower and Pyke (2009), this study defines green practice as the availability of policies and initiatives that seek to promote environmental quality and business sustainability.

Globally, the hotel industry has witnessed significant growth over the years. The increase in tourism, the establishment of business headquarters for multinational corporations etc seems to explain more of the rise in the accommodation sector. A hotel industry analysis reveals that bookings in travel and tourism hit almost $1.6 trillion in 2017. The hotel industry which is one of the significant sectors of the hospitality industry constituted over 30 per cent of the value. Hotel industry market statistics according to Statista and Deloitte in 2018 asserts that the global hotel industry is set to cross USD 500 Billion in 2018. Again, the hotel industry alone is expected to sustain by growing at 6-7% in 2018.

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4 https://www.soegjobs.com/hotel-industry-analysis-market-statistics/ accessed on 8th August, 2019
5 Ibid no 4
6 Ibid no 4
The hotel industry in Ghana has received much improvement after the implementation of the Structural Adjustment Programme in the 1980s (Mensah and Blankson, 2014). This according to Kuuder (2012), is in response to the issue of investor friendliness, appreciable political stability, and recent oil discovery of the country. International travellers to Ghana increased significantly between the year 2000 to 2009 from 399,000 to 802,779 respectively (Kuuder 2012). This growth simultaneously increased the number of registered hotels between 1992 to 1,595 (Ghana Tourism Board, 2009). However, the geographic distribution of hotels in Ghana has not been uniform, with Greater Accra Region alone accounting for about 40% of registered hotels (Mensah, 2006). In May 2017 for example, the region recorded the presence of 2,723 hotels and lodges\textsuperscript{7}. This growth leaves the most significant, visible and permanent carbon footprint on the environment. This is because the growth of these hotels in the region has some correlation with the generation of negative environmental impacts such as excessive consumption of energy and water and the production of both liquid and solid waste (Mensah and Blankson, 2014).

1.2 Statement of the Problem

The accommodation sector is the largest in the tourism industry (Akyeampong, 2006; Ottenbacher et al., 2009). Hotels, a crucial component of the accommodation sector are characterized by several activities that collectively exert a significant impact on environmental resources (Kirk, 1995; Andrea 2007:1916; Bohdanowicz, Zientara & Novotna 2011:801). According to estimations by Han et al., (2010), an average hotel emits between 160 kg and 200 kg of carbon dioxide per square meter of room floor area per year. Water consumption per night by a guest is between 170 and 440

\textsuperscript{7} https://www.myjoyonline.com_assessed June, 3, 2018
litres in an average five-star hotel. On average, hotels produce 1 kg of solid waste per guest per night (Ibid).

The government of Ghana, in the quest to arrest the looming effects of hotels’ operations on the environment, created state institutions such as Ghana Tourism Authority (GTA) and Environmental Protection Agency (EPA), to guide and guard the activities of hotels in the country. For example, hotels in consonance with the legislative instrument are required to conduct and submit an Environmental Impact Assessment (EIA) of their proposed project for review (Environmental Assessment Regulations LI 1652). They (hotels) are thereafter required to submit an Environmental Management Plan (EMP) within 18 months after the commencement of business to the Environmental Protection Agency. The EMP outlines how the environmental impact of their activities will be managed. However, evidence from the literature (Mensah and Blankson 2014), suggests that hotels, especially those owned by foreigners do not comply after license and permits have been granted. This negligence confirms earlier observations by the 1996 Tourism Development Plan that hotels in Ghana are likely to be confronted with the challenge of waste disposal which might lead to the pollution of water bodies.

In fact, there have been reported cases of hotels prosecuted for discharging offensive effluent waste into public gutters (Ghana News Agency, 2009). In the view of Pigram (1995), tourism is like a two-edged sword which has the potential to create and destroy. It is against this backdrop that many calls have been made for hotels across the globe to adopt and practice some environmental management practices in order to minimize its negative impacts on the environment. For example, international hotel associations such as the International Hotels Initiative (IHEI), Caribbean Alliance for Sustainable Tourism (CAST) among others can be cited for their respective efforts to employ some ecological rationality in their operations (Mensah and Blankson, 2014).
However, implementation of green initiatives in hotels in Sub-Saharan Africa including Ghana is very limited (Mensah and Blankson, 2014). Even though some studies by Mensah (2006) and Kuuder, et, al., (2013) have been conducted in this regard, both studies approached the issue quantitatively. Even though the quantitative approach facilitates comparisons between organizations or groups (Yauch and Steudel, 2003), in this case, low and high star-graded hotels, qualitative methods on the other hand allows the researcher to explore the perspectives of these hotels in other to yield information that is more nuanced than data derived from surveys (Dudwick et al., 2006). Again, the case-setting for both studies excluded the La-dadekotopon municipality which is the focus of this study. Whereas Mensah (2006) focused on some hotels in Greater Accra Region, Kuuder, et al., (2013) focused on the northern part of Ghana. In the view of Dudwick et al., (2006), many important characteristics, beliefs, motivations, perceptions of people and communities cannot be meaningfully understood or reduced to numbers without particular reference to their local context. In other words, even though similar studies have been conducted internationally as well as in other parts of this country (Bohdanowicz et al., 2014; Bohdanowicz, 2006; Mensah et al., 2014; Kuuder, et, al., 2013; Mensah, 2006), conclusions made by these studies cannot be generalized in interpreting the types of green practices, policies and factors motivating the adoption of green practices in the La-dadekoton Municipality given its unique characteristics. It is against this background that this study seeks to understand green business practices among star-graded hotels in the La-dadekoton Municipality. Thus, instead of generalizing, this study seeks to uniquely understand the environmental policies and practices among 2 low graded (1-2 star) and 2 high graded (3-4) hotels in Ladadekotopon (LADMA) Municipality.
1.3 Research Objectives

The aim of this study is to understand green business practices among hotels in the LaDadekotopon Municipality of the Greater Accra Region as well as factors influencing the adoption of such practices. The specific objectives are:

1. To identify green practices in two (2) low graded (1-2 star) and 2 high graded (3-4 star) hotels
2. To investigate the type of green policies among two (2) low graded (1-2 star) and 2 high graded (3-4 star) hotels
3. To determine the factors influencing the adoption and practice of these green practices

1.4 Research Questions

The study seeks to address the following key questions:

1. Are there any green practices among two (2) low graded (1-2-star) and 2 high graded (3-4 star) hotels?
2. What are the green policies among two (2) low graded (1-2-star) and 2 high graded (3-4 star) hotels?
3. What are the factors influencing the adoption of these policies?

1.5 Significance of the study

Unlike some developed nations where the pressure to adopt ‘eco-friendlier’ practices stems from consumers and other non-state actors, the government of Ghana, Environmental Protection Agency (EPA), Ghana Tourist Board (GTB) and the Accra Metropolitan Assembly champion this course in Greater Accra. The EPA mandates hotels to submit Environmental Impact Assessment (EIA)
before the commencement of business. They are thereafter required by law to submit an Environmental Management Plan (EMP) 18 months after commencement of business. The Environmental Management Plan (EMP) outlines how hotels will manage the impact of their operations on the environment. Moreover, regular visits are made by field officers of the abovementioned institutions to ensure that sound environmental practices are inculcated in the operations of business in the accommodation sector. Reports from the Quality Assurance Department of the GTA and the EPA suggests that ‘eco-friendlier’ policies and practices of most hotels in the municipality end after license have been granted. Because of the heavy presence of hotels and its significant effects on the municipality, it is therefore prudent to know the extent to which these hotels are implementing green practices to mitigate the negative impacts of their activities on the environment. This would provide empirical evidence for the various actors including the hoteliers to fashion out programs in ensuring environmental sustainability.

In addition, the adoption and practice of green initiatives by hotels can be an avenue for guest to appreciate the essence of green practices across the globe. In other words, the observance of sound environmental practices in hotels can be subtly learned by guests who visit the facility and consciously or unconsciously snowballed to other geographic areas.

1.6 Scope and Limitation of the Study

LADMA was the geographic context of this study. This is because it is among the municipalities in the regional capital with a heavy concentration of hotels (GSS, 2012). For example, Greater Accra recorded the highest (GH¢32.5 million) overnight domestic expenditure in 2015 (this expenditure is excluded from the expenditure of visitors) and because this study concerns itself with hotels in LADMA, it cannot generalize its findings regionally or nationally. At best, it
provides empirical evidence or reference for similar studies. Again, this study limits its analysis to two (2) – high graded (3-5 star) and two (2) low graded hotels (1-2 star) hotels because of non-response. Introductory letters were sent to 10 (ten) star-graded hotels within the study area. However, due to the sensitivity of greening issues within the accommodation sector, most of these hotels were not willing to provide the time for such discussions. Telephone interview which was thought by the researcher to be more comfortable was rejected by some hotels within the sampling frame. Intended key informants, as well as customers, were inaccessible due to the issue of time constraints and a matter of priority especially on the part of customers. Therefore, respondents for this study were reluctantly sampled for this study subject to anonymity. It is against this background and the limited duration for the submission of this study, that the study used 4 (four) hotels and 2 (two) key informants from the key regulatory agencies. Due to this, the study does not intend to generalize its findings regionally or nationally. Conceptually, though there are several green practices in the accommodation sector, this study focused on waste, energy and water management. This is because these variables reflect the issues of green practices in the accommodation sector in the municipality.

1.7 Organization of the study

This study is organized into five chapters. Chapter One included the background of the study, research problem, research objectives and questions as well as limitation of the study. Chapter Two contains the literature review. Chapter Three includes the methodology and study area. Chapter Four contains the data analysis, interpretation as well as discussion of key findings of the study. Chapter Five finally looks at the summary, conclusions, and recommendations based on the findings.
CHAPTER TWO

LITERATURE REVIEW

“Let every individual and institution now think and act as a responsible trustee of Earth, seeking choices in ecology, economics, and ethics that will provide a sustainable future, eliminate pollution, poverty, and violence, awaken the wonder of life and foster peaceful progress in the human adventure.” – John McConnell, founder of International Earth Day.

2.0 Introduction

This chapter reviews relevant literature on the green business practices in the hospitality as well as the impact of the industry on the environment. It also discusses the theoretical and conceptual framework that shapes the understanding of the study.

2.1 The Hospitality Industry

The hospitality industry is made up of several fields. They include but not limited to restaurants, event planning, lodging, transportation and cruise line. The hospitality industry has over the years seen significant growth (Teye, 2008). It is against this background that Ingram (1999), explained that due to the expansion in the industry after the second world war, there was the need to adopt improved strategic management that could promote growth and development. Today, the hospitality industry is one of the multi-billion-dollar industry that depends on the environment, leisure and the availability of disposable income. According to the International Labor Organization (ILO) (2010), it is one of the fastest-growing industries accounting for one-third of the global service trade.
Amankwaa et al., (2012) explains that the hospitality industry is one of the vital industries in the economy of most nations. This is because it has the ability to create jobs, innovation, and entrepreneurship as well as the increase in the foreign exchange of the country. In, short, hospitality industries are vitally important for a healthy dynamic market economy.

2.2 Overview of the Hospitality Industry in Ghana

The hospitality industry in Ghana consists of a broad category of fields including but not limited to lodging, restaurants, events planning, transportation, etc. The hotel or lodging sector in the hospitality industry forms the crucial part of the industry since almost all the above-mentioned services are most often than not provided by standard hotels in the country (GTB, 2000). The hospitality industry in Ghana comes under the purview of the Ghana Tourism Authority. To underscore government’s commitment to the industry, the ministry, established in 1993 was tasked together with the United Nation’s Development Programme (UNDP) and the World Tourism Organization (WTO) to develop a 15-year Tourism Development Plan between 1996 to 2010 (Sirakaya et al, 2002). This according to Sirakaya et al, (2002) led to a significant revamp of the industry.

More importantly, the immediate post-independence era of Ghana which spanned between 1957 and 1976 saw the massive involvement of government in the hospitality industry. State-owned hotels were established in all the regional capitals of the country by the first president Dr Kwame Nkrumah (Mensah and Blankson, 2014). The government emphasized its involvement in the industry again by creating the State hotels corporation to oversee the running of these hotels. Since then, the industry has been identified as a major driver in the Ghanaian economy. In 2016 for example, the industry contributed GHC 4,972.9mm (3.0%) to Ghana’s Gross Domestic Products
(GDP). It was expected to rise by 5.6% to 5,25.3mm in 2018 (WTTC, 2017). According to Kuuder et al., (2012), variables such as investor friendliness, appreciable political stability in contrast to neighbouring nations and the recent oil discovery explains more of the recent boom in the hospitality industry in Ghana.

Mensah and Blankson (2014) are also of the opinion that the hospitality industry has received significant growth due to the government’s investment promotion drive and sustained tourist arrivals. Again, the enactment of the Ghana Investment Promotion Center Act, (Act 478) in 1994 presented attractive investment incentives such as tax rebates, reparation of profits and other import exemptions which played a role in the influx of foreign nationals to invest in the hotel industry (Teye, 2008). Konadu-Agyeman (2001), is of the opinion that the implementation of the Structural Adjustment Programme in the 1980’s catalyzed foreign investments into the tourism industry including hotels. For example, between 2000 to 2009, international tourist arrivals to Ghana rose from 3900,000 to 802,779 with a corollary increase in tourism receipts from US 386m in 2000 to US 1.61526m in 2004 (Kuuder et al., 2013; Ghana Tourism Board [GTB], 2009). According to Mensah et al., (2011), the industry accounts for about 5.9 % of total employment in the country and also the fourth largest foreign exchange earner after cocoa, gold and remittance from abroad. Similarly, this growth is expected to increase overnight stays, hence the need for more hotels. In fact, from 2005 to 2009, the number of registered hotels increased from 1,345 to 1,779 (Kuuder et, al, 2013).

Interestingly, the regional distribution of hotels has not been even (Mensah, 2006). Greater Accra records about 40% of the total registered hotels (Mensah and Blankson, 2014). Even though this growth in the industry has had some positive implications on the economy of the country, there is
the need to pay attention to its negative environmental implications (Mensah, et al., 2011 and Rogerson & Sims 2012). Due to this, there have been several calls at both the intra and international levels for corporate organizations to include some level of ecological rationality in their respective operations (Mbasera, 2016; Robins, 2001). In Ghana for example, apart from the compelling pressure from civil societies such as Occupy Ghana and Friends of the Earth, the government also has been at the fore in ensuring that corporate organizations including hotels adopt sound environmental management systems before and during operation.  

2.3 The Roles of the Environmental Protection Agency (EPA) and the Ghana Tourism Authority (GTA) in the hotel industry in Ghana

2.3.1 Ghana Tourism Authority (GTA)

Act 817 established the Ghana Tourism Authority (GTA) formerly known as the Ghana Tourism Board (GTB), in 2011. The main task of the authority is to regulate and implement government policies in the tourism industry. Specifically, it ensures the Registration and Licensing of Hospitality Enterprises (L.I.) 1205, 1979; Tour and Travel Operation and Car rental (L.I.) 2050 etc. However, the enactment of Act 817 broadened the jurisdiction of the Authority to include the Regulation, Marketing, Promotion, Research, and Innovation. The responsibility of the Authority further deepened after the introduction of the Economic Community of West African (ECOWAS) classification of hotel code (See Appendix 1). This means that the GTA is responsible for ensuring

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8 Occupy Ghana is a social and political non-partisan pressure groups committed in ensuring that Ghana develops to its full economic potential. Friends of the earth-Ghana is also an environmental movement that’s ensures that the country makes judicious uses of its natural resources for the economic and social-wellbeing of present and future generations. These Civil Society organizations have led several campaigns on the need for organization (including hotels) to conserve the environment. citifmonline.com/2018/03/02/occupyghana-calls-govt-address-sanitationissues
that hotels in Ghana meet the necessary legal requirements before they commence operation. This also suggests that they are responsible for the promotion and discontinuation of hotels that operate beyond the borders of the legislation.

2.3.2 Environmental Protection Agency (EPA)

The Environmental Protection Agency (EPA) is the governmental agency responsible for ensuring environmental quality in the country. The EPA Act, 490, established in 1994 ensures the improvement, conservation, and promotion of the country’s environment towards the achievement of the global agenda of sustainable development (EPA, 2000).

All undertakings including hotels, restaurants, catering services are required by law to register with the EPA for Environmental Impact Assessment (EIA) before the commencement of the business. They are thereafter required to submit an Environmental Management Plan 18 months after the commencement of business. Regular visits are made by officials to ensure full compliance.

In conclusion, both the EPA and GTA provides some form of a regulatory framework for sustainable tourism. The above functions and legal regulations of these institutions suggest that the tourism industry, particularly hotels operate or practice some sound environmental practices. However, background information suggests that most organizations especially hotels terminate the practice of eco-friendlier polices after a permit has been granted (Mensah, 2006; Mensah et al., 2011).

2.4 Environmental Impacts of hotels

The ‘genetic’ link between the hotel sector and the environment has over the year’s assumed greater significance with the rise of the sustainability debate (Page as cited in Mbasera, et. al., 2016). Since the Rio Earth summit in 1992, the negative, social and environmental externalities of
the hotel sector has become topical among global discussions, especially, the need to include the sustainability tangent in the pursuit of economic development. These discussions confirm the fact that the longevity of an economic system is not dependent on only “hardcore” or quantitative growth but also environmental sustainability (Klimova and Zitek, 2011 cited in Jabik and Bawakyillenuo, 2016; Faulk, 2000; Hunter and Green, 1995).

In 1997 for example, the United Nations Conference on Environment and Development introduced the Agenda 21, which served as a blueprint for sustainable tourism for hotels across the globe (Division for Sustainable Development, 1997). Chapter one of the Agenda 21 document addressed the need of how the tourism industry including hotels can embrace sustainable tourism across the globe. Hotels, since then, have attracted much attention as a sector in the tourism industry that exerts a significant impact on the environment with regard to resource consumption (Hsieh, 2012).  

Literature reveals that hotels have played an important role in ecological deterioration even though their impacts have not been pronounced as the mainstream extractive industries like mines, airlines, automobiles, cruise ships etc. (Timothy and Teye 2009). Notably, sewage and waste materials (both solid and liquid) from hotels across the globe are dumped into rivers, lakes and drains in their immediate environment creating environmental hazards and unpleasantness (Lozano-Oyola et al., 2012). In the view of Taylor et al. (1994) increase in solid waste typifies an additional key environmental impact of hotel operations in the world. In Accra for example, the uncontrolled development of hotels has invariably increased the burden of solid and liquid waste in the

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9 For example, the American Hotel and Lodging Association (AH&LA) (Stipanuk, 1996), International Hotels Environmental Initiative (IHEI) (International Hotels Environment Initiative, 1996) Asian Pacific Hotels Environment Initiative and the Ghana Hotels Association with the aid of GTA and EPA has been at the fore in ensuring that these negative impacts are mitigated.
municipality (Mensah, 2006). Due to improper recycling methods and treatment procedures, there have been reported cases of some hotels discharging sewage into unauthorized drains with some spillover effects on streets in Accra.\textsuperscript{10}

Because of these negative externalities from their operations, it therefore prudent that management of these hotels incorporates green business models into their businesses. A number of studies have been conducted on how hotels can adopt sound green business practices to deal effectively and efficiently with the negative environmental challenges that arise from their operations (Alvarez, Burgos & Cespedes 2001; Bansal 2005; Bohdanowicz et al. 2011; Hsieh 2012; Timothy & Teye 2009; Mensah, 2006; Mensah; 2007; Kuuder, 2014). For instance, measures such as water and energy conservation, effective recycling methodologies, environmental health and education of staff and guest were suggestions made by Mensah (2007), Kuuder, (2014) Hei \textit{sh}, (2012) in Africa and Europe respectively. To minimize environmental impacts, some studies also suggested that hotels be furnished with biodegradable soaps and detergents to minimize water pollution, adopt paperless communication by reducing waste, use ecolabels, low-flow showerheads, etc. (Timothy & Teye 2009; Mensah, 2006; Mensah; 2007; Kuuder, 2014). According to the literature, these practices will, provide economic incentives to hotels, gain competitive advantage, reduce cost, thus cultivating positive image, increasing employee loyalty and retaining customers (Hsieh, 2012; Claver-Cort'es et al., 2007; Graci and Dodds, 2008; Newman and Breeden, 1992; Tzschentke et al., 2004).

Despite the impact of hotels on the environment, the areas of energy consumption (Chan and Lam, 2003); water consumption (Bohanowicz, 2006 cited in Mensah, n.d); solid and liquid waste

\textsuperscript{10} https://www.graphic.com.gh/features/features/saving-accra-from-its-sewerage-mess.html accessed 25th April,
generation (Chan and Lam, 2001) characterizes the central challenge of most hotels in Ghana (Mensah, 2006 and Mensah, 2007).

2.5 Green Business: Definition

This study defines “green business practice” as an enterprise (hotel) that is taking the necessary steps to reduce its negative impacts on its internal and external environment. ‘Greening’ one’s business, therefore, means the implementation of a long-term strategy of an enterprise to meet its business task whiles minimizing its negative externalities on the environment (Slovik 2013; Makower and Pyke 2009). Hotels adopt several strategies to guide and guard activities in their core operational areas such as waste generation and management, water and energy conservation. Example of such practices includes; solid waste segregation, liquid waste recycling methods, in-room energy management systems, energy-saving bulbs, self-closing taps, low-flush toilets, low-flow showerheads, staff training, moral suasion etc. (Bohdanowicz et al. 2011; Hsieh 2012).

2.6 Hotels and Green Business Practices

Several hotels across the globe have adopted strategies to minimize the negative environmental impact of their operations and also to achieve operational efficiency. This section looks at some of these initiatives and how they are implemented in hotels across the world.

A considerable number of studies have focused on green business practices in hotels in order to efficiently deal with ecological challenges arising from their operations (Alvarez, Burgos & Cespedes 2001; Bohdanowicz et al. 2011; Hsieh 2012; Timothy & Teye 2009). According to Mensah (2006), green practices such as recycling of waste, waste management, supplying clean air, energy and water conservation, environmental health, adopting a purchasing policy and
environmental education are being considered in various hotels for mitigating the impact of negative impacts on the environment as well as rational entrepreneurial reasons (Mensah 2006).

According to Miller et al, (2012) and Page (2009), since most consumers or leisure travellers recently consider themselves environmentally conscious; they have embraced principles of sustainable development in most hotels such as minimizing the energy consumed and the reuse of linen and towels (Page 2009). Some hotels have also employed pragmatic steps in the areas of transport, waste management and generation, green purchasing, environmental health (at both micro and macro levels) (Page 2009). Green management practices are multifaceted. However, for the purposes of this study, the areas of energy consumption (Chan and Lam, 2003); water consumption (Bohanowicz, 2006); solid and liquid waste generation (Chan and Lam, 2001) would be considered.

2.7 Waste Generation and Management

Waste generation is one of the notable impacts of hotels on the environment (Kuuder, et al., 2013). For example, in the Dominican Republic, the hotel sector has been threatened by coastal pollution from inadequate management and disposal of solid waste (The World Bank Group, 1999). They blame the rise in economic activity especially from the tourism industry and the inefficiency of the municipal authorities in managing waste disposal as the variables explaining more the challenge of solid waste generation. In Ghana, most hotels, especially in Greater Accra, claimed that recycling which is one of the methods for minimizing waste generation was very expensive. They further exclaimed that it was not their core mandate and do not have the technology for that (Mensah, 2006). A study conducted by Kasim (2007), revealed that waste generated by a hotel far exceeds waste generated by households. That is, a hotel guest can produce about 1kg of waste a
day summing up to thousands of tons annually (IHEI, 2002). It must, however, be noted that the size or grade of a hotel does not sufficiently determine the volume of waste generated. According to Kasim (2007), it largely depends on the number of activities, programs and booking rates of the hotel in question.

Hotels produce several types of waste. They include but not limited to food, paper, plastics, metals, glass etc. Interestingly, paper and food occupy the largest proportion of the waste generated by hotels (Erdogan and Baris, 2007). This confirms the study by Kasim, (2007) that solid waste consists of 46% of the waste generated in hotels with metal waste being the least (4.5%).

Some studies have documented some green practices by hotels across the globe. For example, in Europe, hotels implement waste sorting and several recycling methodologies in administrative offices, kitchen but not in guestrooms (Gossling, 2002; Erdogan and Baris, 2007) whiles findings in Ghana suggests that only 17% of hotels in Greater Accra adopted recycling methods as a way of minimizing waste generation (Mensah, 2006). This suggests that more attention should be given to waste management and generation among hotels in Ghana, the focus of this study.

The literature on green management practices documents the following as practices in the hotel sector as mediums of mitigating the challenge of waste generation and management. These include but not limited to; co-operating with local and government waste management firms, implementing waste segregation mechanisms, adopting donation programmes where leftover guest amenities, old furniture, appliances, and food are given to neighbouring local communities, composting organic kitchen waste, pre-treat liquid discharges before disposing, the use of electronic communication systems to reduce paper waste, staff training and moral suasion for guest involved, distribution of brochures and flyers, or paste stickers and posters and educating guests to reduce waste etc. (Iwanowski and Rushmore 1994; Kirk, 1998; Mensah, 2006; Kuuder, et al.,
2.8 Water management and rationing

According to Kasim (2007), luxury hotels consume higher volumes of water than a typical household does. For example, studies show that luxury hotels in a tropical climate could consume between 1,000 and 1,400 cubic meters of water daily (see Table 2.0) than a typical household that could consume approximately 1.12 cubic meters of water (Socioeconomic & Environmental Research Institute of Pulau Pinang, 1999). However, this is dependent on the accommodation capacity, standard, and type of facilities and services provided by the hotel (Bohanowicz, 2005).

As indicated by Kirk (1995), the extensive utilization of water by hotels emanates from the service of cold water for the kitchen, drinking, laundry purposes, gardening, heating water for guest etc. (Kuuder, et al., 2013).

Interestingly, this extensive water consumption by hotels has been described as a variable explaining more to the issue of water-use conflicts across the world (Kasim, 2007). Guardian (2001) and Kasim (2007) reported that many resorts including hotels are struggling to contain the rising demands by guest or tourist for more swimming pools, spas, golf courses and others. This has had a ripple effect on countries that rely on water sources such as reservoirs, rivers, and lakes, etc. It means that the excessive demand by tourist would exert intense pressure on these water sources that are often used for regular household consumption, agriculture, leisure, and other purposes. Some scholars have also revealed that water-use conflicts have affected tourism
developments across some regions of the globe such as Southern Spain, Ibiza, Madrid, Goa (India) and the Caribbean (WWF, May 2003; Orwin, 1999).

Table 2.1: Possible Ranges of Daily Water Use in Luxury Hotels in Different Climates

<table>
<thead>
<tr>
<th>Climates</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mediterranean</td>
<td>Less than 600 m³/day</td>
<td>600-800 m³/day</td>
<td>800-900 m³/day</td>
<td>More than 900 m³/day</td>
</tr>
<tr>
<td>Moderate</td>
<td>Less than 750 m³/day</td>
<td>750-960 m³/day</td>
<td>960-1,100 m³/day</td>
<td>More than 1,100 m³/day</td>
</tr>
<tr>
<td>Tropical</td>
<td>Less than 1,000 m³/day</td>
<td>1,000-1,200 m³/day</td>
<td>1,200-1,400 m³/day</td>
<td>More than 1,400 m³/day</td>
</tr>
</tbody>
</table>

Source: (green hotelier magazine, issue 16, October 1999 cited Kasim, 2007)

Literature reveals several green management initiatives in hotels across the globe. They include low-flow or infrared-activated faucets, low-flow showerheads, low-water-volume toilet, sink aerators, and energy star qualified cooking devices, the institution of a linen reuse programme and regular fixing of toilet and bath leaks (Iwanowski and Rushmore, 1994; Kirk, 1995). Some hotels have also employed water-use rationing mechanisms such as the use of water-efficient laundry equipment and dishwashers, placing water meters in guestrooms to track usage, adoption of water-saving campaigns in kitchens such as washing dishes when there are full loads or not using running water to wash vegetables and adopting water-efficient or xeric gardening (Bohdanowicz, 2006; Mensah, 2006; Kuuder et al, 2013). Allen (2007) and Moreo (2008), recommends that rainwater can be harvested and used for other purposes such as flushing of toilets and watering of gardens. In Australia for example, Novotel and Hotel Ibis Home Bush Bay in Sydney have reduced their water consumption by 50% through a green management initiative of dual pipping (Hotel online,
2002). Similar studies in Ghana also show water conservation as the most popular green management initiative among hotels in Greater Accra (Mensah, 2006). About two-thirds of these sampled hotels used low-flow showerheads and sink aerators (Ibid). Early leakages and drips detection devices especially in guest rooms and the use of water-saving devices such as flow regulators, water flow sensors, self-closing taps, low-flush toilets are green initiatives in some hotels across the globe (Hsieh 2012; Nhapi & Gijzen 2005). Therefore, taking cognizance of the dimensions of water efficiency, this component of the strategy employed by hotels is a cost-saving measure, which would lead to environmental sustainability as well as generate profit for the organization.

2.9 Energy Efficiency and Economy

The energy situation is also very similar to that of water (see table 2.2). Regardless of seasonality, the number of guests, accommodation capacity, a hotel needs to provide 24-hour lightings, air conditioning, water heating, and cooling, etc. (Kasim, 2007). In addition, in the view of Holden (2000), most hotels across the globe derive their energy source from the national grid, which is most often generated by burning fossil fuel, which contributes immensely to global warming. However, Dascalaki and Balavas (2004) revealed in their study that some hotels have an alternative source of energy apart from the dependency on the national grid. For example, in New Zealand, studies show that hotels used about 75% of electricity with about 12% and 9% of coal and liquefied petroleum gas (LPG) petroleum fuel (3%) including natural gas and (1%) of wood as their energy source (ibid). Other studies also conducted in Hong Kong and Greater Accra revealed that hotels operate on three main energy sources namely, electricity, gas, and diesel (Mensah, 2007; Deng, 2003; Chan and Ho, 2006).
Table 2.2: Possible Ranges of Annual Energy Use in Luxury Hotels in Different Climates

<table>
<thead>
<tr>
<th></th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mediterranean</td>
<td>Less than 145 kWh/m²/year</td>
<td>145-170 kWh/m²/year</td>
<td>170-200 kWh/m²/year</td>
<td>More than 200 kWh/m²/year</td>
</tr>
<tr>
<td>Moderate</td>
<td>Less than 150 kWh/m²/year</td>
<td>150-175 kWh/m²/year</td>
<td>150-175 kWh/m²/year</td>
<td>More than 210 kWh/m²/year</td>
</tr>
<tr>
<td>Tropical</td>
<td>Less than 220 kWh/m²/year</td>
<td>220-250 kWh/m²/year</td>
<td>220-250 kWh/m²/year</td>
<td>More than 280 kWh/m²/year</td>
</tr>
</tbody>
</table>

Source: (green hotelier magazine, issue 16, October 1999 cited Kasim, 2007)

According to Bohdanowicz (2003), this consumption and use of different forms of energy by hotels lead to the increase of harmful gases such as carbon dioxide (CO₂) contributing to global warming. Kirk, (1996), Bohdanowicz (2003), Bohdanowicz (2005) stated specifically that harmful gases emitted by hotels due to different energy sources is estimated at 160 and 200 kg of Carbon dioxide (CO₂) per m² of room floor area.

It is against the background of environmental and business sustainability that most hotels have adopted diverse energy management practice. For example, some hotels have implemented renewable energy programmes such as the use of wind power, solar power, and run-off river power, adoption of automated (computerized) energy control systems and installation of energy-efficient light bulbs (Iwanowski & Rushmore 1994; Mensah 2006). Other green initiatives include the use of efficient laundry equipment, use of digital thermostats to control guestroom energy consumption and installation of occupancy sensors (which automatically turn the lights out when guests leave the room) (McLeish 2007). Erdogan & Baris (2007) and Bohdanowicz 2005; in their studies found the 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 as some of the energy management initiatives of hotels across the globe.

2.10 Theoretical Foundation of the Study

This section focuses on the theoretical review of green business practices among hotels in the Ladadekotopon Municipal Assembly. The Resource-based theory of the firm and the Institutional theory forms the theoretical basis for this study.

2.10.1 Resource-Based Theory

The Resource-Based Theory of the firm has been used in explaining and identifying the benefits of adopting and practicing green initiatives in the hotel industry. Hart (1995), in the earliest publication of the theory, explains the relevance of internal factors such as competitive advantage and financial consideration that motivate the actions of an organization (Hart, 1995).

The resource-based theory provides valuable insight into the competitive advantages that are accrued by a firm (hotel) when it increases its environmental commitment. According to the resource-based theory literature (Hart 1995 and Rivera 2002), there is a positive relationship between environmental sustainability and organizational performance. In other words, a firm’s interest in environmental quality reaps some organizational and financial benefits such as cost savings, improved reputation, and employee retention. The theory again provides two necessary conditions for an organization to have improved environmental performance. First, the organization must ensure that purchasing decision and willingness of consumers is positively affected by superior environmental performance. Second, comparative to its competitors, the
organization must be seen in the eyes of consumers as reputable and committed to environmental sustainability. Thus, hotels, in this case, would gain a competitive advantage if they engage in green management programs and policies verifiable by consumers.

The Resource-based theory is used in this study to explain how hotels in LADMA use their resources (both tangible and intangible) to adopt and practice green initiatives in order to increase their competitive edge. This is because it identifies that it is economically expedient to engage in programs and practices that are geared towards environmental sustainability. The Resource theory again provides the basis for incorporating motivational factors such as competition and financial consideration into the determination of why hotels implement green business practices. This can also be explained by the stakeholder theory and neo-institutional theories as a medium for explaining why organizations consider going green. However, this theory is most pertinent in illustrating the environmental commitment of business. This is because gaining a competitive edge through initiatives such as going green leads to greater efficiency and improved profits margins as explained by the theory. Benefits such as cost reduction, improved reputation, employee retention, fulfilling social responsibilities, customer retention support the theory that environmental commitment leads to competitive advantage an industry.

2.10.2 Institutional Theory of a Firm

This theory examines how external pressure within the micro and macro environment of the firm influences an organization (Hirsch, 1975). According to the theory, organizations operate within a social network and their behaviours are not confined to the dyadic relationship. This means that the culture of organizations is largely influenced by social factors embedded or interconnected by organizational networks (Iacobucci & Hopkins, 1992).
The institutional theory identifies three drivers of organizational behaviour; (i) coercive; (ii) normative, and (iii) mimetic drivers (DiMaggio & Powell, 1983). Coercive isomorphic drivers are regulatory influences from government agencies. These agencies compel business to conform to certain standards. For example, the fear of regulatory sanctions from agencies such as EPA, GTA, National Disaster Management Organization (NADMO) motivates business to adopt certain green business initiatives in order to be perceived as legitimate. Mimetic drivers occur when business imitate certain practices of their successful competitors in the industry (Aerts et al, 2006). Normative drivers are the intangible perceptions that covertly compels organizations to conform to certain practices in order to remain legitimate. For example, customers who are ecologically conscious will perhaps choose a hotel which is environmentally conscious than its counterpart that is not.

This theory can be used to explain why hotels adopt and practice green initiatives due to external pressures. Hotels coercively comply with regulatory requirements in order to remain socially and legally legitimate. These regulations include formal rules concerning environmental quality, performance standards, administrative guidelines that hotels have to achieve through the adoption of green practices. Again, apart from these formal regulatory pressures, hotels are covertly influenced by perceptions of customers. The emerging environmentally conscious guests of hotels across the globe suggest that hotels managers have to adjust their operations to suit the taste of the consumer. Finally, the competitive nature of the hospitality industry suggests that hotels mimic efficient operational initiatives from their competitors in the industry in order to gain competitive advantage and operational efficiency as explained in the resource-based theory. This theory was used to show how hotels in LADMA are under pressure from different institutions to remain
environmentally friendly in their operation including consumer demands, regulatory pressure, competition and business norms.

2.11 Conceptual Framework

The conceptual framework of this study is derived from the literature review (Figure 2.1). Despite the several impacts of hotels on the environment, the areas of energy and water consumption as well as waste generation and management typify the central challenges of hotels and their negative impact on the environment (Chan and Lam, 2003; Bohanowicz, 2006 cited in Mensah, n.d; Chan and Lam, 2001; Mensah, 2006 and Mensah, 2007). This overexploitation and use of natural resources have led to several ecological crises such as water pollution, solid and liquid waste burden, water shortages for neighbouring communities where hotels are located (ecological crisis) (Kasim, 2007).

The adoption and practice of green initiatives have been argued and proven to be a medium for minimizing the negative environmental impacts of hotels. Green business practices such as proper solid and liquid waste management, efficient use of energy and water are suggested initiatives for hotels across the globe towards environmental and business sustainability. The adoption and practice of these green business initiatives would result in business and environmental benefits such as reduction in carbon footprint, pollution, improved water and energy conservation, profitability (cost savings), employee retentions, positive organizational reputation, etc. (Moreo, 2008; Hsieh, 2012) Moreover, apart from the moral obligation which is rare (Iwanowski and Rushmore 1994), hotels are motivated by certain factors before they adopt and practise green initiatives. Some scholars explain that social environmental responsibility, cost-saving, corporation reputation, employee retention, regulatory pressure among others are notable drivers
for the adoption and practice of green initiatives among hotels across the globe (Moreo, 2008; Hsieh, 2012; Mbasea et al. 2016).

**Figure 2.1: Conceptual Framework of Green Practice in Hotels**

- **Drivers**
  - Social Responsibility
  - Business Reputation/Competitive advantage (At micro and macro levels)
  - Pressure from Stakeholders/Regulatory Compliance (CSO’s, NGO’s, Customers, Government Agencies and other Intra-International Agencies)

- **Green Practices**
  - Waste Generation and Management (reducing waste at source, develop waste into resource i.e. recycling, reuse etc.)
  - Water Rationalization and Management (installing efficient water systems, etc.)
  - Energy Efficiency and Economy (procuring energy efficient appliance, minimize energy consumption, etc.)

- **Business/Environmental Sustainability** (reduction in carbon footprint, pollution, improved water and energy conservation, profitability (cost savings), employee retentions, positive organizational reputation, etc)

- **Profitability** (Cost Savings)

- **Ecological Crisis**

Source: Author’s Construct, (2018)
2.12 Explanatory notes on Conceptual Framework

The negative environmental impact posed by hotels across the globe centers around:

(i) Water consumption (cold water for the kitchen, drinking, laundry purposes, gardening, heating water for guests);

(ii) Energy use/consumption (24-hour lightings, air conditioning, water heating, and cooling, etc),

(iii) Solid/Liquid waste generation (paper, leftover foods, plastics and all liquid waste from washrooms, kitchen, laundry etc).

These negative environmental impacts have led to several ecological challenges such as the increase in solid and liquid waste, water shortages and pollution, as well as an increase in Water Sanitation and Hygiene (WASH) diseases etc.

The adoption of green business practices such as energy, water and waste management (see figure 2.1), has been however recommended as a medium for mitigating the negative impact of its activities on the environment which in a long-run bring business and environmental sustainability. For example, reduction in carbon footprint, improved energy and water conservation, cost-saving, improved employee relation and business reputation etc.

According to the Institutional theory and the Resource-based theory, drivers such as cost savings, social responsibility, business reputation or competitive advantage and coercive pressure, in other words, regulatory compliance motivates organizations and in this case hotels into the adoption of environmentally friendly practices.
2. 13 Conclusion

This chapter reviewed relevant literature on the hospitality industry in Ghana, the impact of hotels on the environment, green practices in the hotel industry as well as the theoretical and conceptual foundations of the study. The literature revealed that regardless of the disagreement on the concept of “green practices”, the central theme of environmental and business sustainability seems to run through. The literature again revealed that among the numerous green business practices, most hotels mainly focused on efficient water and energy consumption as well as prudent waste management and generation. Apart from the variable of cost-saving, the issue of social responsibility, employee retention, pressure from stakeholder’s business reputation etc. explained more the reason why most hotels across the globe implement these green initiatives. The resource-based theory and the institutional theory of firm brought to light the essence of environmental commitment in gaining competitive advantage for firms and some institutional drivers that motivates the adoption of green business initiatives. The conceptual framework, on the other hand, was couched from the literature review showing how the adoption of green business practice can affect the core areas of a hotel’s operation in order to promote business and environmental quality.
CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter describes the methodology for the study. It includes a detailed overview of the main approach that the study adopted including sources of data, research design, case setting, research population, sampling techniques and size, methods of data collection, processing, mode of analysis, and ethical considerations. This chapter again describes the broader geographical area on which this study is situated.

3.2 Study Area

La Dade-Kotopon Municipality is a predominant Ga community with other ethnic group constituting only 5%. It was carved out of the Accra Metropolitan Assembly in 2012 by the Legislative Instrument, LI. 2133. The municipality is largely urban with a population of 183,528. It covers about 36sq of the total land area of the Greater Accra Region. With La as its capital, the district shares boundaries with Accra Metropolitan Assembly at both the North and West; on the east with Ledzoku-Krowor Municipality and on the south with the Gulf of Guinea. The Municipality is entirely urban (100%) and has a sex ratio of 90 which is lower than that of the region (93.6). It also has a youthful population (children under 15 years) (44.3%) depicting a broad base population pyramid which tapers off with a small number of elderly persons (60+ years) constituting 5.8 per cent. The total age dependency ratio for the Municipality is 50.1 per cent, the child dependency ratio is higher (44.3%) than that of the old-age dependency ratio (5.8). See figure 3.0 for the study area map.
Figure 3.1: Study Areas Map

Source: Remote Sensing and GIS Lab, Department of Geography and Resource Development, University of Ghana.
3.1 Research Design

Research design is the general framework within which the various components of the research are integrated. It serves as the strategy for collecting, measuring and analyzing data (Kothari, 2008). The research design provides the medium for a systematic collection of data so that the research question is effectively addressed (Cooper and Schindler, 2001, Labaree, 2009).

The study adopted the qualitative approach to get an in-depth understanding of green business practices among two categories of hotels in La-dadekotopon Municipal Assembly (LADMA). Even though the qualitative approach has been criticized for being too subjective and lacking in generalization and predictions, it resonates with this study because it is ‘situational’ or ‘contextual’ and often based on a single case study rather than replication or generalization (Ahiadeke 2008). The qualitative paradigm allows the research to stay open and flexible towards the study. In other words, even though the quantitative approach provides the tools for comparing between organizations or groups, as well as allowing determination of the extent of agreement or disagreement between respondents (Yauch and Steudel, 2003), the qualitative design allows the researcher to focus on many important characteristics, beliefs, motivations, perceptions of people and communities that cannot be meaningfully understood or reduced to numbers as well as a particular reference to their local context. More importantly, this study adopted the qualitative approach because it provides the tools for a specific and in-depth understanding of green practices and policies adopted by these hotels in question, as well as factors influencing their implementation in the La-dadekotopon Municipal Assembly.
3.3 Case Study

A case study is an in-depth exploration of multiple perspectives on a project, programs, institutions in real life (Simon, 2009). A case study provides the tools for a comprehensive description of an individual (in this case hotels) case and its analysis. A case study research design approach was adopted to enable an in-depth exploration of green business practices and policies as well as factors motivating its adoption and practice between different categories of star-graded hotels in the municipality. In a case study research, there is no universally accepted number of cases and a case study research could be based on a single or many cases (Walsham, 2003 cited in Boateng, 2014; Yin, 2003).

The La-Dade Kotopon Municipal Assembly was selected for this study because it is one of the strategically located municipalities in Greater Accra. It has several ‘big’ business and landmarks in the heart of Accra including but not limited to the financial institutions, shopping malls, the international airport (Kotoka International Airport), La General Hospital, Burma Camp Military Barracks, embassies including the American Embassy, Australian Embassy, Chinese Embassy and Japanese Embassy. This undoubtedly provides a fertile environment for tourism perhaps explaining the proliferation of hotels and accommodation facilities in the municipality (GSS, 2012). It is against this background that this study is based on a case study from two 1-2-star hotels and two 3-5-star hotels in La-dadekotopon municipal assembly the Greater Accra Region. Besides using mainly case study, the study employed in-depth interviewing, observations and the triangulation of both primary and secondary data sources.
3.4 Data Sources

The study employed the triangulation of both primary and secondary data sources. The choice of this cross-verification was on the basis that the weakness of one will be offset by the other hence a more accurate data would be obtained for the study.

3.4.1 Primary Data

In simple terms, primary data is collected by the researcher. According to Ahiadeke (2008), primary data can be collected through different methods such as laboratory tests, interviews, participant observation etc. Primary data for this study was obtained by a nonparticipant observation and interviewing. Non-participant observation is a method of collecting data where the researcher watches but does not participate in the activities of the group under study (Boateng, 2014). By observing, the researcher was provided with the opportunity of having a visual feel of the various green practices and strategies adopted by the sampled hotels.

A semi-structured interview guide was employed for this study. Shalimov and Godwin (2013) conducted similar studies using this approach to investigate network abilities and management relationship in the hospitality industry. Benea (2014), can also be cited to a similar approach. He examined the influence of social media on the tourism and hospitality industry. According to Gill et al., (2000), this approach as an interview provides some key questions which aid the researcher to define the areas to be explored. This approach again allows the researcher to probe further for detailed explanation filling the gap between structured and unstructured interviews. This study interviewed managers in the sampled hotels, the chief quality assurance officer for Ghana Tourism Authority (GTA) and the Chief programs officer for the Environmental Protection Agency (EPA), head office Greater Accra.
3.4.2 Secondary Data

Secondary data is data which has already been collected and used for a purpose and is available in books, documents, government statistical databases and reports of institutions. This study also relied on secondary documentation such as reports from EPA and GTA, articles, journals and other documents of the sampled hotels.

3.5 Study and Target Population

The target population included two 1-2-star hotels and two 3-5-star hotels in the LADMA municipality. This was based on the fact that in Greater Accra particularly, lower-graded hotels (1-2 star hotels) paid less attention to the implementation of green policies and practices than high rated hotels (Mensah, 2006). These categories of hotels were again selected because according to the Ghana Tourism Report (2015), they enjoyed the highest occupancy in the greater Accra region and it is, therefore, imperative to understand their level of compliance to the environmental sustainability campaign. It again provided a benchmark for the researcher to understand the differences in the factors that influence the adoption of green practices among these hotels.

Names of these hotels were not mentioned in this study due to the sensitivity of greening issues for businesses. Star graded hotels in this study, especially high graded ones were very particular about anonymity since they did not want to be caught up in ‘greenwashing campaigns’ which might have an effect on their company’s image. For this reason, the researcher used the word “Case”

\[\text{\footnotesize\textsuperscript{11}}\] Such campaigns are designed to present to the public, organizations with environmentally challenged records
\[\text{\footnotesize\textsuperscript{9}}\] See a similar experience in a study conducted by Robbins (2001: xvi)
and associated numeric values to represent sampled hotels (i.e. “Case 1”, Case 2”). The study population was all licensed star-graded hotels in the municipality.

3.6 Sampling Techniques and Sample Size

For this study, a convenient sampling procedure; which is a non-probability sampling technique, was used to select two-star graded hotels each between the category of 1-2-star (lower graded hotels) and 3-5-star (high graded hotels) in the LADMA in the Greater Accra Region. The issue of business reputation and the sensitivity of greening issues made the convenience sampling technique the most appropriate since the selection criterion is based on accessibility. This means that hotels in this study were selected based on which, was willing to discuss the subject of the study. These sampled hotels are again in the context of the study because some background information and findings from a study conducted in Greater Accra suggest that high graded hotels, particularly three-to five-star (3-5-star) hotels implemented green business practices than those in the lower-graded category (Mensah, 2006) (See classification of hotels Appendix 1). Purposive Sampling technique; which is also a non-probability sampling technique was employed to select key informants from the Ghana Tourism Authority and Environmental Protection Agency (EPA). In all, four (4) managers of the hotels were sampled because they are in charge of the overall administration of the facility and they might have some knowledge of the policies and green business practices within their hotels. The chief quality assurance officer and the chief programs officer of the Ghana Tourism Authority (GTA) and Environmental Protection Agency (EPA) were also selected because they head, supervise and ensure that organizations (including hotels) provide some level of ecological rationality in their respective operations. In total, six respondents were sampled for the purpose of this study.
3.7 Data Collection and Method

In an attempt to address the research questions of green practices, policies and factors influencing adoption among star graded hotels in the LADMA, the study employed a semi-structured interview guide and non-participant observations. For the non-participant observations, field visits were made to the premise of sampled hotels to have a visual feel of the green business practices in these hotels. Visits were made to kitchens, bedrooms, compound, washrooms and waste sections of these hotels to have a visual confirmation of responses provided by respondents. The interview guide was used to collect data from managers in the star-graded hotels (See Appendix 2) as well as key informants from the Environmental Protection Agency and Ghana Tourism Authority. Semi-structured interviews were used to gain an in-depth understanding of the various policies, practices as well as factors influencing the adoption of these policies and strategies. The interview guide was ‘woven’ according to variables that the research questions sought to answer (See interview guide appendix 2). The first part of the interview guide sought information on the characteristics of the facilities with regard to the category/grade of the facility, respondents’ position in the facility, staff strength among others. The second part of the guide sought to ascertain whether these sampled hotels had any green business policies and practices. The remaining part of the guide focused on understanding the factors that influenced the adoption of green policies and practices as well as factors inhibiting these processes. The interview guide adopted suggestions of green business practices among hotels from Robbins, (2001:23). Again, follow-ups were made in relation to specific responses or statement that were given by respondents. Due to the educational level of the respondents, the English language provided the best medium for the interview process. A digital voice recorder was employed as the main tool for recording the interview sessions while
detailed field notes were also taken. (See a summary of linkages between research objectives, methods of data collection and analysis in Table 3.1)

3.8 Pilot Study

A pilot test was conducted on some managers in the star-rated hotels and environmental health officers in the La-Nkwantanan Municipality (LANMA). This was to check for reliability and to determine the average length of time needed to complete the interview as well as how to manage and analyze the data collected. LANMA is a municipality in the Greater Accra Region. It shared similar features with LADMA in terms of the concentration of hotels and other accommodations facilities. It was anticipated that the outcomes of the pilot would not affect the final findings of the study since the pilot population shares similar features with the study population. A finalized interview guide was developed based on some revelations from the pilot study and letters were thereafter sent to the management and directors of sampled hotels and agencies informing them of the research and seeking their support to ensure that all respondents are informed and prepared for the research (See letter Appendix 3).
Table 3.1: Linkages Between Research Objectives, Methods Of Data Collection And Analysis

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>TYPE OF DATA</th>
<th>APPROACH</th>
<th>METHODS OF DATA COLLECTION</th>
<th>UNIT OF DATA COLLECTION</th>
<th>ANALYTICAL TECHNIQUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify green practices in two (2) low graded (1-2 star) and 2 high graded (3-4 star) hotels</td>
<td>Primary and Secondary</td>
<td>Qualitative</td>
<td>Semi-Structured Questionnaires</td>
<td>Hotel Managers and Regional directors of EPA and GTA (Greater Accra)</td>
<td>Thematic Analysis</td>
</tr>
<tr>
<td>To investigate the type of green policies among two (2) low graded (1-2 star) and 2 high graded (3-4 star) hotels</td>
<td>Primary and Secondary</td>
<td>Qualitative</td>
<td>Semi-Structured Questionnaires</td>
<td>Hotel Managers and Regional directors of EPA and GTA (Greater Accra)</td>
<td>Thematic Analysis</td>
</tr>
<tr>
<td>To determine the factors influencing the adoption of these green practices</td>
<td>Primary and Secondary</td>
<td>Qualitative</td>
<td>Semi-Structured Questionnaires</td>
<td>Hotel Managers and Regional directors of EPA and GTA (Greater Accra)</td>
<td>Thematic Analysis</td>
</tr>
</tbody>
</table>

Source: Author’s Construct, (2018)

3.9 Data Processing

3.9.1 Transcription

Data from the interview were transcribed and crosschecked to resolve discrepancies. Attention was also given to some audible communication cues which might have implied statements made by the interviewee during the interviewing process. The researcher used the same symbols to represent communication cues (see table 3.2).
Table 3.2: Symbols Representing Communication Cues

<table>
<thead>
<tr>
<th>Code</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>Gesture</td>
</tr>
<tr>
<td>###</td>
<td>Not audible</td>
</tr>
<tr>
<td>{</td>
<td>Overlapping talk begins.</td>
</tr>
<tr>
<td>}</td>
<td>Overlapping talk ends.</td>
</tr>
<tr>
<td>++</td>
<td>Short pause</td>
</tr>
<tr>
<td>++++</td>
<td>Long pause</td>
</tr>
<tr>
<td>Underlined statements</td>
<td>Stressed words/ statements.</td>
</tr>
</tbody>
</table>

Source: Author’s, (2018)

3.9.2 Mode of Analysis

This study employed the thematic network analysis approach in analyzing the textual data collected (Attride Stirling, 2001). The following steps outline how the researcher organized the data.

3.9.3 Organizing the Raw Data

To begin with, all the audio files collated during the interview process were stored and grouped into individual files. In all six (6) files were created with each bearing the name “Case” for the hotels and “Key informants” for the regulatory officers at EPA and GTA.

3.9.4 Identification of Cases and Key Informants

The researcher then changed the names of each audio file to identification names. Cases and key informants were identified with “Case” and the letter “K”. The word “Case” and the letter “K” connotes sampled hotels and key informants respectively. Numeric identification was thereafter added to the identification names for easy coding and identification of cases and key informants.
At this stage, Cases with their respective grades or category were attached. Illustratively, Case 1 (2-star hotel) and for Key informants, “K.1”.

### 3.9.6 Construction of Cases and Key Informants Profile

Starting with Case 1, each Case primary data was extracted to generate a detailed profiling table. Each Case (hotel) information was captured on a single row under specific column titles: Case grades, hotel grade, management type, number of rooms and staff strength were all captured. (See detailed profiling table Appendix 4).

### 3.9.7 Extracting Basic Themes

Basic theme is a lowest-order theme that was derived from the textual data (Stirling, 2001). To derive the basic theme, each transcript was meticulously read bearing in mind the study objectives and research questions. Statements or response which reflected associated research objective and question was highlighted and titled. Some statements which did not directly reflect stated objectives were colored with red ink for further consideration. A similar procedure was applied to all transcripts from respondents and key informants. These highlighted statements or responses became the basic themes for the study.

### 3.9.8 Extracting Organizing Themes

After deriving the basic themes from the textual data, the researcher then clustered all into similar issues called the organizing themes (Stirling, 2001). The organizing themes summarized the principal assumption of the basic themes. In other words, they were the more revealing themes of what was going on in the textual data (Ibid).
3.9.9 Constructing the Coding Frequency Table

The researcher constructed the coding frequency table by summing all basic and organizing themes. The first global, organizing and basic themes were hierarchically presented. The subsequent column was the Case Identification Case 1.) and the total number of intersections. A code symbol “0” is registered in cells where Case IDs intersect with Basic themes. The empty cells represented no intersection between the basic themes and the Case IDs (See Table 3.3 for illustration; Appendix 5).

3.9.10 The Final Coding Framework

A final coding table was constructed with the following variables: global, organizing, basic themes, numbers of response, definition and sample quotes forming the titles of each column. The global theme was the main broad idea in the transcript which comprehensively spoke to the research objective. The organizing themes were derived by clustering all basic themes identified in the text. The definitions were the general definitions that the Cases attributed to the basic theme. This was derived by grouping all the quotes in the text and finding a more general definition which captured the central idea in the quotes. The number of responses was obtained by adding all statements made in relation to the basic theme. The sample quote was selected from the list of quotes made under each basic them. The sample quotes were placed at the extreme right corner of the table (See table 3.4 for illustration; Appendix 6, 7, 8).
Table 3.3: Green Management Policies-Coding Frequency Table for Illustration

<table>
<thead>
<tr>
<th>Cases</th>
<th>Case 1 (2-star)</th>
<th>Case 2 (2-star)</th>
<th>Case 3 (3-star)</th>
<th>Case 4 (4-star)</th>
<th>K1</th>
<th>K2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Themes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Management Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Management Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solid waste segregation Policy</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liquid Waste Recycle/treatment Plan</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Procurement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Supply Awareness</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Purchase durable Products</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>

Table 3.4: A thematic framework – Green Management Policy for Illustration

<table>
<thead>
<tr>
<th>Global theme</th>
<th>Organizing theme</th>
<th>Basic theme</th>
<th>Definition</th>
<th>Frequency</th>
<th>Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Management Policy</td>
<td>Waste Management Plan</td>
<td>At-source Solid waste segregation Policy</td>
<td>Separated biodegradable waste from non-biodegradable waste for recycling companies</td>
<td>2</td>
<td>“...It looks at how waste is generated and managed from the kitchen, the rooms etc. We do segregation of waste here. But unfortunately, they carry everything away they sum everything together…” Case 4 (4-star)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“... But in the kitchen like this, we try doing some segregation there but when they come for it they sum everything up and this sometimes de-motivates the staff…” Case 4(4-star).</td>
</tr>
</tbody>
</table>

University of Ghana http://ugspace.ug.edu.gh
3.10 Ethical Considerations

Ethical issues were considered using some precautionary approaches. An introductory letter of permission to obtain information was sent from the Institute for Statistical Social and Economic Research (ISSER), University of Ghana (See Appendix 3). The purpose and objectives of the study were clearly explained to the target respondents. Issues of confidentiality were also settled, by assuring respondents that information from the interview would be kept confidential and that names would not be mentioned during analysis or any form of publication. Finally, respondents were interviewed only after their consent was sought.

3.11 Challenges in the field and how they were overcome

The adoption of green practices and policies is an extremely sensitive issue for businesses and conducting a study of this nature was not without some challenge. Most of these hotels especially high graded ones were very reluctant sharing some information they thought were proprietary. To them, issues of green practices could be easily misrepresented and included in the emerging greenwashing campaigns\(^{12}\) which might have a deleterious effect on the company’s reputation. However, respondent’s (managers) openness was subject to the assurance of confidentiality and anonymity about some information (e.g. Name of the hotel) treated as proprietary.

3.12 Conclusion

This chapter discussed the methodology of the study. A detailed description of research design, data sources, sampling size and techniques, sampling procedure, methods of data collection, mode of analysis and their respective justifications were provided in this chapter. This chapter also

\(^{12}\) These are campaigns designed to present to the public, organizations with environmentally challenged records.
discussed the challenges encountered in the field and how they were overcome as well as a geographic description of the study area.
CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents the results and discussions of the study. The results have been presented according to the three major objectives of the study. These are green management policy, green business practices and factors influencing the adoption and practice of these initiatives. Figures and their respective frequency of report have been used in this chapter to aid the interconnection between the various themes. Sample quotes have also been provided for illustration. Case and key informant identifiers (i.e. Case.1, K1 etc.) and associated quotations used in chapter 3 apply here. Results and discussions are presented in a thematic network with associated supporting literature.

4.1 General profile of Hotel Managers and Key Informant Interviewees

Hotel managers and key informants from their respective hotels and regulatory agencies were interviewed in this study. Most of the respondents from these hotels were males with ages between 30-40 years. All had formal education to the tertiary level. The Chief Programs Officer of the Environmental Protection Agency (EPA) and Quality Assurance Officer from the Ghana Tourism Authority formed the key informants for this study. Table 4.1 summarizes the general profile of Key informants, respondents, and their respective Cases.
Table 4.1 Detailed profiling of Hotel Managers (Respondents), Cases and Key Informants

<table>
<thead>
<tr>
<th>Respondent ID</th>
<th>Sex</th>
<th>Age</th>
<th>Educational Background</th>
<th>Position</th>
<th>Management Type</th>
<th>Hotel ID</th>
<th>Hotel Grade/Regulatory Body</th>
<th>Number of Rooms</th>
<th>Staff Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>Female</td>
<td>30</td>
<td>Tertiary</td>
<td>Manager</td>
<td>Independently owned, managed by family</td>
<td>Case 1</td>
<td>2-star</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>R2</td>
<td>Male</td>
<td>34</td>
<td>Tertiary</td>
<td>Asst. Manager</td>
<td>Independently owned, managed by a family member</td>
<td>Case 2</td>
<td>2-star</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>R3</td>
<td>Male</td>
<td>40</td>
<td>Tertiary</td>
<td>Facility Manager</td>
<td>Independently owned, managed by a franchise agreement</td>
<td>Case 3</td>
<td>3-star</td>
<td>168</td>
<td>112</td>
</tr>
<tr>
<td>R4</td>
<td>Male</td>
<td>44</td>
<td>Tertiary</td>
<td>Facility Manager</td>
<td>Independently owned, managed by government</td>
<td>Case 4</td>
<td>4-star</td>
<td>152</td>
<td>150</td>
</tr>
<tr>
<td>K1</td>
<td>Male</td>
<td>46</td>
<td>Tertiary</td>
<td>Chief Quality Assurance Officer</td>
<td>Government</td>
<td>Ghana Tourism Authority (GTA)Head Office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K2</td>
<td>Male</td>
<td>42</td>
<td>Tertiary</td>
<td>Chief Prog. Officer</td>
<td>Government</td>
<td>Environmental Protection Agency (EPA)- Head Office</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Work, July 2018
4.2 Profile of Cases

Four (4) Cases were explored in this study. The section below provides a detailed description of these Cases.

4.2.1 Profile of Case 1 (2-star)

Case 1 is a 2-star hotel located in the La-dadkeoton municipality. It was established as an operator in the hospitality industry in 2011. The hotel was actually operationalized the following year after satisfying all the necessary regulatory procedures including the acquisition of permits from the Environmental Protection Agency (EPA), and an operational license from the Ghana Tourism Authority. The facility is managed by a female around the age of 30 with a degree as her highest qualification. Currently, the hotel employs 10 permanent staff. The categories of these workers include a manager, administrators, housekeeping, kitchen, and attendants. The facility consists of 25 bedrooms furnished with room amenities such as television sets, air conditioners, bathrooms, telephones, toilet facilities, refrigerators, room service (limited hours), free Wi-Fi etc. It also has a conference hall with seating capacity ranging between 15-30, a minibar, free self-parking space, laundry services, breakfast etc. Some utility facilities included but not limited to waste management section, stable power, and water supply.

4.2.2 Profile of Case 2 (2-star)

After satisfying all the pertinent regulatory requirements, Case 2 was established as a legal operator in the hospitality industry in 2008. According to the manager of this facility, it took a while before permit and license were granted by the EPA and GTA. Reasons for such delay was that the facility was initially designed for a casino. It operated for some time until it was later transformed into a nightclub before converting into a hotel. Case 2 is a 2-star hotel facility, independently owned by a Ghanaian businessman but managed by a family member. It consists of 30 rooms all furnished
with television sets, air conditioners, bathrooms, telephones, toilet facilities, refrigerators, room service (limited hours), free Wi-Fi etc. The hotel is managed by a male with a staff strength of 8 permanent workers. This cuts across all the categories such as administrations, housekeeping, kitchen, attendants etc. Hotel facility includes a minibar, breakfast service, laundry and free Wi-Fi services. The facility has constant water and power supply with a generator as a backup.

4.2.3 Profile of Case 3 (3-star)

Case 3 is one of the highly competitive 3-star hotels in the municipality. It is an independently owned facility managed by a franchise. It was legally permitted to operate by the government in 2008. The hotels consist of 168 bedrooms with 9 floors. All the rooms are furnished with television sets, air conditioners, washrooms etc. Other hotel facilities include shuttle services, free high-speed Wi-Fi, on-site- restaurants, rooms for the disabled, lift, 24-hour reception, wheelchair access, 24-hour security, multilingual staff, 24-hour room service, mini bar, shops and other commercial services, smoke and fire detectors, conference facilities. Currently, the hotel employs permanent 112 workers. Categories of staff include Managers, Accountants, Administrators, housekeepers, Attendants, Chefs etc. Case 3 has some renewable programmes such as solar energy and water recycling systems.

4.2.4 Profile of Case 4 (4-star)

Case 4 is the oldest and most prestigious hotel in the municipality. It was established in 1999 after securing the necessary legal requirements from the regulatory agencies of the country. The hotel consists of 152 guest rooms with standard bedroom facilities such as television sets, refrigerators, baths, toilets, air conditioners etc. Apart from Case 3, it has one of the largest hotel facilities in this study; a swimming pool, golf course, restaurants, transportation services, Wi-Fi, conference hall
capacity of 1,500 delegates, an ultra-modern gym facility, spa, casino, shops and other commercial centers, transportation services with 150 staff strength.

4.3 Green Management Policy

Having a green management policy is very essential since it reflects the hotel’s quest in ameliorating the negative environmental impacts of its operations (Miller et al. 2012:51). A hotel interested in mitigating its environmental impact on the environment should have a clear policy which underpins the rationale of its operations. The study examined green management policy for the main purpose of finding out whether Cases in the study had written green management policy that guides their operations. Case 3 (3-star) and Case 4 (4-star) reported two main green management policy (see table 4.2). That was a waste management plan and green procurement plan. Under waste management plan, ‘at-source solid waste segregation’ and ‘liquid waste recycle or treatment’ were other strategies identified. ‘Liquid waste recycle plan’ was mentioned 4 times in the text by Case 3 (3-star) and Case 4 (4-star) as part of their green management plan (see figure 4.1). ‘At-source solid waste segregation’ was also reported 3 times by Case 3 (3-star) and Case 4 (4-star).

Green procurement plan was also identified as a key green management policy (see figure 4.1). Under the green procurement plan, ‘green supply awareness’ and ‘purchase of durable products’ emerged as associated strategies adopted in achieving green procurement plan policy. Case 3 (3-star) and Case 4 (4-star) reported having a policy that guides the purchase of quality products. Only Case 3 (3-star) mentioned the availability of policy or initiative that creates green awareness among suppliers of products to the facility. Even though low graded hotels in this study i.e. Case 1 (2-star) and Case 2 (2-star) did not have written green policy or initiatives, there was some evidence of ‘reactive’ green policies. These themes were all considered because they were the most frequent
themes within the textual data and highly salient for most Cases in the study. Figures inserted under the themes in the figure below illustrates the frequency of report in the data set. The thematic network (figure 4.1) demonstrates, clearly how the key themes are connected in the study.

Figure 4.1: Thematic network for Green Management Policy in Hotels

![Diagram of thematic network for Green Management Policy in Hotels]

Note: The numbers in the framework indicate how often the theme was mentioned. Source: Field Work, July 2018

4.3.1 Waste Management Plan

Waste Management Plan was also identified as another green initiative adopted by some Cases in the study. Case 3 (3-star) and Case 4 (4-star) in this study, reported having a written waste management plan which guides and guards how waste is treated and disposed of. ‘At source-solid waste segregation’ and ‘liquid waste recycle’ were more cited as strategies inherent in their Waste Management Plan. The following sections discuss these strategies in detail.
4.3.1.2 At-Source Solid Waste Segregation

At-source solid waste segregation was defined in this study as the separation of biodegradable waste from non-biodegradable for any other purposes. At-source solid waste segregation was more cited than any other strategy by these hotels in combating the negative impacts of their operation on their environment. Case 3(3-star) and Case 4(4-star) reported engaging in the at-source separation of biodegradable waste from non-biodegradable waste for recycling companies who use them for other purposes. This meant that paper, plastics, and organic waste were kept in their separate waste bins at all waste sections of the facility. The challenge, however, was the after-source management by the recycling companies. Below are some quotes from the Cases relating to the issue of “at-source solid waste segregation”:

“Our at-source solid waste segregation strategy looks at how waste is generated and managed from the kitchen, rooms etc. We separate both biodegradable waste from non-biodegradable waste in this hotel. But unfortunately, they [waste management companies] carry everything away they sum everything together…” Case 4 (4-star hotel)

“…++ In this facility, you cannot sum all waste together like that. Plastics have their container and food…” Case 3 (3-star hotel)

One key informant confirmed the existence of the above solid waste policy elements in the abovementioned Cases. He had this to say:

“…Some of them like +++ [key informant mentions the name of Case 4] when you go around you will see that they have segregated the waste awaiting the recycling companies” K2 (Chief Programs officer EPA).
It can be observed from the above that apart from high-graded hotels Case (3- 4star), the low-grade hotels in the study had no written policy that directs how solid-waste is managed. Even though Case 1 (2-star) and Case 2 (2-star) had waste bins at specific sections of the hotel, the separation of biodegradable products from non-biodegradable products were non-existent. This implies that more waste from these hotels is directly sent to the landfills which creates a problem for the environment and costly to manage. Mensah (2006) asserts that the unavailability of waste management plan explains the poor performance of hotels in waste management. The study observed that these low-grade hotels (Case 1 and Case 2) had shallow knowledge of the importance of waste segregation. In fact, green management principles in these hotels were treated as secondary issues which explain their poor performance. A study conducted by Ticelly (2000), confirmed this finding by explaining that most small business owners (low graded hotels) treated the issue of profit maximization more than their negative impact on the environment.

4.3.1.3 Liquid Waste Recycle

Liquid waste recycle was defined in this study as the treatment of used water before discharged into public drains or gardens for reuse (see table 4.2). Case 3 (3-star) and Case 4 (4-star) in this study acknowledged that they have a clear liquid waste treatment policy. This was defined as the pre-treatment of all liquid waste from the facility before it is reused or discharged into the drains. According to Case 4, liquid waste is treated and recycled for watering their gardens. This effluent waste is only discharged into the drains when the treatment tank overflows its capacity. Case 3 also treats liquid waste but does not reuse it. It is discharged into the drains. Liquid waste-recycle and treatment in this study are detailed in the following quotes:

“… for the liquid waste, we have a chamber here that traps all liquid waste coming from the kitchen. The chamber also has a mechanism that traps the oil from the liquid waste before it is discharged into the drains…” Case 3 (3-star hotel).
“…We also recycle our liquid waste. We have a liquid waste treatment plant which treats the wastewater used to water our lawns and gardens… So about 80% of our lawns are watered by the treated water…” Case 4 (4-star hotel).

The general trend in all four hotels revealed that only Cases 3 and 4 (3 to 5-star hotels respectively) had a clearly written green management policy which stipulated how both solid and liquid waste is managed. This finding is in harmony with a study conducted by Mensah (2006) in some hotels in Greater Accra. The study revealed that only the high graded hotels (3-5 star) had a written waste management plan which underpins their respective operations (see table 4.2). Even though the rest the Cases (2-star hotels) in this study had no written waste management plan, there was some evidence of green waste management initiatives such as co-operating with waste management firms for regular collection and disposal. This, however, implies that the implementation of green waste management initiatives in these hotels was carried out in a haphazard manner with no clear guidance and policy. The unavailability of green management policy suggests that these hotels are deficient in the essence of a green management policy (Mbasera, et al., 2016). This also means that these hotels have no formal commitment to environmental sustainability. As Hsieh (2012) argues, green management policy is a top management commitment towards the environment.

4.3.2 Green Business Procurement Plan

Green business procurement plan was another key theme identified in the study. Discussions among all 4 Cases in this study also highlighted the “purchase of durable products” and the “green supply awareness” as strategies adopted towards the achievement of green business procurement plan. The following sections discuss these strategies in detail.
4.3.2.1 **Purchase of durable products**

In defining green procurement strategies, one of the essential strategies that featured was the purchase of durable products. Case 1 (2-star) and Case 4 (4-star) revealed that the purchase of low-quality products by the facility is not only expensive but generates a lot of waste which becomes a burden for the facility. Due to this, proactive efforts have been made through a written document to ensure that materials purchased by management have some eco-elements such as durability. Issues concerning the purchase of ‘eco-friendlier’ products among Cases in this study are highlighted below:

“… Even though we look at cost reduction, we try looking for products that can last longer so that we don’t have to dispose of them quickly. For example, the use of plastic materials here in this hotel is very minimal” Case 1 (2-star hotel).

“…We also have a plan where we buy products that are eco-friendly. So, we buy items that are reusable rather than disposable…” Case (4-star hotel).

4.3.2.2 **Green Supply Awareness**

Green supply awareness was defined in this study as the supply of materials that have longevity and are harmless to the environment. Case 3 (3-star) and Case 4 (4-star) cited the supply of durable products or materials and the creation of suppliers’ awareness as a strategy inherent in their green management policy. The above-mentioned hotels had written policies that specified the type of products supplied to their respective facilities. Case 3 (3-star) especially encourages its suppliers to supply eco-friendly products. Discussion concerning this sub-theme is shown in the quotes below:
“…Oh yeah, we sometimes encourage our suppliers to bring durable products which will last longer. Some time ago we had a meeting with them concerning this same issue…” **Case 3 (3-star hotel).**

Findings from this study revealed that the high graded hotels, specifically Case 3 (3-star) and Case 4 (4-star) hotels had a well written green management policy which guided how waste (solid and liquid) is managed as well as the procurement of eco-friendlier products. Even though the rest of the hotels (Case 1 and 2) have no written green management policy, they had in place some ‘reactive’ green management initiatives. This finding confirms and contrasts studies conducted by Mensah (2006) and Mbasera et al., (2016) respectively. According to Mensah (2006), only high graded hotels i.e. 3 to 4-star hotels in his study had a written environmental policy. Mbasera et al., (2016) on the other hand concluded in their study that most star-graded hotels in Zimbabwe and South Africa as at the time of the research did not have a written environmental policy that guides and guards the operation of the facility even though some had certain ‘reactive’ green practices in place. The study again observed that most of the green management policies of these hotels were geared toward a safe environment and cost reduction. This is a narrow perspective of green management policy since green management strategy is more encompassing including but not limited to policies, structure, resources, and systems aimed at both ecological and business sustainability.

**4.4 Green Business Practices**

Emerging issues from the discussion on green business practices among hotels in the study revolved around practical ways adopted by these hotels to conserve the consumption of water and energy as well as the generation and management of waste. Green business practices among hotels
in this study were not so different to other studies conducted by some scholars across the globe (Alvarez et al. 2001; Bohdanowicz et al. 2011; Hsieh 2012; Timothy & Teye 2009). Most especially, these green practices were more geared towards the conservation of energy with the covert intent of saving cost.

Green business practice was explained as initiatives adopted by hotels in order to efficiently deal with the ecological challenges that arise from their operations. Three (3) major practices: water management and rationing, waste generation and management and energy efficiency and economy were identified as the most frequent green practices in the data set. Under water management and rationing, ‘water recycle’, ‘staff training and moral suasion’, ‘water-saving device/approaches’ were identified as strategies adopted in achieving such practice. The study also identified ‘solid waste management’, ‘liquid waste treatment’ and the ‘use of electronic communication systems’ as strategies under the Waste generation and management practice. Energy efficiency and economy was the final but popular green practice identified among all Cases (2 to 4-star) in the study. Strategies such as the use of ‘energy savings devices’, ‘maintenance and economy’, and the availability of ‘renewable energy sources’ emerged under this Energy efficiency and economy practice. All these key practices were synthesized into the central objective of Green Business Practices among star-graded hotels. Figures inserted under the strategies illustrate the frequency of report for each in the data set. The thematic network (figure 4.1) concisely illustrates how these key themes were conceptualized.
4.4.1 Water Management and Rationing

Water management and rationing were also identified as one of the key green practices of hotels in this study. Discussions on this green practice centred around strategies water-saving devices and approaches, staff training and moral suasion. As identified by Bohdanowicz (2005) and Kasim (2007), hotels consume large volumes of water especially those with large capacity and other facilities such as swimming pools and golf courses. From the literature, some hotels in their quest to minimize the consumption of water have embarked on some green initiatives (Kuuder et. Al, 2013). The following section discusses the abovementioned strategies in detail.
4.4.1.2 Water Saving Devices and Approaches

Water-saving devices and approaches were explained as the use of efficient water consumption devices and actions to minimize the use of water. All the hotels interviewed confirmed the use of water-saving devices and approaches such as low-flow water heads, low-flush water closets, self and low-flow closing taps (see plate 1), water flow sensor, poly tanks, treated wells, outsourcing laundry services etc. Cases 3 (3-star), Case 1 (2-star) and Case 4 (4-star) confirmed the above findings by the following quotes:

“… we have water sensors in the washrooms. We also have low, medium and high flush WC's. located especially in the guest rooms that help us to minimize water consumption in this hotel…”

Case 3 (3-star hotel).

“… Yes! We have the self-close taps and for the toilets, we have the single and double false water closest that determine the volume of water to be used…”

Case 4 (4-star hotel).

“…We don’t do our laundry here +++ we outsource it. It is helping because it doesn’t affect our water bills…”

Case 1 (2-star).
Plate 4.1: Low-flow taps in Case 3 (3-star hotel)

Source: Field Work, July 2018

4.4.1.3 Staff training and Moral Suasion

Staff training and Moral Suasion was explained by all Cases (2 to 4-star) as the education and sensitization of staff and guest on water management and rationing. Staff training and moral suasion were reported by 3 of the 4 (i.e. 2 to 4-star hotels) Cases as their water management practices. Thus, whereas staff underwent some periodic training, meetings, and sensitization on the efficient use of water and towel re-use programmes, guests were morally encouraged through persuading notices on handbills and walls to conserve water (see plate 2). The following Cases had this to say below;
“…staff undergo any training concerning the re-use of towels…” **Case 3 (3-star hotel)**.

“…Yes. When the bills come sometimes, I call a meeting and show it to them. They see how expensive water bill is becoming and I can see they are advising themselves because if you don’t do that your salary might not come on time [respondent laughs] ...”  
**Case 1 (2-star hotel).**

“…. But what we did recently was to have a committee…a utility committee where we put stickers around the facility sensitizing guests on the need to conserve water usage. Some statements such as “save water”, “don’t leave taps running”, “observe water conservation in the kitchen…. etc.” **Case 4 (4-star hotel).**

Interestingly, Case 3 (3-star) also had measure such as salary deduction etc in persuading the efficient use of water;

“…. +++Okay for both staff and guest we have handbills, notices etc. that shows the need to conserve water especially in the kitchen. This is because that is where a lot of consumption comes from. And sometimes anybody caught will be disciplined. Maybe we can cut your salary or do something to deter the others. …” **Case 3 (3-star hotel).**
4.4.1.4 Water Recycling

Case 3 (3-star) and Case 4 (4-star) reported having installed a liquid waste treatment plant for water recycling. Whereas Case 4 mentioned that it used its treated water in watering gardens, Case 3 just treated its liquid waste and discharges it into the drains. This perhaps is to prevent it from being too offensive to the general public (Mensah and Blankson, 2014). Water recycling methodologies were expressed in the following quotes below:

“…We also recycle our wastewater. We have a treatment plant which we use to water our lawns and gardens. So about 80% of our lawns are watered by the treated water…” Case 4(4-star).
“…for the liquid waste, we have a chamber here that all waste coming from the kitchen goes into and there is a mechanism that traps the oil from the liquid and it's cleaned every week on Friday before discharging it to sliver tower (the main drainage system that connects to the lagoon) …”

Case 3 (3-star).

A key informant from the Environmental Protection Agency (EPA) also confirmed the existence of the above-mentioned water recycling methods:

“I know some hotels in this municipality treat their liquid waste for their gardens…+++ for example [Key informant mentions the name of the 4-star hotel in this study]” K.2 (Chief programs officer, EPA).

The general trend in the study with respect to the green practice of water management and rationing reveals that all hotels consume a large amount of water in their respective departments especially the kitchen. Confirming the conclusions by Bohdanowicz (2005) and Kasim (2007) that hotels consume a large amount of water and therefore implements several water management initiatives in order to conserve its consumption. The study identified a general use of water-saving devices and approaches which were quite similar to other hotels across the globe (Iwanowski and Rushmore, 1994). Water conservation and rationing appeared to be the most popular green business practices among sampled hotels in this study. Findings confirm conclusions by Mensah (2006) in his study on hotels in the Greater Accra Region. According to him, water conservation is the most popular green management initiative among hotels in Greater Accra. About two-thirds of these sampled hotels used low-flow showerheads and sink aerators (Ibid). In other words, there was no sharp difference in the methods employed by all Cases with respect to water management and rationing. The unique issue, however, was that most of the lower graded hotels (2-star)
employed more of the staff training and moral persuasion of a guest than the higher graded hotels (3 to 4-star) which had installed this water-saving device. Again, only the high graded hotels were identified in this study as having employed water recycling methodologies. Cost perhaps seems to explain more of this difference since the installation of these devices and water treatment plants comes with huge financial responsibility which lower graded hotels most often lack (Graci, and Dodds 2008).

4.5 Waste Generation and Management

Moving away from the practice of water conservation by hotels, the study also identified waste generation and management as one of the visible green business practices by the sampled hotels. Discussions on this practice centered around solid waste and liquid waste management as well as usage of paperless communication systems. These strategies are discussed in detail below.

4.5.1 Solid Waste Management

Several solid waste management practices were identified in Cases in this study. It must, however, be noted that whereas some of these practices were specific to some Cases, most of them were general. For example, all 4 cases (1 to 4-star) reported having engaged in solid waste segregation. Paper, organic and plastic are separated at-source before giving it to waste management companies. The challenge was their inability to monitor the after-source treatment. According to case 4 (4-star), the after-source treatment of their segregated solid waste defeats their efforts and this sometimes demotivates the staff. The quote below illustrates the challenge of Case 4 (4-star) implementing its solid waste segregation initiative:

“… Yes, we try doing the segregation. But like I said when they come for the waste they sum everything together and this sometimes de-motivates the staff. …” Case 4 (4-star hotel).
Plate 4.3: Segregated Waste Bins at Waste Sections of Case 3 (3-star hotel)

Source: Field Work, July 2018

Again, the researcher identified organic waste refrigeration as a solid waste management practice in Case 4(4-star). This practice is to inhibit the prompt decomposition of organic waste and easy transportation by waste management companies. The key informant in a discussion confirms the abovementioned finding:

“… And with some of them, those waste that has to be refrigerated they put them in cold rooms. This is to avoid quick decomposition and also make it easy for the companies who use solid waste for other purposes…K.2 (Chief programs officer, EPA).
Moreover, the intentions of an organic solid waste decomposition project were also expressed in Case 4 (4-star). In the view of Case 4 (4-star), the facility is making plans for implementing the decomposing of their organic waste which could be used as manure for their gardens and sold to some livestock farmers.

“… We are looking at starting a compost using the solid organic waste which would be used to fertilize our flowers and lawns and garden. Is just that we have not started we are looking at starting this year. It is still in our books…” Case 4 (4-star hotel).

The rest of the respondents practised other solid waste management such as regular cleanups, frequent disposal of waste and so on. The researcher observed that these practices were either motivated by regulatory pressure or securing a good business reputation. Case 1(2-star) in in the quote highlights the above finding:

Solid Waste management; “… the tourism people don't want to come around find waste around. So, every day we dispose of them. This is a hotel and having waste around puts some of the foreigners off +++…” Case 1 (2-star hotel).

“…. before one of the staff members closes, she makes sure the whole place is tidy, she gathers the waste and dumps it in the main dustbin outside and every day at 5 o'clock pm, a waste truck comes for it…” Case 1 (2-star hotel).
Plate 4.4: Solid waste segregation and refrigeration room of Case 4 (4-star hotel)

Source: Field Work, July 2018

4.5.2 Liquid Waste/Pre-treatment

The study identified Case 3 (3-star) and Case 4 (4-star) with large effluent waste treatment systems (See plate 4 and 5). These systems served as a means of minimizing the effects of their operations on the immediate and external environment. The difference, however, was how the treated water from the plants was used. For example, treated liquid waste in Case 4 (4-star) is reused for other gardening programmes. Case 3 (3-star) on the other hand just treats and discharges it into the drains.
4.5.3 Electronic Communication

The use of paperless communication systems such as phone calls and emails were also identified as a waste management initiative in one hotel. Apart from the cost of paper and ink as expressed by respondents, the generation of waste by the printing of papers for communication provides the covert reason for the adoption of an electronic communication system. Only Case 3 (3-star) reported the existence of an electronic communication system. The rest resorted to the printing of papers.

“… Everything here is electronic. We hardly use paper for communication. We do it via company emails and telephones. You see paper is expensive but on a more serious note it generates a lot of waste. …”

Case 3 (3-star hotel).
With respect to waste generation and management, this study has established that hotels generate large volumes of solid and effluent waste. This confirms the conclusion by the International Hotel Environmental Initiative (IHEI), (2012) that a hotel guest can produce about 1kg of waste a day summing up to thousands of tons annually. Key green waste management strategies such as liquid waste recycling/treatment, electronic communication systems, solid waste segregation were identified in sampled hotels. The difference, however, was that these strategies varied across hotel categories. For example, whereas the high graded hotels (3 to 4-star) were the ones engaged in the implementation of large liquid waste treatment plants/systems as well as organic waste refrigeration, lower graded hotels (2-star) were more engaged in the minor but relevant waste management practices such as regular clean-ups, solid waste segregation, consistent waste disposal by contracted waste companies.

The study observed that low-grade hotels in this study resorted to these minor waste management practices because of cost. The installation of large waste management plants comes with huge
financial responsibilities which are often a problem for smaller hotels. Tzschentke et al. (2004) confirm this finding by explaining that is the popular driver that influence the adoption of green initiatives especially among hotels with small capacities.

4.6 Energy Efficiency and Economy

Energy-saving has been considered as one of the popular areas of green business practice in most hotels across the globe. This is because hotels consume a considerable amount of energy and fossil fuel in their operational areas (Kuuder et al., 2013). Hotels in this study seemed to have similar energy-saving practices as their counterparts in Europe (Iwanowski and Rushmore, 1994). The issue of energy efficiency was identified as a key area in this study. Discussions around energy efficiency and economy centered renewable energy programmes, the usage of energy-efficient lighting systems, energy-saving devices, maintenance and economy, staff training and moral suasion. These strategies were selected because they explained more of energy efficiency and economy practice.

4.6.1 Renewable Energy Programmes

The researcher identified that only Case 3 (3-star) had a renewable energy source. In the view of Case 3 (3-star), solar power is used for their air conditioners at the reception and the restaurant. This is because these air conditioners at both the reception and restaurants had to run 24 hours, 7 days and solar was the available cost-effective renewable energy source they could rely on. Case 3 has this to say about their solar power and its usage:

“… yes, we've done some solar installation for part of the reception. The air conditioning for the reception are powered by solar energy, and also the restaurant and some of the halls are powered by solar energy…” Case 3 (3-star hotel).
Case 4 (4-star), on the other hand, was considering solar for other energy uses but had not yet started. According to them, the continuous increase in the electricity bill seems to be the motivating factor in this endeavor. Findings have expressed the quote below:

“…mmmmm +++ we have a generator that serves as a backup. So we are looking at starting with solar but we have not started yet. Electricity is one of the major concerns of this hotel. The bills are very high. We are seriously considering solar but the thing is the initial cost…” Case 4 (4-star).

4.6.2 Energy-efficient Devices

In the quest to minimize energy consumption by guests and in the facilities, diverse energy-saving devices were used by sampled hotels. Energy-saving devices were explained by respondents as devices used to minimize the consumption of electricity in the facility. The study revealed that all Cases with the exception of Case 2 (1-star) used energy-saving bulbs. Cases 4, 3, and 1 illustrate these findings in the following quotes:

“…Yeah, we have quite a combination. We still have some of the mercury…. And most of what we call the energy saver. But gradually because of the cost, we are replacing small small with LED. We wanted to replace all at once but the cost was not easy….” Case 4 (4-star hotel).

“…yes, even with our lighting system, at first, we were using halogen, then we changed to energy-saving and now we are changing them to LED…” Case 3 (3-star hotel).

“We do have energy-saving bulbs…” Case 1 (2-star hotel).
The study identified that Case 3 (3-star) and Case 4 (4-star) had installed in-room energy management systems. This comes in the form of a key card which regulates the usage of electricity, especially in guest rooms. According to Case 3, they had to exclude the air-conditioners from the key card because customers demanded on several occasions that they wanted their rooms to be air-conditioned anytime they get to their rooms. Case 4 also expressed some genuine concerns from the guest about the exclusion of the refrigerator from the key card. According to him, guests claimed that food items and drugs which are highly perishable are most often stored in the refrigerators. Therefore, the refrigerators needed to be excluded from the in-room energy management system. Issues concerning the occupancy sensors/key cards are highlighted in the quotes below:

“We in-room energy management systems like the key card which is used to manage energy usage in guests rooms especially. But we have not connected the air-condition to the card because customers were complaining that their rooms get warm after they return. We had to oblige because the customer in a hotel is very important” **Case 3 (3-star).**

“They have complained several times that they put their food, drinks, and drugs in the refrigerator so we should exclude it from the key card”. **Case 4 (4-star hotel).**

### 4.6.3 Maintenance and Energy Economy

Maintenance and energy economy was explained by all Cases (1 to 4-star) as the proactiveness in identifying faults and repairing them on time as well as actions towards energy economy. All 4 Cases reported having had in place some actions towards the efficient use of electricity. This

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13 What this means is that, electrical power is cut-off anytime the key card is removed from the door. And this regulates energy consumption in the rooms especially.
included the usage of low consuming refrigerators, tasking staff to turn off all air-conditioners and lighting systems off during the day etc. For example, Case 3 (3-star) had the following notices; “cross-check and ensure that all air-condition and lighting systems are turned OFF immediately conference is over”, Kitchen extractors is turned off at 12:00 midnight and turned on at 4:00 am

Quotes concerning the above theme are expressed below:

“… always turn off your lights when your guests are not around…” Case 1 (2-star hotel).

“…And again, we regularly defrost our refrigerator. That also saves a lot of electric consumption…” Case 1 (2-star hotel).

“We don’t use many deep freezers. We few big ones where everything is housed in them. This is to in a way minimize the consumption of energy. As for utensils and the cookers I cannot say much about that…” Case 3 (3-star hotel).

“…Many of the lights during the day are turn off…” Case 4 (4-star hotel).

“… ideally, the air conditioner is supposed to be turned on at the reception and here, but because of the bill coming in, we have to turn it off in the afternoon. And yes, the staff are helping to conserve because at the end of the day salaries have to be paid with the same money Case 1 (2-star hotel).

“I go around almost every fifteen minutes to see if there are any electrical faults so we quickly repair them.” Case 2 (2-star hotel). It is not easy but we have to do it. If you pay electricity bills like 10,000 cedi’s a month for this small place, what do you have to do? +++ [ a sad and worried gesture]
Energy efficiency and economy had some similarities with the water management and rationing practices among sampled hotels. This is because according to Kasim (2007), these two areas are significant operation areas of most hotels across the globe. All 4 Cases were identified having energy saving bulbs as well as energy-saving approaches such as staff training and moral suasion. However, apart from Case 3 (3-star) which had installed solar for their air conditioners, the rest depended largely on the national grid and generators as alternative energy supply. These are broadly in line with the study conducted by Holden (2002). He concluded that most hotels across the globe derive their energy source from the national grid which is most often generated by burning fossil fuel, which contributes immensely to global warming. The study also established that even though most of the Cases had some green energy conservation initiatives which had some covert environmental objectives, they were all overtly geared toward cost savings. This is a narrow perspective of green business practice since it is also geared toward other factors such as environmental quality, occupational health, and sustainable development (Mensah, 2012).

4.7 Drivers of Green Business Practices

The study sought to understand why sampled hotels adopt and practice green business initiatives. The study found that whereas some factors can be generalized as factors affecting environmental or green business adoption and practice, others were hotel specific (Lynes and Dredge 2003). Cost-saving, regulatory compliance, competitive advantage were identified relating the factors motivating the adoption of green business practices in hotels. Under Cost-saving, ‘high operational’ and ‘energy wastage’ by guest were identified as strategies. These were considered as the most frequent themes in the textual data and highly salient for all Cases in this study. These strategies were all synthesized into the objective, drivers of green business practice. The figures by the strategies in figure 4.2 illustrates the frequency of report in the data. The thematic network
(figure 4.2) demonstrates, clearly the key strategies in which the drivers of green business practice is anchored in this study.

**Figure 4.3: Thematic Network for Drivers of Green Business Practices**

Source: Field Work, July 2018

4.7.1 Cost Saving

Cost-saving was identified as the significant driver for the adoption and practice of green initiatives among sampled hotels. This is consistent with other studies such as Iwanowski, and Rushmore (1994); Lynes and Dredge (2003); Brebbia and Pineda (2004). For example, Brebbia and Pineda (2004) claimed that cost-saving and operational efficiency was the most motivating factor affecting green business practices among hotels. Hotels use a large amount of energy to keep the flow of guest and other facilities. This means that a hotel can maximize profit and reduce cost if it employs some efficient mediums to arrest the increasing cost of energy. Discussion around this organizing theme (Cost Saving) highlighted *high operational cost* in terms of high electricity and the uncontrollable *energy wastage by guests*. These strategies are discussed in detail below;
4.7.1.1 High Operational Cost

Cases explained high operational cost in terms of energy consumption and waste management as a motivator for the adoption of green business practices. For example, Cases 1(2-star), Case 3 (3-star) and Case 4(4-star) in this study, reported that the increase in electricity and waste management bills are reasons motivating their adoption of green business practices. The above-mentioned Cases during this discussion expressed overt frustration over the increase of electricity and waste tariffs in their respective hotels hence the adoption of cost reduction approaches. The following quotes clearly illustrate the above;

“I would say to reduce cost because you can imagine a small hotel like us paying GHC16,000 (sixteen thousand cedi’s) a month for utilities, you should ask me how many guests are we going to get in a month to pay this debt. And E.C.G is not the only organization we are paying, we pay PETRA, we pay SNITT and we pay GRA. It's not easy running a hotel like this…” Case 1 (2-star hotel).

“…. yes, during the day we put most of our appliances off, especially when there are no guests here, So mostly during the days, I open windows to get fresh air or on days when it's very hot, I turn on the fan because the Air condition consumes more electricity than the fan. So, you realize that for months when we don't have too many guests, our bill is usually very low.” Case 1 (2-star hotel).

“I think originally it is cost. The bills are going up and up and up…” Case 4 (4-star hotel).

“… with waste management zoomlion managed our waste till early this year when we switched to another company because we realized their charges was too much compared to other companies.” … Case 3 (3-star hotel).
4.7.1.2 Energy Wastage by Guest

Energy wastage by guests was explained by Case (2-star hotels), as the inability to exert control of energy use by guest demanded the adoption of certain green practices to minimize cost. In other words, the inability of guest to comply with the norms and values of the facility in terms of electricity usage was a cause of frustration for some Cases:

“Because we do not have that keycard some of the guests use the energy anyhow? Last time a guest left the heater on 24 hours. They don’t turn it off. As for them what they need is hot water. You should have come to see this place it nearly got burnt. This our African mentality especially Nigerians and Indians crazy people” Case 2 (2-star hotel).

“but with the guest the problem is most of them leave the rooms for conferences and return later in the evening but do not turn off the air conditioners and televisions. Some guests also do not leave the keys at the reception making it difficult for room attendants to enter and put these things off. And the guest is always right so you can't confront them” Case 1 (2-star hotel).

As mentioned earlier, some of the factors leading to the adoption of green practices were case-specific. The narrative above points to the fact that lower graded hotels are most often handicapped with the challenge of uncontrollable guest wastage of energy (Tzschantke, et al., 2004). The high graded hotels in this study had in-room power management systems which automatically regulates the management of electricity, especially in the guest room despite some challenges mentioned above. The literature is not certain about the exact factor that influences the variance above.

According to Graci and Dodds (2008), these factors are either regional or industry-specific. However, Tzschantke, et al., (2004) and Iwanowski, & Rushmore, (1994) argues that cost or financial constraints explain to a large extent why high-graded hotels commit to green business
practice more than lower graded hotels. Even though conclusion by Tzschentke, et al., (2004) shares similar insights with this study, low levels of ‘eco-literacy’ tend to explain why lower graded hotels perform poorly in the adoption and practice of green business initiatives in this study. Tilley (2000), confirms the above conclusion by explaining that, small firm owner (lower graded hotels) tend to have a poor appreciation of their environmental footprint due to a shallow understanding of environmental sustainability. This implies that lower graded hotels, especially managed by family members perceive environmental responsibility as ‘peripheral’ (ibid) to their mainstream business activities. This shallow business ethic defeats the campaign towards environmental sustainability, especially in Ghana.

4.7.2 Regulatory Compliance

The regulatory pressure was also identified by Cases as drivers for the adoption of green business practices in their hotels. The Ghana Tourism Authority (GTA), and Environmental Protection Agency (EPA) were especially cited by all Cases as actors who regularly visit their facilities to ensure that proper hospitality and prudent environmental practices are observed. The quotes below explain how these actors directly/indirectly compel the adoption and practice of green business initiatives:

“…the thing has been divided into areas and for the la Dade kotopon area, the NADMO and EPA come here very often...they check our surroundings, our certificate, fire extinguishers and everything else just like NADMO. And for NADMO their concern is the safety of the surrounding. They check the exits, fire extinguishers, expiry dates and also teach individuals how to operate certain things. So, we are always on guard…” Case 1 (2-star hotel). “…they sometimes ask some questions concerning the staff, the kitchen, and the environment of the hotel. The last time they came here they told me that the front here is dirty so I have to clean it. And then they will call you
that your renewal certificate is ready so bring 1000 cedis and come for it. That all!” **Case 2 (2-star hotel).**

“...But recently the EPA is also checking to see how we are disposing waste or whether we are recycling. So, they also check. I think from the beginning it was the reduction of cost that was the brain behind the implementation of the sewage treatment facility. But then EPA also has some influence...” **Case 4 (4-star hotel).**

The key informant also confirmed their regular visits as a motivating factor:

“...We do regular checks to see if they [hotels] are abiding by tenets in the EIA and EMP. If you look at my ID card, I’m allowed to enter any organization if I suspect something wrong...” **K.2 (Chief programs officer, EPA).**

There were some internal regulatory checks which directly compels the adoption and practice of green initiatives. For example, Case 3 (3-star) reported that apart from government regulatory agencies mentioned above, there is a unit in the organization that ensures the proper hospitality measures are observed. The manager had this to say:

“no, they just come, because if they give us information before they come by all means we would prepare for them. And with [mention’s the name of the hotel-case 3] there's an international organization which also own other hotels who come to inspect our facility every year...” **Case 3 (3-star hotel).**

All 4 Cases in this study reported regulatory compliance as a significant driver for the adoption of green business practices. The study found out that apart from electricity and water consumption, waste management and generation was the area particular to the regulatory agencies. Even though it is a legal obligation for hotels to keep a healthy environment, it had some positive effect on the performance of hotels. All Cases explained that a good and clean environment do not fulfil
regulatory obligations but also increases their marketability. The study did not find any inter-hotel regulation or standards that demanded green management practices among hotels. The situation is quite different in Europe where Fairmont Hotels and Resort have forged a partnership with WWF to address the issue of climate change. They are currently working together to measure the hotel’s group carbon footprint according to the UN protocol (Green Lodging Industry 2008 cited in Graci, S., & Dodds, R. 2008).

4.7.2.1 Compliance with Green Business Regulations

Discussions with key informants and documents from sampled hotels created the need to investigate the regulatory compliance with green business regulations of these hotels. According to key informants especially from the EPA, most hotels in the municipality have complied with the regulatory requirement mandated by the law. In his view, without a license from the Ghana Tourism Authority (GTA) and an environmental permit from the Environmental Protection Agency, it is impossible to operate. He had this to say:

“……the Environmental Protection Agency Act 490 (1994), and its legislative instrument Environmental Assessment Regulation (LI 1652) spells out clearly what a proponent or anybody who wants to develop any project including hotels have to go through. So, you need to subject your project to what we call the environmental impact assessment. And there are forms that you have to complete telling us exactly what you have to do, the size of the project, where you going to locate it, their utilities in the environment where you are going to locate the project. Then you must tell us what are the possible impact of your project on the environment and how you want to mitigate. So, for you to establish a hotel, the law indicates exactly what you need to do to establish a permit.

14 World Wildlife Fund is one of the leading organizations in wildlife conservation and endangered species.
Without this, it is impossible to operate because we will find you out if you don’t comply....” Chief programs Officer, EPA.

The key informant from the Ghana Tourism Authority also confirmed the above statement by the chief programs officer at EPA. When asked about the regulatory requirements and compliance of hotels, he had this to say:

Because we are the licensing authority, you need to submit to us mandatory requirements from other allied agencies such as the EPA, Town and Council Planning, Fire Service, Police etc. The police come in because we want to know the security status of the facility as well as a criminal check of the individual undertaking the project. Then the environmental health unit of the ministry of health, what we normally call the town council also have to give us a report on the environmental status of the facility. For example, how is a solid and liquid waste going to be managed? Then the fire service will also give us a fire safety status of the facility. Quality assurance Officer, GTA.

According to K1, throughout his career as a quality assurance officer, he had not been confronted with the situation where the license of a hotel or accommodation facility had to be revoked. This suggests that hotels, especially in the municipality are complying with the necessary legal obligations. He expressed this in the following quote:

“Throughout my 16 years of experience in the field, I have not seen that. They are doing well”… Quality assurance Officer, GTA

When asked about their satisfaction with hotels especially in the area of waste generation and management he had this to say:

“I don't think we have had many problems because their waste is always collected, you'll hardly find a facility with waste displaced improperly. Just a few have been given a “reinspection order”. Most of them have dustbins which are collected by their various sanitation agencies. But what I’ve realized is that
sometimes the sanitation agencies do not come on time and the routine is not frequent but I think it's been fair. Because it's not enforcement from us, when the service provider comes to collect the waste, even some of them do practice waste segregation when they go to their various dumpsites.” Quality Assurance Officer, GTA

Key informant: “Yes, if you go to [the name of Case 4 is mentioned], in their kitchen, it’s a rule that waste must be separated. So, they have a contract with their sanitation providers which allows them to sell the plastic waste”. Quality Assurance Officer, GTA

Key informants confirmed the availability of some green management initiatives especially in the area of waste generation and management. K1, for example, confirmed that high graded hotels especially have installed efficient solid and liquid waste management systems. He highlights the above in the quote below:

“You see the 3,4 and 5-star hotels are the once who are really engaged in these green things. Maybe because they receive a lot of foreign guests they are more inclined to that. For example, I know

[ Key informant mentions the name of one Case in this study] has a large liquid waste treatment system that treats all their liquid waste from the hotel. But the lower hotels like the budget once also have structures in place to ensure that their environment is clean” Quality Assurance Officer, GTA

“Okay, from my experience, I realized that most hotels especially the 4 and 5-star hotels have a liquid waste treatment plant. They treat the waste before discharging it into the environment”. Chief Programs Officer, EPA
The study observed some challenges by these regulatory agencies in the quest of performing their mandates. Issues such as financial and logistic constraints were highly mentioned. These are expressed in the following quotes below:

“I mean from the equipment we used to work. We lack a vehicle to work with. We only have two vehicles. One for the Boss and the “alatsha” for our rounds. We call it “alatsha” because it is not so strong and when it breaks down we have to stay at post or use that of our boss. You can imagine the situation when he is not around. We need more personnel and also inadequate funds” Quality Assurance Officer, GTA.

Findings from this study suggest that hotels have complied with the regulatory requirements for the establishment of a hotel facility. This is because it is extremely difficult to operate in the municipality especially without a permit and a license from the appropriate agencies. Apart from the initial submission of Environmental Impact Assessment (EIA) and the Environmental Management Plan (EMP) which is submitted 18 months after the commencement of business, the regular visits of field officers from the agency has also helped with the compliance of hotels.

4.7.3 Competitive Advantage

In addition to direct financial benefits, the implementation of green business initiatives can also create a competitive advantage in the hotel industry. Discussion on this driver centred around *marketing* and the *moral obligation* to protect the environment. These strategies are discussed in detail below;

4.7.3.1 *Marketing*

Marketing was defined as the ability to create an ecological niche in the accommodation market. Cases reported that they had a competitive environment and that the adoption of this environmental
management practices such as a clean environment, the employment of renewable energies such as solar etc. could make them highly competitive. This is consistent with findings from Brebbia and Pineda (2004) who explained that the adoption of green initiatives could influence the improvement of the image, employee morale, health and safety of the facility. Marketing as a driver in the adoption of green initiatives is explained in the following quote below:

“Our zone is very competitive, I mean this territory is very competitive and people keep comparing us to the bigger institutions but I always tell them just like every tv station has its target audience, we also have our target clients, they might not be the same as the bigger ones but at least we also have elites like doctors and professors who come with low budgets, so in the next five or four years, we should be able to rub shoulders with the bigger establishments if we do some of these things that we discussing” Case 1 (2-star hotel)

“… And if are able to do the solar, we can use it for marketing. And most whites prefer such things…+++ it might increase the number of foreign guests who come around” Case 2 (2-star hotel)

“…More customers will come to a place that is very clean and less harmful…” Case 4 (4-star hotel)

“So far in Accra, together with [mentions the name of another hotel in the municipality], I have not seen any hotel investing in this form of waste treatment Plant ++ and this is a plus to us” Case 4 (4-star hotel).

4.7.3.2 Reputation/Moral Obligation

Reputation and moral obligation were defined as the need to protect the image of the hotel and to protect the environment. Reputation and moral obligation were the least basic theme discussed under the organizing theme of competitive advantage. Case 4 (4-star) reported that having a good
company image can lead to competitive advantage. Case 3 (3-star) again expressed a more latent but genuine interest in environmental quality. Discussions on the above theme are expressed in the quotes below:

“…You know, it’s not so common in the Ghanaian market. But for the whites, they really look for these green things a lot…” Case 3 (3-star hotel)

“…You see people will not be willing to work for you when you don’t have a safe working environment. So, we try to keep this place safe especially for our staff…” Case 4 (4-star hotel).

“…We also want to contribute our quota to protecting the environment. Assuming you came and this place is smelling will you book a room? So, it is very crucial for us in business and as our social responsibility…” Case 3 (3-star).

Key informant interviewed in this study confirmed that some cases in this study adopted and practices some green initiatives because of business reputation.

“…You see for their business; they cannot afford odour in their surroundings. You will get a bad name and that’s the end of you…” K.2 (Chief programs Officer, EPA).

The drivers of green business initiatives among star graded hotels in this study varied (see table 4.2). It was observed that cost saving was the most significant driver for the adoption and practice of green initiatives, especially in the high graded hotels. Due to high operational cost especially in energy generation, most hotels in this study employed several green strategies that are all geared toward the reduction of cost. This finding is consistent with several studies which have concluded that cost reduction is the most influential variable explaining more of the adoption of green initiatives among hotels in the accommodation industry (Lynes and Dredge 2003; Brebbia and Pineda 2004;
According to Graci and Dodds (2008), hotels which are able to maximize efficiency and reduce waste have the tendency of becoming more competitive than their competitors. Apart from direct financial benefits derived from the implementation of green practices, regulatory compliance has also been established as another motivating factor for the adoption of environmental management strategies. The issue of competitive advantage were least themes discussed as drivers of green initiatives. In sum, as opined by Graci and Dodds (2008), reasons for the adoption and practice of green business initiatives vary. In other words, it is not clear whether the factors affecting environmental commitment are regional or industry-specific. However, this study found out that cost-saving and regulatory compliance were the most popular variables explaining more the adoption and practice of green management initiatives among high graded hotels. Moreover, the poor performance of lower-graded hotels in this study was explained by the ‘shallow’ awareness of ecological principles by lower grade hotel owners who were most often family business. The study observed that lower grade hotels seem to be preoccupied with the convention of profit maximization than environmental sustainability and this is a challenge to the fight towards sustainable development, especially in sub-Saharan Africa. With the growing demand for social and environmental responsibility by the general public, it would be prudent for business and in this case, hotels to adopt and implement the eco-friendlier practice in order to create a positive business reputation (Sethi, 1979).
<table>
<thead>
<tr>
<th>Case</th>
<th>Availability of Green Business Policy</th>
<th>Green Business Practices by the hotel</th>
<th>Divers for Green Business Practices in the total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotel has no green management policy</td>
<td>The hotels have water conservation practices such as the implementation of water-saving devices: low-flow showerheads, low-flush toilets, self-close taps, staff training, moral suasion for guests. Energy-saving bulbs, solid waste management etc.</td>
<td>Drivers for green business practices is the reduction of cost and operational efficiency as well as regulatory compliance.</td>
</tr>
<tr>
<td>2</td>
<td>Hotels have no green management policy.</td>
<td>The hotel initiatives: Implementation of water-saving devices and approaches such as treated wells, self-close taps, energy-saving bulbs. Proactive detection and repair of faulty electric devices etc.</td>
<td>For cost-saving</td>
</tr>
<tr>
<td>3</td>
<td>Hotel has both solid and liquid waste management policy as well as a green procurement strategy.</td>
<td>The hotel uses in-room energy management systems such as key card but air conditioners are not connected. Led lights, self-close taps, low-flow showerheads, low flush toilets etc. Liquid waste treatment plant where treated water reused for watering lawns. Solid waste refrigeration, segregation, Staff training and moral suasion. Electronic communication systems.</td>
<td>Regulatory compliance, cost-saving, competitive advantage,</td>
</tr>
<tr>
<td>4</td>
<td>The hotel has both solid and liquid waste management policy as well as a green procurement management plan.</td>
<td>The hotel uses in-room energy management systems such as key card but refrigerators are not connected. Led lights, self-close taps, low-flow showerheads, low flush toilets etc. Liquid waste treatment plant where treated water reused for watering lawns. Solid waste refrigeration, segregation, Staff training and moral suasion.</td>
<td>Cost saving, regulatory compliance, competitive advantage and moral obligation.</td>
</tr>
</tbody>
</table>

Source: Author’s compilations from Interviews, (June 2018)
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This study had three major objectives. First, to understand the type of green policies among star graded hotels in the La-dadekotopon municipality. Second, to identify the type of green business practice among these hotels, and finally to identify and understand the drivers for the adoption and practice of these green initiatives in their respective facilities. The degree of regulatory compliance of hotels to green management practices from the regulatory agencies’ perspective was also examined.

To answer these research questions, the study adopted the qualitative research design approach. A convenience sampling technique was employed in selecting 2 low-graded hotels (1 to 2-star) and 2 high-grade hotels (3 to 4-star hotels) in the municipality. The purposive sampling procedure was also employed to select 4 hotel managers and 2 key informants from the Ghana Tourism Authority (GTA) and the Environmental Protection Agency (EPA). In total six respondents were selected for this study. The study adopted a semi-structured and non-participant observation as a method for data collection. The thematic network approach was used in analyzing the textual data. Statements and responses in the textual data which highlighted the research objectives formed the basic themes of the study. These basic themes were thereafter clustered into similar issues to form the organizing themes of the study. All themes were synthesized into the global themes of green management policies, green business practices, and drivers of green initiatives. This chapter presents a summary of findings, conclusions, and recommendations for policy and further studies.
5.1 Summary of Findings

The aim of this thesis was to explore whether star-graded hotels in the municipality had a clear written green management policy that guides and guards the rationale of their operations. Analysis of responses from respective cases and in-depth interviews suggest that only high-grade hotels, specifically 3 and 4-star hotels had a green management policy that underpins how waste (both liquid and solid) is treated and managed as well as the purchase of eco-friendlier materials in the facilities. The study again observed that even though the low-graded hotels in the study did not have a clear green management strategy, they had in place some ‘reactive’ green initiatives which were in the area of energy conservation and waste management.

The study again, intended to identify and understand the type of green business practices among sampled hotels. Discussions around this objective revealed that water management and rationing, energy efficiency and economy and waste generation and management were broad green initiatives employed by hotels in this study. With respect to waste generation and management, the study observed that all Cases had similar waste management practices such as regular clean-ups, consistent waste disposal mechanism and the posting of persuading notices for both staff and guest on proper waste management practices. However, the high-graded hotels were more identified in having a robust waste management system. Both Cases 3 and 4 which were 3 and 5-star hotels had large effluent waste treatment plants. Case 4 especially had the practice of waste segregation and refrigeration. Several energy conservation practices such as the use of energy-efficient light bulbs, occupancy sensors, solar energy, turning off air conditioners during day-time among others were some initiatives identified with Cases. It must be emphasized that energy conservation initiatives were among the most popular practices identified by the study among sampled hotels. Water
conservation practice such as the use of low flow showers heads, low flow taps, water recycling programmes, staff training and moral suasion etc. were identified in all cases of the study.

The third objective of this study was to identify the drivers that influence the adoption and practice of green policies and initiatives among star-rated hotels in the municipality. Analysis of responses from respondents highlighted cost-saving, competitive advantage, reputation and regulatory compliance as factors motivating the adoption and practice of green business initiatives among sampled hotels. Analysis of responses from key informants in this study suggests that hotels have to a large extent complied with the necessary regulatory requirements before and after the commencement of business. Key informants confirmed that due to their regular checks of the facilities, most hotels comply due to the fear of license revocation explained by the Institutional theory of the firm as coercive drivers. The study however observed that these regularly checks focused more on the environmental or beautification of the facility rather than core green business practice such as energy and water consumption. There were no sharp differences between the drivers of green business practices among the low and high graded hotels. Cost-saving typically explained the adoption of green business practices among all category of hotels in the study.

5.2 Conclusions

This study explored green management practices of star-rated hotels in the La-dadekotopon municipality. Hotels have a significant impact on the environment and the adoption of green initiatives have been suggested as a subtle but significant approach towards the reduction in the carbon footprint (Kasim, 2007; Sharpley, 2009). Concerning the study objective of the availability of green management policy, the study concluded that high graded hotels that participated in the study had a written green management strategy on waste management and procurement whiles lower graded hotel had no written green management policy. However, there were some
'responsive’ green initiatives of cost reduction and facility reputation associated with the lower graded hotels. This implies that green management initiatives are done haphazardly without any clear guidelines. This finding is broadly in line with conclusions drawn by Mensah (2006) and Sharpley (2009) that lower graded hotels treat the issue of environmental management as a periphery to their mainstream business objective. This study concludes that low-graded hotels in this study paid less attention to the negative impact of their activities on their immediate and external environment and the barrier of low eco-literacy and profit maximization seems to explain the factors underpinning the low attention green business practices in these hotels.

This study again concludes that green business practices implemented in sampled hotels range from energy conservation methods such as the use of solar, LED light bulbs, occupancy sensors, water management and rationings such as low-flow showerheads, low-flow taps, water recycling methods, waste generation and management such as solid and liquid waste treatment, regular clean-ups etc. The study concludes that these initiatives were no different from green practices among hotels across the globe (Hunter and Green 1995; Erdogan, and Baris, 2007). Regarding green management practices again, this study concludes that all hotels in this study implemented some form of green initiative, especially in the energy conservation area. However, the high graded hotels were again at the fore in the implementation of green business practices. High graded hotels in this study had robust green practices such as large liquid waste treatment plants and keycards that regulated in-room energy use by guests. Evidence within the literature confirms that larger hotels are more committed to environmental management (Buckley and Araujo, 1997; Pigram and Wahab, 1997; Cespedes-Lorente and De Burgos-Jimenez, 2003). This finding again highlights the fact that ‘small business owners’ as termed by (Graci and Dodds 2008) need more attention to the issue of environmental sustainability than the orthodoxy of profit maximization. The study,
therefore, concludes that all-star-grad hotels in this study had in place some green business practices, however, green initiatives of low-grade hotels in the study were ‘reactive’ than planned.

Finally, this study concludes that apart from competitive advantage which formed the basis for the adoption and practice of green initiatives among hotels in LADMA, cost savings, and regulatory compliance was also popular. Cost reduction and regulatory compliance seemed to be the general trend in most studies concerning factors that motivate the adoption of environmental management initiatives in hotels (Graci and Dodds 2008; Faulk, 2000; Bohdanowicz and Martinac 2003). Ernst and Young (2008), also confirms in another study that hotel companies have been influenced by energy costs, governmental pressure, customers’ expectations and competition to make sustainability a top priority. Interestingly, the study again observed that the prevalence of low ‘eco-literacy’ explains the poor performance of low-grade hotels in this study. Most of the managers of these hotels had little knowledge of the concept of environmental management practice. Apart from its financial and economic benefits, green business practice was seen by these low-grade hotels as a ‘noncompulsory’ endeavour. This implies the significant influence of personal values of owners of low-grade hotels on their business than another management type like the owned and managed by franchise or government. Again, this implies that apart from economic factors, there are other implicit drivers of green management practices which should concern further studies. Further, it supports the notion that regulatory agencies such EPA and GTA are more concern about preliminary green business practices such as sanitation or beautification of the who facility without much interest in the more important issues of green practices such as energy and water consumption.

The study focused primarily on four star-graded hotels in the La-dadekotopon municipality. Therefore, findings cannot be used to generalize the adoption and practice of green initiatives among all other hotels on or outside the geographic scope of the study.
5.3 Recommendations

For future research:

Low-grade hotels in this study performed poorly in the adoption and practice of green initiatives. Apart from the issues of low ‘eco-literacy’ identified by this study, there may be more factors affecting the adoption of environmental management practices among low graded hotels. This study recommends a comprehensive exploratory study on these hotels to ascertain the factors affecting the adoption and practice of green business initiatives. Even though Tzschentke, et al., (2004) have conducted a similar study on the environmental commitment of small serviced accommodation establishments, it focused on some hotels in Scotland. It is therefore prudent to engage in a similar inquiry especially in low-grade hotels in Ghana.

For policy and action:

Government should emphasize more on the environmental ethics of pushing the green agenda than the extrinsic benefits which is widely spread among hotels in this study. Further policy actions should also concern the need to create a conducive atmosphere for hotels to transition from the mainstream profit maximization orthodoxy to the environment and business sustainability agenda of the country and the globe. Finally, regulatory agencies such as EPA and GTA need a more comprehensive inspection itinerary than the ceremonial regular visit which does not inspect the core issues of green business practices of hotels.
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APPENDICES

Appendix 1: Classification of Hotels

One Star/4th Class

<table>
<thead>
<tr>
<th>Budget or 1-star provide the minimum or basic furnishing with limited or no facilities, amenities or guest services e.g. hot and cold water in rooms, central heating etc.</th>
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</table>

Two Star/ 3rd Class

<table>
<thead>
<tr>
<th>Guesthouse or 2-star hotels provide good furnishing, facilities, amenities and other guest services like breakfast/dining, TV lounge etc. but less than eleven rooms</th>
</tr>
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</table>

Three Star/ 2nd Class

<table>
<thead>
<tr>
<th>3-star hotels provide better quality furnishing and a more extensive range of facilities, amenities and guest services e.g. lounge, bar, restaurant, private bath/shower, sports and recreational facilities, staff assistance throughout the day etc.</th>
</tr>
</thead>
</table>

Four Star/ 1st Class

<table>
<thead>
<tr>
<th>4-star hotels provide superior quality furnishing and a more extensive range of facilities, amenities and guest services e.g. all rooms with bath/shower, radio and TV set, individual control heating and air-conditioning, full room service, shops and sports facilities, restaurants, conference halls, bars, laundry services etc.</th>
</tr>
</thead>
</table>

Five Star/ Luxury

<table>
<thead>
<tr>
<th>5-star hotels provide deluxe accommodation and marked superiority in the extent and quality of facilities, amenities and guest services e.g. mini bar in rooms, 24-hour laundry service, several bars, restaurants and lounges, health club and shopping arcade etc.</th>
</tr>
</thead>
</table>
Appendix 2: Interview Guide for (Hotels)Cases and Key Informants

The purpose of this study is to investigate the green business practices among hotels in the Ladadekotopon Municipality. This is a purely academic exercise and I can assure you of your anonymity and confidentiality.

SECTION A: NATURE OF FACILITY

1. How many years have your facility been operating?
   A. 5 or less [ ]  
   B. 6-10 [ ]  
   C. 11-15 [ ]  
   D. 16+ [ ]

2. Which of the following best describes your property? (Please tick the box that applies)
   A. 5-star [ ]  
   B. 4-star [ ]  
   C. 3-star [ ]  
   D. 2-star [ ]  
   E. others ………………………………………..

3. Please indicate below the type that best describes the ownership and management arrangement of your facility
   A. Independently owned, Self-managed [ ]  
   B. Independently owned, managed by a franchise agreement [ ]  
   C. Independently owned, managed by a management contract [ ]  
   D. Chain Owned, managed by the chain [ ]  
   D. other please (specify)…………………………………………………………………………

4. What is your position in the facility?
   A. General Manager [ ]  
   B. C.E.O [ ]  
   B. C. Departmental Manager [ ]  
   D. Other (please specify)…………………………………………………………………………

5. What is your staff strength?
   A. Good [ ]  
   B. Better [ ]  
   B. C. Excellent [ ]  
   D. More room for Improvement [ ]

6. What is your vision and Mission Statement?
   ……………………………………………………………………………………………………………

SECTION B: GREEN MANAGEMENT POLICY

This section intends to establish whether your hotel has some written Green Management Policy that guides activities or tasks.
7. Do you have a written Green organizational management policy/rule that describes responsibilities and sequence of tasks or activities necessary for the realization of a sound environmental or service delivery?  A. Yes [ ]  B. No [ ]

8. If yes, which of these is the focus of your Green Policy? (*Please tick all that applies*)
   A. Reduce costs of environmental hazards [ ]  B. Sustain the environment [ ]
   C. Quality service in a clean environment [ ]  D. Clean and fresh vegetation [ ]
   E. Safe and healthy environment [ ]  G. Clean environment/sanitation [ ]
   F. Avoid Pollution. [ ]

9. Which of these highlights your facility’s Green policy? (*Please tick all that which applies*)
   A. Use of energy-saving bulbs [ ]  B. Recycling of waste [ ]
   C. Support locals and NGO’s towards environmental initiatives [ ]  D. Use of low flow showerheads
   E. Other (Please specify) ……………………………………………………………………………………………

10. What encouraged your facility to implement these Green Policies? (*Please answer this question only if your answer to question 7, 8 and 9 are YES*) (*Please tick all that which applies*)
    A. Pressure from stakeholders [ ]  B. Need to keep up with competitors [ ]
    C. There are potential cost savings [ ]  D. Government regulations [ ]
    E. Importance of conserving natural resources [ ]  F. Pressure/ demand from guests [ ]
    G. Healthier working environment [ ]  H. For both micro (inside the working environment) and macro (outside the company) environmental image [ ]
    I. Other (Please specify) ……………………………………………………………………………………………

11. How satisfied are you with the level of compliance in your facility as far as Green Policy is a concern?  A. Very satisfied [ ]  B. Satisfied [ ]
    C. Just started [ ]  D. Need more improvement [ ]
    E. Not satisfied at all [ ]

12. How satisfied are you with the Environmental Protection Agency (EPA) and Ghana Tourism Authority (GTA) monitoring and evaluation exercise in your facility?
    A. Very satisfied [ ]  B. Satisfied [ ]
    C. Just started [ ]  D. Need more improvement [ ]
    E. Not satisfied at all [ ]
12. Which of the following highlights the challenges you confront when implementing Green management policies? (Please tick all that applies)

A. Weak Staff [ ]
B. Customers misunderstanding of green policies [ ]
C. Expensive [ ]
D. Weak governmental support [ ]
E. other (please specify).................................

SECTION C: GREEN PRACTICES

This section intends to establish whether green management initiatives/practices exist in your hotel.

(I) WATER Management And Rationing

Listed below are a statement about water management and rationing in your hotel. Please indicate, by ticking the appropriate response, your facility’s extent of involvement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
<th>Yet to start</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implements water-efficient gardening programmes (e.g. using treated wastewater in watering gardens and laws etc) [Recycling Methods]</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Installs water-saving devices in the appropriate places (e.g. flow regulators, water flow sensors, self-closing taps, low-flush toilets, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Installs water meters in each department</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Regularly maintain plumbing fixtures and piping in order to avoid losses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Uses washing machines in “full load” mode in order to limit the number of wash cycles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Implements a linen and towel reuse programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Invite as far as possible the guests to reuse the towels and bed-linen</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Trained staff to respect the instructions concerning the reuse of towels and bed-linen</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Uses environmentally friendly cleaners or detergents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Uses refillable amenity dispensers (e.g. Swimming pool)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>11. Covers pool outside of the opening hours so that the water does not evaporate or get dirty</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Reduces the use of chlorine in the water and/or choose other treatment systems (ozone, electrolysis, salt, etc.)

13. Installs automatic sprinkler systems and localized devices (micro-sprinklers, drip irrigation systems for roots, etc.)

14. Collect rainwater for watering the lawns

15. Distribute brochures and flyers, or potstickers and posters, inviting guests to save water

(II). ENERGY (EFFICIENCY AND ECONOMY)

Listed below are a statement about energy efficiency and economy in your hotel. Please indicate, by ticking the appropriate response, your facility’s extent of involvement.

<table>
<thead>
<tr>
<th>Currently, our facility…</th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
<th>Yet to start</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implements and depends largely on renewable energy programmes (e.g use of wind or solar power) than the national grid [Energy Sources]</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Reduces general lighting during daytime and makes sure that exterior lighting is switched on only at night</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Installation of energy-efficient light bulbs with a lifespan 12 times greater than that of common incandescent bulbs’</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Repairs or replaces faulty equipment’s with more efficient and economical alternatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Installs occupancy sensors or key card control systems in guest rooms to reduce in-room energy consumption</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>6. Uses solar panels to heat water for the guest rooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Harvest the heat generated by the refrigeration units in order to heat the water for guest rooms or the laundry</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Chooses thermostats that allow you to programme maximum and minimum temperatures (and so prevent guests excessively heating or cooling their rooms)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9. Installs shade windows that limit sunrays hence limiting air conditioning demands (by means of awnings, curtains, blinds, screens, heat-reflecting sheets, etc.)

10. Invests in high-performance cooking units when replacing equipment

11. Defrosts refrigerators and clean the door seals monthly

12. Uses equipment’s during periods of low consumption (off-peak hours)

13. Makes sure the lights are switched off in unoccupied rooms (magnetic cards automatically turn off the room’s power when the guest leaves the room)

14. Installs an air conditioning system that automatically switches off when the windows are open

15. Avoids leaving computers switched on when taking breaks longer than 30 minutes

16. Train staff to do the right things, and invite guests to get involved

17. Distribute brochures and flyers, or paste stickers and posters, inviting guests to energy

(III). WASTE (RESOURCE RECOVERY)

Listed below is a statement about strategies geared towards the minimization of wastes at source as well as recycling procedures in your hotel. Please indicate, by ticking the appropriate response, your facility’s extent of involvement.

Currently, our facility…

<table>
<thead>
<tr>
<th>Currently, our facility…</th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
<th>Yet to start</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identifies periodically, the major sources of waste generation in the hotel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Checks if the practices of the hotel are in compliance with current waste legislation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Organizes at-source segregation of wastes (e.g. segregating those wastes for which there exist local recycling companies)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Organizes workspaces in such a way as to facilitate waste segregation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Checks regularly if the segregation of wastes is being practised</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Chooses sustainable products and use them correctly to increase their life span</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Use refillable products instead of disposable ones</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Limit the use of individually packaged products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Pre-treats liquid discharges before disposing of them and respects the existing regulations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Disposes of non-reusable and non-recyclable wastes using appropriate methods</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Keep hazardous wastes separate from nonhazardous wastes in order to avoid contamination and to facilitate handling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Recycle electric and electronic appliances and donate unwanted appliances that are still working to local associations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Improved waste collection by adding compartments to room service trolleys for different types of wastes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Reduce the printing of documents whenever possible and use e-mail</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Train the staff to do the right things, and invite guests to get involved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Distribute brochures and flyers, or paste stickers and posters, inviting guests to reduce waste</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**A. OTHER GREEN PRACTICES**

1. Does your facility support local communities to enhance local environmental sustainability?  
   A. Yes [ ]  B. No [ ]

2. If yes, kindly explain how this is done
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

3. Does your facility cooperates with NGOs and government agencies to enhance environmental management in your community?  A. Yes [ ]  B. No [ ]

4. If yes, kindly name some of these institutions
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

5. Which of these factors influence the implementation of Green Practices in your facility?
(Please tick all that which applies)

A. Pressure from stakeholders [ ]
B. Marketing Purposes [ ]
C. Cost reduction [ ]
D. Government regulations [ ]
E. Importance of conserving natural resources [ ]
F. Pressure/demand from guests [ ]
G. Environmental Friendliness [ ]
H. For both micro (inside the working environment) and macro (outside the company) environmental image [ ]
I. other (Please specify)………………………………………………………….

INTERVIEW GUIDE FOR KEY INFORMANTS
ENVIRONMENTAL PROTECTION AGENCY (EPA)

The purpose of this study is to investigate the green business practices among hotels in the Ladadekotopon Municipality. This is a purely academic exercise and I can assure you of your anonymity and confidentiality.

1. What are the regulations pertaining to the acquisition of environmental permit for Hotels in the Municipality?

2. Do these regulations reflect the adoption of green business practices in hotels?

3. What is the role of the EPA in the Hotel sector of the hospitality industry?

4. Do hotels in the municipality know and implement green business/environmental regulations before and after the commencement of business?

5. What are the constraints that hinder the implementation of Green Business/environmental regulations in the municipality?

INTERVIEW GUIDE FOR KEY INFORMANTS   GHANA TOURISM AUTHORITY (GTA)

The purpose of this study is to investigate the green business practices among hotels in the Ladadekotopon Municipality. This is a purely academic exercise and I can assure you of your anonymity and confidentiality.
1. What are the regulations pertaining to the acquisition of a license for hotels in the municipality?

2. Do these regulations require the adoption of green business practices among hotels in the municipality?

3. What are the environmental standards for the various categories of hotels (3-star and 5-star)? (e.g. eco-labels, ISO 14000, ISO 9000 etc.)

---

15 The ISO 14001, an international environmental management standard that offers a systematic approach to compliance and continual improvement. It is applicable to a variety of organizations, such as service providers, manufacturers, government agencies and the hotel industry. Same applies to the ISO 9000.
Appendix 3: Introductory Letter

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER - MR. PAUL LAWER KENNEY

This comes to introduce to you a Master of Arts in Development Studies student, Mr. Paul Lawer Kenney, with student ID No. 10353297 at the Institute of Statistical, Social and Economic Research (ISSER), University of Ghana, Legon.

Mr. Kenney has chosen to conduct his research on: “Green Business Practices among Hotels: A Case of La Dadekotopong Municipality”

We would therefore be grateful if you could provide Mr. Kenney with the requisite assistance.

All data collected will be used solely for academic purposes and treated with the strictest confidentiality.

If you have any queries about this, please do not hesitate to contact me on +233208212828 or sec0csandoh@ug.edu.gh

We hope we can count on your kind co-operation.

Thank you.

Yours sincerely,

Ms. Eclecs Andoh
Administrative Secretary

COLLEGE OF HUMANITIES

* P. O. Box LG 74, Legon, Accra, Ghana. * Telephone: +233(0) 302 301182 / 087 7699901 * Fax: +233 (0) 577 699 902
* Email: inters@ug.edu.gh / info@isser.edu.gh * Website: www.isser.edu.gh

21st March, 2018
### Appendix 4: A Detailed profiling of Cases and Key Informants

<table>
<thead>
<tr>
<th>Hotel ID</th>
<th>Management Type</th>
<th>Hotel Grade</th>
<th>Number of Rooms</th>
<th>Staff Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case 1</td>
<td>Independently owned, managed by family</td>
<td>2-star</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>Case 2</td>
<td>Independently owned, managed by a family member</td>
<td>2-star</td>
<td>30</td>
<td>8</td>
</tr>
<tr>
<td>Case 3</td>
<td>Independently owned, managed by a franchise agreement</td>
<td>3-star</td>
<td>168</td>
<td>112</td>
</tr>
<tr>
<td>Case 4</td>
<td>Independently owned, managed by government</td>
<td>4-star</td>
<td>152</td>
<td>150</td>
</tr>
<tr>
<td>K1</td>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ghana Tourism Authority (GTA)-Head Office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K2</td>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environmental Protection Agency (EPA)- Head Office</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Appendix 5: Green Management Policies-Coding Frequency Table

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Case 1 (2-star)</th>
<th>Case 2 (2-star)</th>
<th>Case 3 (3-star)</th>
<th>Case 4 (4-star)</th>
<th>K1</th>
<th>K2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Themes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Management Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Management Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solid waste segregation Policy</td>
<td>•</td>
<td>•</td>
<td></td>
<td></td>
<td>•</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Liquid Waste Recycle/treatment Plan</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Green Procurement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Supply Awareness</td>
<td>•</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Purchase durable Products</td>
<td>•</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>
## Appendix 6: A thematic framework – Green Management Policy

<table>
<thead>
<tr>
<th>Global theme</th>
<th>Organizing theme</th>
<th>Basic theme</th>
<th>Definition</th>
<th>Frequency</th>
<th>Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Management Policy</td>
<td>Waste Management Plan</td>
<td>At-source Solid waste segregation</td>
<td>Separated biodegradable waste from non-biodegradable waste for recycling companies</td>
<td>3</td>
<td>“...++ In this facility, you cannot sum all waste together like that. Plastics have their container and food.” CASE 3 (3-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“...It looks at how +++waste is generated and managed from the kitchen, the rooms etc. We do segregation of waste here. But unfortunately, they carry everything away they sum everything together...” CASE 4 (4-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“... But in the kitchen like this we try doing some segregation there but when they come for it they sum everything up and this sometimes demotivates++ the staff...” CASE 4 (4-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“...Some of them like ++ [key informant mentions the name of Case 4] when you go around you will see...”</td>
</tr>
<tr>
<td>Liquid Waste Recycle/treatment</td>
<td>Pre-treat liquid discharges before re-use disposing it</td>
<td>4</td>
<td>“...+++ for the liquid waste, we have a chamber here that all waste coming from the kitchen goes into and there is a mechanism that traps the oil from the liquid and it's cleaned every week on Friday before it is realized into the drains...” CASE 3 (3-STAR HOTEL)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Procurement Plan</td>
<td>Green Supply Awareness</td>
<td>Suppliers of products to the facility are aware of the essence eco-friendly products</td>
<td>1</td>
<td>“...Oh yeah, we sometimes encourage our suppliers to bring durable products which will last longer. +++Some time ago we had a meeting</td>
<td></td>
</tr>
<tr>
<td>Purchase durable Products</td>
<td>Management the purchase of long lasting products</td>
<td>2</td>
<td>“… Even though we look at cost reduction, we try looking products that can last longer so that we don’t have to dispose them off quickly. Like less use of plastic materials here in this hotel…” CASE 1 (2-STAR HOTEL)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------------------------</td>
<td>---</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>“…We also have a plan where we buy of products that are eco-friendly. So, we buy items that are reusable other than disposable ones…” CASE 4 (4-STAR HOTEL)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Table 3.6. A Thematic Framework – Green Business Practice

Global themes are detailed from left to right; contributing organizing and basic themes are stated on each row. Basic themes are operationally defined as communicated by respondents and the frequency of basic themes with sample text quotes text stated in order.

<table>
<thead>
<tr>
<th>Global theme</th>
<th>Organizing theme</th>
<th>Basic theme</th>
<th>Definition</th>
<th>Frequency</th>
<th>Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Business Practices</td>
<td>Water Management and Rationalization</td>
<td>Water Recycling</td>
<td>Pre-treat water for reuse or discharge into drains</td>
<td>4</td>
<td>“...We also recycle our waste water. We have a treatment plant which we use to water our lawns and gardens. So about 80% of our lawns are watered by the treated water...” CASE 4 (4-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“...+++ I think I mentioned it earlier on that we treat our liquid waste and that is what we use in watering our lawns and gardens ...” CASE 4 (4-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“...for the liquid waste, we have a chamber here that all waste coming from the kitchen goes into and there is a mechanism that traps the oil from the liquid and it's cleaned every week on Friday ...” CASE 3 (3-STAR HOTEL)</td>
</tr>
</tbody>
</table>
| Water Saving Devices/approaches | The use of efficient water consumption devices and actions which minimizes the use of water. | 7 | “I know [case 1] treat their liquid waste for their gardens…” K.2

“…they've dug a well there and I think that's what they use in watering the garden…” CASE 1 (2-STAR HOTEL)

“…that the kitchen does is that they have a basin they fetch water from so they hardly use the tap and the laundry has a basin as well…” CASE 1 (2-STAR HOTEL)

“…We don’t do our laundry here +++ we give it to other company to do them for us at a fee. It is helping because it doesn’t affect our water bills…” CASE 1 (2-STAR HOTEL)

“…our laundry is done outside the hotel, a facility owned by the hotel but not here in the hotel…” CASE 3 (3-STAR HOTEL)

“…we have water sensors in the washrooms. We also have low, medium and high flush WC's. Located especially in the guest rooms…” CASE 3 (3-STAR HOTEL)

“…Yes! We have the self-close taps and for the toilets we have the single and double false water closest…” CASE 4 (4-STAR HOTEL) |
<table>
<thead>
<tr>
<th>Staff training/Moral Suasion</th>
<th>Educating and sensitizing staff and guest on water management and rationalization</th>
<th>5</th>
<th>“...staff undergo any training concerning the re-use of towels...” CASE 3 (3-STAR HOTEL)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>“...yes, upon request, and we also go around to check. There's something we call holy care. Where individuals go around to check if everything is up to standard...” CASE 3 (3-STAR HOTEL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>“.... +++Okay for both staff and guest we have handbills, notices etc. that shows the need to conserve water especially in the kitchen. This is because that is where a lot of consumption comes from. And sometimes anybody caught will be discipline. Maybe we can cut your salary or doing something to inform...”</td>
</tr>
</tbody>
</table>

“...for water we dug borehole and we were having problem with the treatment. Soon we realized the volume of water that was being produced was not enough so we moved from using a two ton and decided to buy a 6 ton and as at now the borehole is not in use. We take water from the Ghana water company where the water is being stored in an underground storage, so we don’t buy water from tanks...” CASE 3 (3-STAR HOTEL)
<table>
<thead>
<tr>
<th>Waste Generation and Management</th>
<th>Solid Waste management</th>
<th>Regular clean-up exercise, and separation of paper, organic and plastics at source, refrigeration to avoid quick decomposition.</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>the others. ...” CASE 3 (3-STAR HOTEL)</td>
<td>“.... But what we did recently was to have a committee...a utility committee where we put stickers around the facility sensitizing workers on the need to conserve water usage. Some statements such as “save water”, “don’t leave taps running”, “observe water conservation in the kitchen.... etc.” CASE 4 (4-STAR HOTEL)</td>
<td>“...Yes. When the bills come sometimes, I call a meeting and show it to them. They see how expensive water bill is becoming and I can see they are advising themselves because if you don’t do that your salary might not come on time.” CASE 1 (2-STAR HOTEL)</td>
<td></td>
</tr>
<tr>
<td>“... And with some of them, those waste that has to be refrigerated they put them in cold rooms. This is to avoid quick decomposition and also make it easy for the companies who use the solid waste for other purposes...K.2</td>
<td>“... the tourism people don’t want to come around find waste behind the hotel. So, every day we dispose them of. This is a hotel and having waste around puts some of the foreigners of...” CASE 1 (2-STAR HOTEL)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
“…. before one of the staff member closes, she makes sure the whole place is tidy, she gathers the waste and dumps it in the main dustbin outside and every day at 5 o’clock pm, PM, waste truck comes for it…” CASE 1 (2-STAR HOTEL)

“… We have this small small cans the zoom lion people who come for the waste twice in a week” CASE 2 (2-STAR HOTEL)

“… All our waste especially those from the kitchen are given the zoom lion people …” CASE 3 (3-STAR HOTEL)

“… We are looking at starting a compost using the solid organic waste which would be used to fertilize our flowers and lawns and garden. Is just that we have not started we are looking at starting this year. It is still in our books…” CASE 4 (4-STAR HOTEL)

“… It looks at how waste is generated and managed from the kitchen, the rooms etc. We do segregation of waste here. But unfortunately, they carry
“...It looks at how waste is generated and managed from the kitchen, the rooms etc. We do segregation of waste here. But unfortunately, they carry everything away they sum everything together...” CASE 4 (4-STAR HOTEL)

“...Yes, we try. But like I said when they come for the waste they sum everything together and this sometimes de-motivates the staff. But in the kitchen like this we try doing some segregation there but when they come for it they sum everything up...” CASE 4 (4-STAR HOTEL)

“...Yes, we do separate waste here. Specially the plastics. We sell it to some people too...” CASE 1 (2-STAR HOTEL)

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>Liquid Waste/Pre-treatment</td>
<td>Pre-treat liquid discharges before re-sue or disposing it</td>
<td>4</td>
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</table>

“...for the liquid waste, we have a chamber here that all waste coming from the kitchen goes into and there is a mechanism that traps the oil from the liquid and it's cleaned every week on Friday before it is realized into the drains...” CASE 3 (3-STAR HOTEL)
from the kitchen goes into and there is a mechanism that traps the oil from the liquid and it's cleaned every week on Friday…CASE 3 (3-STAR HOTEL)”

“… We also recycle our waste water. We have a treatment plant which we use to water our lawns and gardens. So about 80% of our lawns are watered by the treated water…CASE 4 (4-STAR HOTEL)

“…. Most of the 4-5 star hotels have liquid waste treatment plants than the small ones”

<table>
<thead>
<tr>
<th>Electronic Communication</th>
<th>Uses emails and phones for in-house communication</th>
<th>1</th>
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</thead>
<tbody>
<tr>
<td>“… Everything here is electronic. We hardly use paper for communication. We do it via company emails and telephones. You see paper is expensive but on a more serious note it generates a lot of waste. …” CASE 3 (3-STAR HOTEL)</td>
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<table>
<thead>
<tr>
<th>Energy Efficiency and Economy</th>
<th>Renewable Energy Programmes</th>
<th>The use of other alternative energy sources such as solar</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>“…mummmm we have a generator that saves as a backup. So are looking at starting with solar but we have not started yet. Electricity is one of the major concerns of this hotel. The bills are very high. We are seriously considering solar but the thing is the initial cost…” CASE 4 (4-STAR HOTEL)</td>
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<tr>
<td>Energy-efficient Devices</td>
<td>The use of low consuming energy bulbs such as LED, in-room energy management systems such as key cards.</td>
<td>5</td>
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</tbody>
</table>

“...yes, we've done some solar installation for part of the reception. The air conditioning for the reception are powered by solar energy, and also the restaurant and some of the halls are powered by the solar energy...” CASE 3 (3-STAR HOTEL)

“...Yeah we have quite a combination. We still have some of the mercury.... And most of what we call the energy saver. But gradually because of the cost, we are replacing small small with LED. We wanted to replace all at a goal but the cost was not easy....” CASE 4 (4-STAR HOTEL)

“...yes, even with our lighting system, at first, we were using halogen, then we changed to energy saving and now we are changing them to LED...” CASE 3 (3-STAR HOTEL)

“We do have energy saving bulbs...” CASE 1 (2-STAR HOTEL)

“+++we have is the key cards. Where the lights and refrigerator are connected to the card, but the air conditioning is not on the card. It used to but guest were complaining that their rooms get hot after they return.
<table>
<thead>
<tr>
<th>Maintenance and Energy Economy</th>
<th>Pro-activeness in fault repairs and energy economization</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;We had to oblige because the customer in a hotel is very important&quot; CASE 3 (3-STAR HOTEL)</td>
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<tr>
<td>“They have complained several times that they put their food, drinks and drugs in the refrigerator so we should exclude it from the key card”. CASE 4 (4-STAR HOTEL)</td>
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<tr>
<td>&quot;... always turn off your lights when your guests are not around…” CASE 1 (2-STAR HOTEL)</td>
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<tr>
<td>“...And again, we regularly deforest our refrigerator. That also saves a lot of electric consumption…” CASE 1 (2-STAR HOTEL)</td>
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<tr>
<td>“.... We don’t use electricity in cooling. We use gas. And we have the grilling machine that uses charcoal to grill meat…” CASE 1 (2-STAR HOTEL)</td>
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<tr>
<td>“We don’t use many freezers. We use the walking. The very big one where everything is housed in them. This is to in a way minimize the consumption of energy. As for utensils and the cookers</td>
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</table>
I cannot say much about that…”
CASE 3 (3-STAR HOTEL)
“…Many of the lights during the day are turn off…” CASE 4 (4-STAR HOTEL)

“… ideally, the air condition is supposed to be turned on at the reception and here, but because of the bill coming in we have to turn it off in the afternoon. And yes, the staff are helping to conserve because at the end of the day salaries have to be paid with the same money…” CASE 1 (2-STAR HOTEL)

: Yes. It is not easy but we have to do it. If you pay electricity bills like 10,000 cedi’s a month for this small place, what do you have to do? +++ [ a sad and worried gesture] CASE 2 (2-STAR HOTEL)
Appendix 8: A Thematic Network for Driver of Green Practices in Hotels

<table>
<thead>
<tr>
<th>Global theme</th>
<th>Organizing theme</th>
<th>Basic theme</th>
<th>Definition</th>
<th>Frequency</th>
<th>Quotes</th>
</tr>
</thead>
</table>
| Motivating Factors for adopting green business practices | Cost Saving/Operational Efficiency | High operational Cost | The increase in electricity, waste and other costs in hotels               | 4         | “I would say to reduce cost, because you can imagine a small hotel like us paying sixteen thousand cedi’s a month for utilities, you should ask me how many guests are we going to get in a month to pay this debt. And E.C.G is not the only organization we are paying, we pay PETRA, we pay SNITT and we pay GRA. It's not easy running a hotel like this…” CASE 1 (2-STAR HOTEL) “…. yes, during the day we put most of our appliances off, especially when there are no guests here, during the we put our air conditioning off because we don't want our bills to go up. So mostly during the days I open windows to get fresh air or on days when it's very hot, I turn on the fan because the Air condition consumes more electricity than the fan. So, you realize that on months when we don't have too many guests, our bill is
<table>
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<tr>
<th>Guest Wastage</th>
<th>In ability to exert control over guest use of energy</th>
<th>2</th>
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</table>

“Because we do not have that keycard some the of the guest use the energy anyhow? Last time a guest left the heating on 24 hours. They don’t off it. As for them what they need is hot water. You should have come to see this place it nearly got burnt. This our African mentality especially Nigerians and Indians crazy people” **CASE 2 (2-STAR HOTEL)**

“but with the guest the problem is most of them leave the rooms for conferences and return later in the evening but do not turn off the air conditioners and televisions off before they leave. Some guest also does not leave the keys at the

“... with waste management zoom lion managed our waste till early this year when we switched to another company because we realized their charges was too much compared to other companies. ” **CASE 4 (4-STAR HOTEL)**

“I think originally it would be cost. The bills are going up and up and up...” **CASE 4 (4-STAR HOTEL)**

“usually very low.” **CASE 1 (2-STAR HOTEL)**
<table>
<thead>
<tr>
<th>Regulatory Compliance</th>
<th>Regularly visits</th>
<th>Frequent visits by authorities to inspect the facility</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>“...the thing has been divided into areas and for the la Dade kotopong area, the NADMO and EPA come here very often...they check our surroundings, our certificate, fire extinguishers and everything else just like NADMO. And for NADMO their concern is the safety of the surrounding. They check the exits, fire extinguishers, expiry dates and also teach individuals how to operate certain things. So, we are always on guard...” CASE 1 (2-STAR HOTEL)</td>
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<td></td>
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<td>“…they sometimes ask some questions concerning the staff, the kitchen, and the environment of the hotel. The last time they came here they told me that the front here is dirty so I have to clean it. And then they will call you that your renewal certificate is ready so bring 1000 cedis and come for it. That all!” CASE 2 (2-STAR HOTEL)</td>
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<td></td>
<td></td>
<td>“no, they just come, because if they give us information before</td>
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</table>

reception making it difficult for room attendants to enter and put these things off. And the guest is always right so you can’t confront them” CASE 1 (2-STAR HOTEL)
they come by all means we would prepare for them. And with Holiday Inn there’s an international organization which also own other hotels who come to inspect our facility every year…” CASE 3 (3-STAR HOTEL)

“…But recently the EPA is also checking to see how we are disposing waste whether we are recycling. So, they also check. I think from the beginning it was the reduction of cost that was the brain behind the implementation of the sewage treatment facility. But then EPA also have some influence…” CASE 4 (4-STAR HOTEL)

“…We do regular checks to see if they [hotels] are abiding by tenents in the EIA and EMP. If you look at my ID card, I’m allowed to enter any organization if I suspect something fisher…” K.2

<table>
<thead>
<tr>
<th>Competitive Advantage</th>
<th>Marketing</th>
<th>Marketing was defined as the ability to create an environmental niche in the accommodation market</th>
<th>4</th>
</tr>
</thead>
</table>
| University of Ghana http://ugspace.ug.edu.gh
| Case 1 (2-Star Hotel) | "...And if are able to do the solar, we can use it for marketing. And most of whites prefer such things...+++ it might increase the number of foreign guests who come around" |
| Case 2 (2-Star Hotel) | "...More customers will come to a place that is very clean and less harmful...” |
| Case 4 (4-Star Hotel) | "...So far in Accra, together with [mentions the name of another hotel in the municipality], I have not seen any hotel investing in this form of waste treatment Plant ++ and this is a plus to us” |

| Reputation/Moral Obligation | The quest to protect the image of the facility and the environment | 4 | "...You see for their business, they cannot afford odor in their surroundings. You will get a bad
name and that’s the end of you...” K.2
“...You know, it’s not so common in the Ghanaian market. But for the whites they really look for these green things a lot...” CASE 3 (3-STAR HOTEL)

“...You see people will not be willing to work for you when the environment very dangerous. So, we try to keep this place safe especially for our staff...” CASE 4 (4-STAR HOTEL)

“...We also want to contribute our quota towards protection the environment. Assuming you came and this place is smelling will you book a room? So, it is very crucial for us in business and as our social responsibility...” CASE 3 (3-STAR HOTEL)
### Appendix 9: Green Business Practices- Coding Frequency Table

<table>
<thead>
<tr>
<th>Themes</th>
<th>Respondents</th>
<th>Case 1 (2-star)</th>
<th>Case 2 (2-star)</th>
<th>Case 3 (3-star)</th>
<th>Case 4 (4-star)</th>
<th>K1</th>
<th>K2</th>
<th>Total</th>
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<tbody>
<tr>
<td>Green Business Practice</td>
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<td>Water Management and Rationing</td>
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<td>Staff training/Moral Suasion</td>
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<td>Electronic Communication</td>
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<td>Energy Efficient and Economy</td>
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<td>Energy-efficient Light Bulbs</td>
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<td>Maintenance and Energy Economy</td>
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<td>Staff Training and Moral Suasion</td>
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</table>
Appendix 10: Drivers of Green Business Practices- Coding Frequency

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Case 1 (2-star)</th>
<th>Case 2 (2-star)</th>
<th>Case 3 (3-star)</th>
<th>Case 4 (4-star)</th>
<th>K1</th>
<th>K2</th>
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<td>Cost Saving/ Operational Efficiency</td>
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