

**CORPORATE SOCIAL RESPONSIBILITY OF PRIVATE GAME
RESERVES IN THE EASTERN CAPE PROVINCE**

A thesis submitted in fulfilment of the requirements for the degree of

MASTER OF COMMERCE

Department of Management

RHODES UNIVERSITY

By

AMINA SADIQ MOTALA

RESEARCH SUPERVISOR: Professor L. Louw

DECEMBER 2010

ABSTRACT

The primary aim of this research study was to determine the current state of practice of corporate social responsibility (CSR) within the ecotourism based private game reserve (PGR) industry in the Eastern Cape Province of South Africa. According to Carroll (1991) four kinds of responsibilities constitute total CSR, namely economic, legal, ethical and philanthropic responsibilities. Given the context of this research a fifth responsibility concerning environmental responsibilities was added to Carroll's (1991) pyramid of CSR.

A descriptive and illustrative case study approach, within the phenomenological research paradigm, was used for the purpose of this research. The unit of analysis is the Indalo group, the Association of Eastern Cape Private Game Reserves, made up of 12 ecotourism based PGRs. As the current research focused on eight of the twelve PGRs a multiple case study was employed. To give effect to the aim a number of research objectives were identified. Firstly to describe and assess the current practice in implementing CSR within the ecotourism based PGR industry in the Eastern Cape Province. Secondly, to assess and evaluate the involvement of ecotourism based PGRs in the Eastern Cape Province in each of the five responsibilities comprising CSR. Thirdly, to identify the challenges faced by ecotourism based PGRs in the Eastern Cape Province with regard to the implementation of CSR initiatives. Lastly to provide pertinent conclusions and recommendations with regard to CSR strategies within the ecotourism based PGR industry in the Eastern Cape Province.

Data were collected by means of in-depth interviews with the managers of each reserve. In addition the researcher conducted focus interviews with administrative employees at each of the member reserves of the Indalo group. Additionally the managers of each reserve were requested to respond to a structured five point Likert scale questionnaire based on the research by Aupperle, Carroll and Hatfield (1985).

This research study found that the current practice at the Indalo group is towards a strategic, long term approach to CSR that aids in the development of a 'sustainable organisation.' The aspect of 'empowerment' emerged as the essence of the current practice of CSR of the Indalo group. Based on the current practice it was concluded that the Indalo group is actively involved in the specific components of CSR namely, environmental, economic, legal, ethical and philanthropic responsibilities. With regard to the environmental responsibilities it was

concluded that the environment is the foundation upon which all other components of CSR rest. In addition it was concluded that the economic responsibilities, if managed well, are key to unlocking the CSR potential of a reserve as well as ensuring widespread economic development. In terms of the legal and ethical responsibilities it was concluded that tourism policies both at the national and international level have not aided in the development of a CSR agenda of the Indalo group. Furthermore managers of the reserves have been instrumental in cultivating their own legal culture of CSR based on their experience in the tourism industry and their ethical stances. In terms of the philanthropic responsibilities it can be concluded that charitable activities that are long term and strategic in nature allow for direct and indirect benefits to all parties involved. Overall, it can further be concluded that despite Hudson and Miller's (2005:5) view that the "tourism industry is well behind other industries in terms of CSR" the Indalo group is moving forward in terms of rooting CSR into their everyday operations.

ACKNOWLEDGEMENTS

The successful completion of this research would not have been possible without the support and encouragement of others. I sincerely thank all who made a contribution to this research study. In particular, I would like to express my sincere gratitude and appreciation to the following:

- Professor Lynette Louw, my supervisor and mentor, for instilling confidence in me and whose enthusiasm for my work was a constant motivation. Without her insightful feedback, constructive research guidance, constant support and encouragement throughout this research study, it would not have been such a rewarding experience. I am especially grateful to her for granting me the opportunity to attend the GIRA Conference in Lisbon, Portugal and ensuring my first international conference was a successful one. Her passion for research has fuelled my love for it.
- The unnamed Indalo group managers and staff who gave up their time so generously in collaborating with me during this study.
- Dr. Claude Mayer, for her invaluable knowledge and advice regarding qualitative research methodology.
- The National Research Foundation (NRF) and Dr. Francois Lategan for financial assistance.
- The staff in the Management Department, who created the space for me to work on this study and for their continuous encouragement.
- My friends, for all the wonderful memories in addition to their genuine concern and encouragement.
- Zubair Adam, for his unerring understanding and support.
- My brother and sisters for their sincere interest and continuous emotional support throughout my years of study.
- My parents, Sadiq and Jamila Motala, for their never ending love, support and faith in me; who instilled in me the value of education and lovingly sacrificed so much for so long to see that I get the best possible.
- My Creator, without whom nothing would be possible. Alhumdulillah.

TABLE OF CONTENTS

	PAGE
CHAPTER 1: INTRODUCTION	
1.1 INTRODUCTION	1
1.2 RESEARCH PURPOSE AND OBJECTIVES	3
1.3 RESEARCH DESIGN AND METHODOLOGY	4
1.4 DELIMITATION OF THE CURRENT RESEARCH	6
1.5 STRUCTURE OF THE THESIS	6
<hr/>	
CHAPTER 2: CORPORATE SOCIAL RESPONSIBILITY	
2.1 INTRODUCTION	8
2.2 CONCEPTUALISATION OF CORPORATE SOCIAL RESPONSIBILITY	8
2.2.1 Sustainable Development	9
2.2.2 Triple Bottom Line	11
2.2.3 Corporate Social Investment	12
2.3 ARGUMENTS FOR AND AGAINST CORPORATE SOCIAL RESPONSIBILITY	13
2.3.1 Major Arguments in favour of Corporate Social Responsibility	14
2.3.2 Major Arguments against Corporate Social Responsibility	16
2.3.3 Summary of Arguments for and against Corporate Social Responsibility	17
2.4 CORPORATE SOCIAL RESPONSIBILITY IN SOUTH AFRICA	18
2.4.1 Pre-democracy Era	18
2.4.2 The Decade of Democracy	19
2.4.3 Contemporary Corporate Social Responsibility Era	21
2.5 CORPORATE SOCIAL RESPONSIBILITY IN THE TOURISM INDUSTRY IN SOUTH AFRICA	23
2.5.1 Ecotourism and CSR in South Africa	24
2.6 SUMMARY	26
<hr/>	

CHAPTER 3: CORPORATE SOCIAL RESPONSIBILITY IN THE ECOTOURISM BASED PRIVATE GAME RESERVES IN THE EASTERN CAPE PROVINCE

3. 1 INTRODUCTION	27
3.1 CARROLL'S PYRAMID OF CORPORATE SOCIAL RESPONSIBILITY	27
3.1.1 Arguments for and Limitations of Carroll's Pyramid of Corporate Social Responsibility	30
3.2 ENVIRONMENTAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS	33
3.3 ECONOMIC RESPONSIBILITIES OF ECOTOURISM BASED PGRS	35
3.4 LEGAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS	41
3.5 ETHICAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS	46
3.6 PHILANTHROPIC RESPONSIBILITIES OF ECOTOURISM BASED PGRS	49
3.7 SUMMARY	51

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION	52
4.2 THE RESEARCH PARADIGM	53
4.2.1 Phenomenological Paradigm	54
4.3 TYPE OF RESEARCH METHODOLOGY	56
4.3.1 Case Study Approach	57
4.4 DATA COLLECTION	58
4.4.1 Sample and Sampling Procedure	58
4.4.1.1 Description of the Private Game Reserves	59
4.4.2 Data Collection Methods	61
4.4.2.1 Interviews	62
4.4.2.2 Questionnaires	65
4.5 DATA ANALYSIS	69
4.5.1 The Transcription Process	69
4.5.2 Qualitative Content Analysis	70
4.5.3 Questionnaire Analysis	73
4.6 QUALITATIVE QUALITY CRITERIA	74
4.7 ETHICAL CONSIDERATIONS	76
4.8 LIMITATIONS OF THE RESEARCH METHODOLOGY	77

CHAPTER 5: FINDINGS AND DISCUSSION

5.1	INTRODUCTION	79
5.2	CURRENT PRACTICE IN IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES	81
5.2.1	The Meaning of CSR to Managers	81
5.2.2	Importance of CSR Activities to Managers	82
5.2.3	Empowerment through CSR	84
5.2.4	Summary of the Current CSR Practice of the Indalo Group	86
5.3	THE CORPORATE SOCIAL RESPONSIBILITY OF ECOTOURISM BASED PRIVATE GAME RESERVES	87
5.3.1	Environmental Responsibilities	87
5.3.1.1	The Importance of the Environment	88
5.3.1.2	The Ecosystem, Biodiversity and Landscapes	89
5.3.1.3	Conserving Resources and Reducing Pollution	91
5.3.1.4	Environmental Education	92
5.3.1.5	Summary of the Environmental Responsibilities of the Indalo Group	96
5.3.2	Economic Responsibilities	97
5.3.2.1	Competitive Advantage of the Reserves	99
5.3.2.2	Establishment of Local Linkages	102
5.3.2.3	Summary of the Economic Responsibilities of the Indalo Group	110
5.3.3	Legal and Ethical Responsibilities	111
5.3.3.1	Tourism Policies	115
5.3.3.2	Broad Based Black Economic Empowerment	116
5.3.3.3	Health and Safety	119
5.3.3.4	Grievance Procedures	123
5.3.3.5	Code of Ethics	126
5.3.3.6	Summary of Legal and Ethical Responsibilities of the Indalo Group	127
5.3.4	Philanthropic Responsibilities	128
5.3.4.1	Sponsorship of Extramural Activities.	131
5.3.4.2	Sponsorship of Educational Activities	132
5.3.4.3	The Guest Experience	132

5.3.4.4	Summary of Philanthropic Responsibilities of the Indalo Group	133
5.4	CHALLENGES FACED IN FULFILLING CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES	134
5.4.1	Summary of the Challenges Faced in Fulfilling CSR Activities	138
5.5	SUMMARY	138

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1	INTRODUCTION	139
6.2	SUMMARY OF THE MAIN FINDINGS	140
6.2.1	Current Practice in Corporate Social Responsibility	141
6.2.2	Involvement in the Five Responsibilities of CSR	143
6.2.2.1	Environmental Responsibilities	144
6.2.2.2	Economic Responsibilities	145
6.2.2.3	Legal and Ethical Responsibilities	147
6.2.2.4	Philanthropic Responsibilities	148
6.2.3	Challenges in Fulfilling CSR Activities	150
6.3	LIMITATIONS OF THE CURRENT RESEARCH	151
6.4	RECOMMENDATIONS	151
6.5	THE VALUE OF THE CURRENT RESEARCH	152

	REFERENCES	154
	APPENDIX A	169
	APPENDIX B	172
	APPENDIX C	173
	APPENDIX D	175

LIST OF FIGURES

	PAGE
Figure 2.1: The Relationship between CSR, Sustainable Tourism and Ecotourism	25
Figure 3.1: The Pyramid of Corporate Social Responsibility	28
Figure 3.2: The Five Components of CSR Framework	32
Figure 3.3: The Economic Contribution of Ecotourism Based PGRs	38
Figure 4.1: Data Collection Process	68

LIST OF TABLES

Table 2.1: Major Arguments in Favour of Corporate Social Responsibility	15
Table 2.2: Major Arguments against Corporate Social Responsibility	17
Table 2.3: Benefits of Public-Private Partnerships	20
Table 3.1: The Environmental Responsibilities of an Ecotourism Based PGR	34
Table 3.2: Summary of the Responsible Tourism Guidelines for South Africa	43
Table 3.3: Summary of South African Tourism Certification Schemes	44
Table 3.4: Ethical Criteria for Tourism Organisations	48
Table 4.1: Alternative Terms for the Main Research Paradigms	54
Table 4.2: Features of the Two Main Paradigms	54
Table 4.3: Methodological Assumptions of the Main Paradigms	56
Table 4.4: Number of Respondents	60
Table 4.5: Interviewees of Each of the Five PGRs	63
Table 4.6: Corporate Social Responsibility Constructs and Questionnaire Statements	66
Table 5.1: Economic Responsibilities (n=5)	97
Table 5.2: Legal Responsibilities (n=5)	111
Table 5.3: Ethical Responsibilities (n=5)	113
Table 5.4: Philanthropic Responsibilities (n=5)	129

CHAPTER 1 INTRODUCTION

1.1 INTRODUCTION

In 2008 international tourist arrivals in South Africa amounted to 9.5 million (Africa News, 2009:1). According to Jooste (2009:1) and Africa News (2009:1), this figure represents the highest tourist figure recorded yet in South Africa. As compared with South Africa's 2007 figure this reflected an increase in international tourist arrivals of 5.5 percent (Africa News, 2009:1). In addition domestic tourism increased by 9.4 percent between the years 2007 and 2008 (South African Tourism, 2009:2).

Based on the above information it is evident that tourism is an increasing phenomenon in South Africa. The growth in South Africa's tourism industry may be attributed to, inter alia, the country's diversity in terms of its climate, culture, tourist activities and infrastructure (SAInfo, 2009:1). South Africa caters for every tourism niche, ranging from business, eco- and cultural tourism through to adventure and sport tourism (SAInfo, 2009:1). Ecotourism is currently regarded as the most popular tourist attraction (SAInfo, 2009:1) and has been defined as "responsible travel to natural areas that conserves the environment and improves the well-being of local people" (The International Ecotourism Society (TIES), 2010:1). Three main elements seem to be commonly part of ecotourism, namely that it is concerned with environmental conservation, meaningful community participation and it is both profitable and self-sustaining (Mader, 2009:1).

In this regard South Africa is home to renowned national parks as well as a number of ecotourism based, private game reserves (PGRs) all offering excellent wildlife and bird watching, as well as community participation, whilst aiming to conserve the biologically diverse environment in which they operate (SAInfo, 2009:1). In its widest sense, a game reserve implies all activities on "a large area of land where birds or animals are kept in protected conditions in the wild either for conservation purposes or to be hunted for sport" (Encarta, 2008:1). More specifically ecotourism based PGRs are privately owned natural areas where tourism serves as the primary business activity, rather than hunting or some other

land use (Sims-Castely, Kerley, Geach and Langholz, 2005:6), and where utilisation is non-consumptive and tourism orientated.

The ecotourism based PGRs contribute significantly to the Eastern Cape economy with the reserves contributing in excess of \$11.3 million to the regional economy per year (Sims-Castely *et al.*, 2005:6). Game reserves, in general, are recognised as one of the most important and fastest growing economic activities in the Eastern Cape Province (Van Niekerk, 2003: 1; Van Niekerk, 2006). Given the emerging importance of game reserves as well as the ecotourism based PGRs in the Eastern Cape, from both an economic and tourism perspective, long term sustainability has become a critical consideration, and in particular private protected areas have recently emerged as innovative and powerful engines for sustainable development (De Alessi, 2005; Krug, 2001; Langholz and Lassoie, 2001, cited in Langholz and Kerley, 2006:2).

Sustainable development has been defined as development that meets the needs of the present while protecting and enhancing opportunities for the future (Mirchandani and Ikerd, 2008:40; United Nations General Assembly, 1987). Sustainable development is a concept that is closely related to corporate social responsibility (CSR). Corporate social responsibility is “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large” (The World Business Council for Sustainable Development, 2009:1). CSR has been recognized as a sustainable paradigm in the tourism industry in terms of the concept of sustainable tourism (Dodds and Joppe, 2005:9).

Sustainable tourism embraces all segments of the industry, including ecotourism, with guidelines and criteria that seek to reduce environmental impacts, sustain the well-being of local people and improve tourism’s contribution to sustainable development and environmental conservation (The Sustainable Tourism Gateway, 2009: 1). According to Fraser (2005), Rodwell (2006) and Dodds and Joppe (2005) (cited in Billington, Cadoppi and Carter, 2006:18), the definition of CSR and sustainable tourism share similar principles and elements, in that both concentrate on identifying and engaging stakeholders and assuring forethought on how their actions impact others.

It has been suggested that privately owned conserved areas can engage in CSR initiatives by protecting biodiversity, succeeding financially and contributing to social upliftment (Mitchell, 2006; Kramer, Langholz and Salafsky, 2002, cited in Langholz and Kerley, 2006:2). The assertion is that ecotourism based PGRs in the Eastern Cape have both the means and the skills to play a major role in social upliftment by engaging in CSR activities. Despite the unemployment rate of 25.2 percent in the Eastern Cape (National Development Agency, 2009:1), the province remains the second major beneficiary of domestic tourism (Ministry of Tourism, 2009). For this reason the ecotourism industry in the Eastern Cape has the potential of contributing towards combating the province's high unemployment rate (National Development Agency, 2009:1). The importance of this research is further exemplified by Langholz and Kerley (2006:2) who contend that information regarding the contribution that private protected areas, in particular ecotourism based PGRs, make through socially responsible initiatives in the Eastern Cape is acute.

1.2 RESEARCH PURPOSE AND OBJECTIVES

Given the economic, social and environmental importance of ecotourism based PGRs in South Africa and, in particular the Eastern Cape Province, the primary aim of this research is to determine the current state of practice of CSR within the ecotourism based PGR industry in the Eastern Cape Province. The current CSR practices will be described and assessed in terms of five types of CSR responsibilities, namely the environmental, economic, legal, ethical and philanthropic. In this regard Carroll's pyramid of CSR is a widely recognised framework and has been used to determine the CSR activities in the mining industry (Viviers and Boudler, 2008), as well as in the Small, Medium and Micro Enterprise (SMME) industry in South Africa (Viviers and Venter, 2005). However Carroll's pyramid of CSR has not yet been applied in the tourism industry in South Africa and the fifth responsibility namely, environmental, was included for the purpose of this research.

The focus of this research is on ecotourism based PGRs in the Eastern Cape, namely the Indalo group which consists of 12 member reserves forming the Association of Eastern Cape Private Game Reserves.

More specifically, to achieve the primary aim of this research the following objectives have been formulated, namely to:

- describe and assess the current practice in implementing CSR within the ecotourism based PGR industry in the Eastern Cape Province
- assess and evaluate the involvement of ecotourism based PGRs in the Eastern Cape Province in each of the five responsibilities comprising CSR
- identify the challenges faced by ecotourism based PGRs in the Eastern Cape Province with regard to the implementation of CSR initiatives
- provide pertinent conclusions and recommendations with regard to CSR strategies within the ecotourism based PGR industry in the Eastern Cape Province

1.3 RESEARCH DESIGN AND METHODOLOGY

A case study approach, which is located within the phenomenological research paradigm, was used for the purpose of this research (Collis and Hussey, 2003:66). The unit of analysis is the Indalo group, the Association of Eastern Cape Private Game Reserves, which is made up of 12 ecotourism based PGRs. As the current research focused on eight of the 12 PGRs, a multiple case study approach was used. The researcher used a combination of a descriptive and an illustrative case study design where the research attempts to cover the depth and scope of the case under study as well as to illustrate new and possibly innovative practices adopted by the Indalo group (Collis and Hussey, 2003:68).

Data were collected by means of in-depth interviews with the managers of each reserve. In addition the researcher conducted focus interviews with administrative employees at each of the eight member reserves of the Indalo group. The structure of the in-depth and focus interviews included semi-structured questions pertaining to personal data, general questions about the game reserves, and research questions pertaining to the economic, legal, ethical, philanthropic and environmental aspects of CSR as well as questions regarding the current practice of CSR and the challenges faced in fulfilling CSR activities. The formulation of these questions drew on previous research by Aupperle, Carroll and Hatfield (1985), the European Commission Directorate General for Enterprise (2009), the Partnership for Global Sustainable Tourism Criteria (2009), the National Responsible Tourism Guidelines

(Department of Environmental Affairs and Tourism (DEAT), 2002), as well as research by Langholz and Kerley (2006), and Snowball and Antrobus (2008). Additionally the managers of each reserve were requested to respond to a structured five point Likert scale questionnaire based on the research by Aupperle *et al.*, (1985) adapted to the South African context by Viviers and Venter (2005). The Indalo group Chairperson agreed to facilitate the data collection process by establishing the initial contact between the PGR managers and the researcher. The Indalo group members indicated their willingness to voluntarily participate in this research.

The researcher analysed the data using content analysis which is “a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use” (Krippendorff, 2004:18). The analysis was supported by NVivo Version (V) 8, a qualitative software program that aids in examining words or phrases within a wide range of texts and speech (QSR International Pty Ltd. Version 8, 2009).

In assessing the quality of the analysis, the four criteria for reliability as identified by Lincoln and Guba (1985, cited in Golafshani, 2003:602) were used, namely confirmability, credibility, transferability and trustworthiness. Furthermore the researcher obtained respondent validity for the analysis of qualitative data in order to increase the validity of the conclusions drawn (Collis and Hussey, 2003:279). The researcher aimed to strengthen both the reliability and validity of the research through the use of triangulation in method and data gathering as well as addressing the previously mentioned concepts pertaining to reliability.

Research ethical considerations such as voluntary participation, confidentiality, non-disclosure, anonymity and the use of research data were adhered to by the researcher. The research proposal and the research ethical aspects were discussed with and approved by the Chairperson of the Indalo group. The research complied with all ethical requirements of the Department of Management Human Research Ethics Committee.

1.4 DELIMITATION OF THE CURRENT RESEARCH

In selecting a research case, the Eastern Cape Parks and the Association of Eastern Cape Private Game Reserves, namely the Indalo group, were approached to participate in this research study. The Indalo group agreed to participate in this research.

Of the 32 private game reserves in the Eastern Cape Province (SA Venues, 2010:1), the Indalo group consists of twelve member reserves which all use wildlife-based ecotourism as their primary means of business. Even though the Indalo group member reserves vary in data provision, property size, and duration of operation, the data analyses were not negatively influenced because the analyses were done based on the Indalo group as a whole. These member reserves range in size from 3,200 hectares (ha) to 26,932 ha, with an average size of 11,661 ha and a median size of 6,893 ha (Langholz and Kerley, 2006:2). It was requested by the 2009 and 2010 Chairmen of the Indalo group that the current research should not distinguish between large PGRs (>17, 000 ha) and small PGRs (<6,500ha) and the practices employed by them. This was due to the fact that the reserves form part of the same association, the Indalo group.

For the sake of brevity all wildlife-based ecotourism PGRs constitute the ecotourism industry (Bosch, Tait and Venter, 2007:79), the focus of this research.

1.5 STRUCTURE OF THE THESIS

Chapter One serves as the introduction and orientation to the research, and therefore introduces the concepts discussed in the research. The importance of the research and the research objectives are also reflected in Chapter One.

Chapter Two will introduce the concept of CSR and explain the importance of CSR by identifying the arguments for and against it. In order to create a holistic perspective and further ground the research in the South African context, this Chapter describes the changing role of CSR in South Africa in three time periods, namely the pre-democracy era, the decade

of democracy and the present. Finally CSR in the tourism industry in South Africa is highlighted.

Chapter Three offers a theoretical overview of CSR with specific focus on Carroll's pyramid of CSR (Carroll, 1991). The Chapter discusses the five responsibilities of CSR, namely environmental, economic, ethical, legal and philanthropic responsibilities in relation to ecotourism based PGRs. Attention is also given to theory regarding the challenges faced by ecotourism based PGRs in fulfilling the responsibilities of CSR.

Chapter Four includes an overview of the research methodology adopted for the research. In this Chapter the phenomenological paradigm, research methodology, data collection methods and methods of analysis most appropriate to the current research are explained. The validity and reliability of the research is also discussed. Lastly, ethical considerations pertinent to this research are commented on.

Chapter Five focuses on the findings and discussion of the research findings. The data received from the interviews will be analysed and discussed by reflecting on the literature in Chapters Two and Three.

Chapter Six consists of the conclusions, limitations and recommendations of the research. In this Chapter the thesis will be summarised, comments on the limitations that the researcher experienced while conducting the research will be made., and recommendations pertaining to how ecotourism based PGRs can utilise CSR strategies in order to contribute to sustainable development with regard to the economic, environmental and social aspects of the business and wider community will be put forward.

CHAPTER 2

CORPORATE SOCIAL RESPONSIBILITY

2.1 INTRODUCTION

Organisations across the world have been placed under increasing pressure by various stakeholders to perform their business activities in a more socially responsible manner (Viviers and Boudler, 2008:5). This is also increasingly the case in South Africa. In order to be successful, organisations cannot exist as islands on their own as they form part of the society and community in which they operate (Frangialli, 2004:1). As such, organisations have to be “guided by moral and ethical principles and accept the social responsibilities that their positions demand” (Frangialli, 2004:1). This forms the essence of corporate social responsibility (CSR).

The purpose of this Chapter is to gain insight into the concept of CSR and the nature of CSR in general and within the South African tourism industry context. In particular the importance of CSR will be explained by providing the arguments for and against the concept. In order to create a holistic perspective and further ground the research in the South African context, the changing role of CSR in South Africa will be described in three time periods, namely the pre-democracy era, the decade of democracy and the present. Finally the role of CSR in the tourism industry in South Africa is highlighted.

2.2 CONCEPTUALISATION OF CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) refers to organisations’ “continuing commitment to behave ethically and contribute to economic development while improving the quality of life of both the workforce and their families as well as the local community and society at large” (World Business Council for Sustainable Development, 2009:1). CSR initiatives therefore relate to an organisation going beyond compliance and engaging in actions that appear to further some social good beyond the interests of the organisation and what is required by law (Kotler and Lee, 2005:3; McWilliams, Siegal and Wright, 2006:1). The concept of CSR has

been in existence since the early 1950s and has developed over time from a mere option available to business to a necessity (Viviers and Boudler, 2008:3).

The most comprehensive introduction to contemporary practices of CSR can be traced to 1953 with the publication of Bowen's book 'Social Responsibilities of the Businessman' (Carroll, 1979:497). Bowen's book marked the formal introduction of CSR as a concept in modern society. It is for this reason Carroll (1999:270) terms Bowen, the "Father of CSR." Bowen (1953, cited in Carroll, 1999:269) believed that organisations were vital centres of power and decision making and that the actions of these organisations touched the lives of citizens at many points. In his book Bowen refers to CSR as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (1953: 6, cited in Carroll, 1999:269), thereby setting forth an initial definition of the concept.

Since then the CSR field has grown significantly with a great proliferation of definitions, theories, approaches and terminologies (Garriga and Mele, 2004: 51). It is for this reason that Lantos (2001:595) describes CSR as a "fuzzy concept with unclear boundaries and debatable legitimacy." Carroll (1994: 14) characterised this situation as "an eclectic field with loose boundaries, multiple memberships, and differing training/perspectives; broadly rather than focused, multidisciplinary; wide breadth; brings in a wider range of literature; and interdisciplinary."

Furthermore CSR terminology varies within countries and between organisations (International Institute for Sustainable Development, 2004: 3; Hupperts, 2004:1). For example the related CSR concepts most commonly found in South Africa include inter alia sustainable development, the triple bottom line and corporate social investment (CSI) (Hupperts, 2004:1). In order to gain a clearer understanding of CSR in the South African context, these concepts will be discussed in the next Section.

2.2.1 Sustainable Development

The term "sustainable development" was popularised in 1987 by the United Nations Commission on Environment and Development through the Brundtland Report. The report,

entitled *Our Common Future*, produced the most widely accepted definition of sustainable development, namely "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Barlund, 2004-5:1). CSR has been used synonymously with sustainable development; however Ebner and Baumgartner (2006:13) argue that the terms should be used in their original semantic sense as using them synonymously can alter their original meaning. Ebner and Baumgartner (2006:13) point out that there is a trend to describe CSR as the umbrella term for sustainability issues.

Sustainable development, CSR and business ethics received a great deal of scholarly attention during the 1980s (Hamann, Kapelus and Ndlovu, 2010:55). Hamann *et al.* (2010:55) indicate that the increasingly mainstream and high-level expectation that organisations can and should contribute to sustainable development is best illustrated in the primary multilateral agreements on sustainable development and related issues. In this regard, it was argued at the 1992 Earth Summit in Rio de Janeiro, Brazil, that the policies and operations of organisations and industry can play a major role in reducing impacts on resource use and the environment (United Nations Department of Economic and Social Affairs, 2010:1). Furthermore the Earth Summit also called on business leaders to contribute decisively to sustainable development by changing their strategies and decisions (United Nations Department of Economic and Social Affairs, 2010:1). The 2002 World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa, had a broader agenda than the Rio Summit in 1992 and addressed various key issues, including: poverty, water quality and availability, cleaner energy, health, good governance, technology, production and consumption, oceans and fisheries, as well as tourism (Shah, 2002:1). The various issues discussed indicate that sustainable development means a myriad of inter-related issues, not something solely in the realm of environmentalism, but also deep into economics and a variety of sociopolitical issues (Shah, 2002:1). In addition the various issues discussed at the WSSD highlight the challenges of the 21st century which require organisations to fundamentally change the way they operate.

In this regard sustainability, in particular the concept of a 'sustainable organisation,' is considered the 21st century business paradigm, as well as the price of entry for organisations looking to compete in the long run (Quinn and Baltes, 2007:4). In order to be sustainable, organisations need to be proactive and strategic in their efforts to design and implement

financially viable business models that simultaneously contribute to solving some of the complex economic, social and environmental problems faced by society (Hamann *et al.*, 2010:50). Quinn and Baltes, (2007:4) indicate that the concept of sustainability should address all aspects of an organisation, including the research and development of new products that are not harmful to the environment or use non-renewable materials; innovation and creativity, where organisations figure out ways of minimizing waste; marketing and advertising that address or support local environmental and social issues; and increased stakeholder engagement, creating dialogue with surrounding communities, suppliers, competitors, customers and representatives for the natural environment.

Furthermore Hamann *et al.*, (2010:84) outline a strategic approach to adapting an organisation to become a 'sustainable organisation' whereby CSR goes beyond the current emphasis on philanthropy and stakeholder engagement. A strategic approach needs to identify and focus on the points of interSection between an organisation's core business and society (Hamann *et al.*, 2010:84). These points include the organisation's impact on society through daily operations across its value chain, namely its human resource management, procurement, and logistics (Hamann *et al.*, 2010:84). In addition Hamann *et al.* (2010:84) state that top level management is crucial in devising and implementing a strategic approach to sustainable development. Hamann *et al.* (2010:95) conclude that the "sustainable organisation recognises that long-term business success is intimately tied to the success of the communities and societies in which it operates and it makes systematic, strategic contributions to this mutual interrelationship".

A framework to aid organisations in moving towards a more sustainable business model is the triple bottom line outlined in the next Section.

2.2.2 Triple Bottom Line

The concept of the 'triple bottom line' (TBL) is referred to as the 'people, planet and profit triad' (Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw, and Oosthuizen, 2008:123). The TBL involves organisations disclosing their social and environmental performance alongside their financial results (Hellriegel *et al.*, 2008:123). "The approach aims at achieving a balance between the needs of organisational prosperity, the human needs

associated with the organisation and the needs of the environment” (Hellriegel *et al.*, 2008:123).

Many uses of “triple bottom line” are simply synonymous with CSR; however a commitment to CSR implies a commitment to some form of TBL reporting (Promotional Product Solutions, 2010:1). The triple bottom-line concept forms the most common quantifiable gauge and driving mechanism of CSR. The idea is that organisations can add value to society in three ways: economic, social and environmental (Quinn and Baltes, 2007:3). In a recent study by Quinn and Baltes (2007:3) it was reported that of the organisational leaders surveyed 73 percent reported that the TBL is currently important to organisational success and 87 percent agreed that the concept will be important to organisational success in the future.

Therefore, in order to remain financially viable, organisations must monitor their TBL and ensure active engagement in CSR as well as corporate social investment (CSI) activities as outlined in the next Section.

2.2.3 Corporate Social Investment

Corporate social investment (CSI) requires an organisation to go beyond its usual business activities and make committed contributions to society in monetary form or through the investment of other resources (Freemantle and Rockey, 2004: 124-125). Rockey (2005:186) defines CSI as any social development activity that is not undertaken for the purpose of generating income. This definition implies that the organisation plays more of a philanthropic role as CSI is external to the organisation’s daily activities and is therefore not a part of the organisation’s core operations (Rockey, 2005: 186).

In this regard CSI is one of the sub-components of CSR and aims to uplift communities in such a way that the quality of life is generally improved and safeguarded (CSI Solutions, 2010:1). Previously, however, the concepts CSI and CSR were used interchangeably in South Africa, but have recently been defined separately (CSI Solutions, 2010:1). CSR refers to an organisation’s total responsibility towards the business environment in which it operates (CSI Solutions, 2010:1).

The above mentioned concepts indicate that CSR is the umbrella concept from which sustainable development, TBL and CSI stem. As mentioned previously, CSR encompasses all activities of an organisation in the fields of social, economic and environmental responsibility (TBL) including CSI. In this regard sustainable development can be achieved in the daily operations of the organisation. For the purpose of the current research the concept CSR will be referred to as the umbrella concept including the above mentioned related concepts. The researcher has made use of CSR as defined by the World Business Council for Sustainable Development (2009:1) where CSR refers to organisations' "continuing commitment to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large." In analysing CSR in the current context the researcher made use of Carroll's pyramid of CSR as it is the best known (Hamann *et al.*, 2010:54). In addition it provides a useful structure for understanding CSR and has been applied in the South African context by Viviers and Venter (2005) and Viviers and Boudler (2008).

In this regard Carroll (1991: 104) identified four components of social responsibilities that constitute total CSR: economic, legal, ethical and philanthropic responsibilities. Given the context of the current research a fifth responsibility concerning environmental responsibilities has been added to Carroll's (1991) pyramid of CSR and is further outlined in Chapter Three, Section 3.1.1. The definition of CSR used in the current research as well as the framework for further understanding the concept of CSR have been described in the preceding Section 2.2 of this Chapter, and consequently it is important to discuss the arguments for and against CSR.

2.3 ARGUMENTS FOR AND AGAINST CORPORATE SOCIAL RESPONSIBILITY

Organisations operate within a particular context called the business environment which consists of all the factors and forces outside the organisation's boundaries which influence its goals, objectives and achievement of its strategies (Hellriegel *et al.*, 2008:81). In this regard the nature of business changes as the needs and interests of society change. "There is, at any given time, a prevailing set of expectations for business behaviour that can be viewed usefully as a 'contract' between society and business" (Anshen, 1980). The simplest form of

the 'contract' is to specify what business needs from society and what, in turn, are its obligations to society (Social Performance Map, 2009: 20). Due to changes in society and the nature of business the 'contract' between organisations and society has changed from the 'past contract' to the 'contemporary contract.'

In the 'past contract', society accepted that organisations should operate freely in order to ensure profit maximization (Anshen, 1980). Economic growth, feeding a rising standard of living, was widely accepted as the source of all progress, both social as well as economic (Anshen, 1980). As organisations began to acknowledge the dynamic interface between themselves and society, which did not feature on the financial statements, CSR became central to the 'contemporary contract' (Anshen, 1980).

It is asserted that the contemporary contract for organisations is founded on consent, in that organisations exist only through the cooperation and commitment of society, and that every organisation needs tacit or explicit permission from stakeholders to conduct its business (Social Performance Map, 2009: 20). Anshen (1980:8) describes the contemporary contract as a shift in the perceived relationship between economic and social benefits or between the 'quantity of life' and the 'quality of life'.

Despite the shift from the past to the contemporary contract, much controversy persists about whether or not it is necessary or appropriate for organisations to engage in CSR activities. Consequently, it is important to discuss the arguments for and against CSR.

2.3.1 Major Arguments in favour of Corporate Social Responsibility

The most common argument favouring CSR concerns the long-term self-interest of the organisation (Davis, 2001: 313; Carroll and Shabana, 2010:89). This view holds that organisations should look beyond the short-term, bottom-line perspective and realise that investments in society will reap benefits in the future (Barnett, 2010:1; Davis, 2001:313). In addition, the organisation which is most sensitive to its community needs will, as a result, have a better environment in which to conduct its business (Davis, 2001:313). As a result of social improvement in the wider surrounding community, Davis (2001:313) and Ashley, Poultney, Haysom, McNab and Harris (2005a:4) point out that labour recruiting will be easier

and labour will be of a higher quality, while turnover and absenteeism will be reduced and crime will decrease with the consequence that less money will be spent to protect property. Closely associated with long-term self-interest is the idea of public image. According to this line of reasoning, social goals have become an important priority with members of the public so therefore an organisation which aims to capture a favourable public image will have to show that it also supports the social goals of its society (Davis, 2001:313). In addition, a good public image translates into the long-term viability of the organisation (Davis, 2001:313).

Furthermore, it may be in the corporate world's best interests to engage in socially responsible activities because, by doing so, organisations, as a whole, may forestall governmental intervention in the form of new legislation and regulation (Carroll and Shabana, 2010:89). Regulation is costly to organisations and restricts their flexibility in decision making. Consequently by maintaining the initiative in meeting market and social needs, organisations could retain their relative freedom in decision making (Davis, 2001:314).

It is also argued that organisations have valuable resources which could be used to meet society's social needs and contribute towards resolving social concerns (Barnett, 2010:1). This argument is based on the reasoned assumption that in most cases organisations have pools of management talent, functional expertise and capital resources on which to draw (Davis, 2001:317). In addition, organisations are known for their innovative ability and this could be applied to social concerns where innovation is sorely needed (Davis, 2001:317).

A summary of the major arguments in favour of CSR is presented in Table 2.1.

Table 2.1: Major Arguments in favour of Corporate Social Responsibility

It is in the best interest of the organisation to promote and improve the communities around the organisation as a healthy environment influences the organisation more positively.
Social action can be profitable.
It is the ethical thing to do.
It increases the viability of the business system through the mentioned 'iron law of responsibility.'
It is necessary to minimize or 'ward off' government regulation.
Socio-cultural norms require it.

Laws cannot be passed to satisfy every need and therefore organisations must contribute to societal responsibilities.

Promotes long-run profits – the stock market will view the company as less risky and open to public attack.

Source: Researchers' own construction adapted from Carroll and Shabana (2010:88) and McGuire (1974, cited in Certo, 1980:515).

2.3.2 Major Arguments against Corporate Social Responsibility

The most prevalent argument against CSR is the classical economic principle of profit maximization (Davis, 2001:317). In this regard Milton Friedman's perspectives represent the most famous and frequently cited opposition to CSR. Friedman (Carroll and Shabana, 2010:88) argued that to make managers responsible to both owners for achieving profit objectives and to society for enhancing societal welfare represents a conflict of interest. Friedman (Carroll and Shabana, 2010:88) made clear that such conflict had the potential to result in the demise of the organisation. In addition Friedman (1962 cited in Certo, 1980:510) argued that "to require business managers to pursue socially responsible objectives may in fact be unethical since it requires managers to spend money that really belongs to other individuals (shareholders)".

The second major argument against CSR relates to the costs of social responsibility initiatives (Davis, 2001:318; Carroll and Shabana, 2010:88). It is asserted by Davis (2001:318) that in the past organisations have invested small amounts of their resources in fulfilling social obligations. However organisations cannot really commit major economic resources unless these will be renewed during the term of commitment (Davis, 2001:318). Davis (2001:318) further points out that if organisations are pushed into social obligations, these additional costs will drive out marginal organisations in various industries. This has been the case with marginal metal foundries which could not meet the high cost of new environmentally friendly equipment (Davis, 2001:318).

In addition, it is argued that an organisation's involvement in social goals might dilute its emphasis on economic productivity (Davis, 2001:319; Carroll and Shabana, 2010:88). The dilution may divide the interests of its leaders and weaken the organisation in the marketplace

with the result of failure in both economic and social roles (Davis, 2001:319). A related issue is that failure in economic or social roles would reduce the public image of the organisation (Davis, 2001:319). As seen by some leaders, it might be better not to risk the chance of a lowered public image by involving themselves in CSR initiatives (Davis, 2001:319).

A summary of the major arguments against CSR is presented in Table 2.2.

Table 2.2: Major Arguments against Corporate Social Responsibility

Organisations plus government equals monolith, a more pluralistic position would be preferred.
Social actions are difficult to measure.
It violates pure profit maximization, if such a notion exists.
The cost of social responsibility is too high and would increase prices too much.
Organisations may not be equipped or may lack social skills to solve societal problems.
It would dilute the primary purposes of the organisation and make it less competitive globally.
It would weaken the national balance of payments because the price of food would need to go up to pay for social programmes.
Organisations already have too much power. Such involvement would make them too powerful.

Source: Researchers' own construction adapted from Carroll and Shabana (2010:88) and McGuire (1974, cited in Certo, 1980:515).

In the next Section a summary of the arguments for and against CSR will be given.

2.3.3 Summary of Arguments for and against Corporate Social Responsibility

In the preceding Section sound reasons for and against CSR were provided. It has become evident that CSR has emerged as a significant theme in the global business community and is gradually becoming a mainstream activity (Economist Intelligence Unit, 2005:2). Evidence suggests that society expects organisations to assume significant socially responsible behaviour (Davis, 2001:321). In order to satisfy society's expectations the organisation must ensure its profit motive can be achieved while concurrently being fully engaged with socially responsible behaviour. In this regard pressure is being placed on an organisation to "fulfill its part of the 'contract' by responding to society's needs" (Social Performance Map, 2009: 20).

The organisation which chooses not to enter the arena of social responsibility may find that it gradually will sink into public disfavour and lose both its social role and social power (Davis, 2001:321).

2.4 CORPORATE SOCIAL RESPONSIBILITY IN SOUTH AFRICA

In order to create a holistic perspective and further ground the research in the South African context this Section will briefly describe the changing role of CSR in South Africa during three eras, namely the pre-democracy era; the decade of democracy and the contemporary period. Each of these time periods will be discussed below.

2.4.1 Pre-democracy Era

Different forms of CSR have been evident in South Africa for many years. CSR practices in the form of pure philanthropy, through churches and private organisations, were evident as early as the 1930s (Rockey, 2004:2). In 1961, in an attempt to promote social responsibility, George Goyder (Rockey, 2004:2) introduced social auditing and proposed that companies publish accounts of their social impacts and financial performance regularly and systematically.

The foundation for CSR programmes in South Africa was laid in the 1970s when Meyer Feldberg delivered his inaugural lecture as the first professor of business administration at the University of Cape Town (Van den Ende, 2004:92). Feldberg referred to “business profits and social responsibility” and encouraged business leaders to learn from their United States counterparts’ model of uplifting the communities in which they operated (Rockey, 2004:2; Van den Ende, 2004:92).

The Urban Foundation (UF) established in 1976 represented the first large-scale corporate commitment to the plight of the disadvantaged (Rockey, 2004:2). The UF focused on housing and infrastructure as well as education, committing R1.8 million towards housing, building 2000 classrooms and training 20 000 teachers by 1995 (Rockey, 2004:2). The creation of the Sullivan principles in 1977 can be seen as a ‘turning point’ in terms of shaping

the “vocabulary” of CSR in South Africa (Van den Ende, 2004:92). The Sullivan principles were introduced as a voluntary code of conduct for multinational organisations in order to promote social, economic and political justice, using the term ‘Corporate Social Responsibility’ (Rockey, 2004:2). The establishment of the Development Bank of South Africa (DBSA) in 1983 allowed for the provision of finance for large development projects (Rockey, 2004:3). Following South Africa’s democracy in 1994 the DBSA focused on changing its identity from an ‘Agency of Apartheid’ to a strategically focused finance institution (Rockey, 2004:3).

In 1990 the Independent Development Trust (IDT) was mandated by government to disburse a grant of R2 billion to develop disadvantaged communities (Rockey 2004:6). In addition a consortium of 20 leading organisations spearheaded the Joint Education Trust (JET) by committing R500 million over 5 years and supporting 400 non-governmental organisations in 1996 (Rockey, 2004:6).

To summarise, the pre-democracy climate of CSR was predominantly characterised by the following features as identified by Rockey (2004:6):

- Cash donations to non-Governmental organisations
- Supported many and varied projects
- A very low marketing profile
- Housed CSR separately from business operations (at times CSR was positioned as the Chairman’s contribution)
- Selection of projects to support was based on funding applications received

2.4.2 The Decade of Democracy

The advent of a new political dispensation in the 1990s marked not only a new environment for organisations but also a stronger trend towards expanded CSR and CSI programmes (Van den Ende, 2004:94). The publication of the King Report on Corporate Governance (King 1) in 1994 amidst profound social and political transformation was groundbreaking (Van den Ende, 2004:97). King 1 was the first of its kind in South Africa and was aimed at promoting the highest standards of corporate governance (Van den Ende, 2004:97). In addition, new statutory structures such as the National Development Agency (NDA), the Poverty

Alleviation Funds, the Umsobomvu Youth Fund (UYF) and the National Lottery Distribution Trust Fund (NLDTF) were introduced (Rockey, 2004:10). All of these development and funding agencies continue to make a valuable contribution to poverty alleviation and are contributing towards the reconstruction and development of South Africa (Rockey, 2004:10). During the democratic era private-sector attitudes towards CSR shifted, from one of ‘nice to have’ to ‘must have’ (Rockey, 2004:10). Simultaneously the private sector became increasingly aware that being seen as socially responsible contributed substantially to the corporate reputation (Rockey, 2004:10). This shift was further encouraged by government’s new vision and strategy to involve all stakeholders in a transparent reformation process (Rockey, 2004:10). Furthermore, the change in attitude towards CSR by both organisations and government resulted in a trend towards public-private partnerships (PPPs). The benefits for both parties to partner with each other are shown in Table 2.3.

Table 2.3: Benefits of Public-Private Partnerships

Benefits to the corporate sector	Benefits to government
<ul style="list-style-type: none"> • Achieving project credibility 	<ul style="list-style-type: none"> • Access to capacity
<ul style="list-style-type: none"> • Leveraging exposure 	<ul style="list-style-type: none"> • Development of skills and expertise
<ul style="list-style-type: none"> • Harnessing expertise 	<ul style="list-style-type: none"> • Additional funding
<ul style="list-style-type: none"> • Ensuring project sustainability 	<ul style="list-style-type: none"> • Opportunity to convert policy into practice
<ul style="list-style-type: none"> • Winning government favour 	

Source: Researcher’s own construction as adapted from Rockey (2004:10-11).

In order to legitimise the PPP initiative as well as open doors and secure buy-in from relevant state departments, the Business Trust was established in 1999 as a partnership between organisations and government (Rockey, 2004:11). The Business Trust comprises 145 organisations and continues to be actively involved in three areas, namely education, job creation and crime prevention (Rockey, 2004:11).

Throughout the ‘decade of democracy’ the corporate sector continued refining its approach to CSR. ‘Best-practice’ thinking emerged with organisations being keen to enter into

meaningful CSR projects and partnerships. CSR was no longer seen as 'separate' to the scale of operations but was aligned to core business activities. For this reason organisations implemented formal CSR programme management systems and measured project outputs more rigorously (Rockey, 2004:11). In addition, broader participation in organisations was encouraged by making use of staff goodwill and creating employee community involvement programmes (Rockey, 2004:15).

Despite efforts to make CSR more strategic during that era, best-practice approaches to CSR were embraced only by the more leading-edge CSR programmes. On the whole, the concept of CSR became better known and applied in organisations in South Africa. In summary, the CSR style in the era of democracy was characterised by the following features as identified by Rockey (2004:15):

- Aligned CSR to core business
- Projects that had a logical 'fit' with the organisation were funded
- Organisations became more proactive
- Organisations drew on employee volunteerism to bring value to their CSR programmes
- Concrete 'output based' objectives were put in place
- Measured and evaluated processes in line with size and scope of the project
- Ongoing assessments allowed for projects to be adapted
- Multi-industry partnerships were entered into with clearly defined roles and exit plans

2.4.3 Contemporary Corporate Social Responsibility Era

In recent years South Africa has cultivated the most extensive practice of corporate social responsibility (CSR) on the African continent (Skinner and Mersham, 2008:240). The current trend is towards more strategic approaches to CSR, where potential social benefits are balanced by benefits for the organisation (Skinner and Mersham, 2008:242).

Most of the South African organisations have adopted a formalized approach to CSR with a documented strategy to guide decision making in this area (CSI Handbook, 2006, cited in Skinner and Mersham, 2008:242). In this regard organisations either have a dedicated CSR

department, trust or foundation to manage their CSR programme (CSI Handbook, 2006, cited in Skinner and Mersham, 2008:242). For many organisations the key to making their CSR programmes more effective is to focus on a few areas as this allows for better alignment with the core business as well as greater involvement with each project (CSI Handbook, 2006, cited in Skinner and Mersham, 2008:242).

Organisations regularly consult CSR stakeholders and monitor their CSR intervention with regular measurement of results and publication of CSR reports (CSI Handbook, 2006, cited in Skinner and Mersham, 2008:242). In this regard working in partnership with other delivery agents, namely government and other corporates or non-profit organisations, is the dominant trend (CSI Handbook, 2006, cited in Skinner and Mersham, 2008:242).

In summary, contemporary CSR is characterised by the following features as identified by Rockey (2004:15):

- Provides an integrated framework for internal management and reporting
- Uses formula-based CSI budget determination, often based on meeting charter requirements
- Aligns CSI with the organisation, and provides defined business benefits
- Puts concrete developmental objectives in place that are output based
- Focuses on high-profile industry specific projects that are corporate driven
- Offers transparency of achievements, lessons, definitions and amounts spent
- Uses partnerships over longer periods, with terms dictated by organisations

The view that CSR is primarily philanthropy is a result of how things were structured in the pre-democracy era, in the sense that organisations thought that they needed to support and donate to worthy causes separate from the core business functions of the organisation (Hamann, 2006:188). Consequently as noted from the previous discussion, the concept of CSR has changed drastically over the past 15 years. Despite the advances in South African organisational CSR awareness and commitment, the “tourism industry is well behind other industries in terms of CSR, and the absence of ethical leadership in the tourism industry has been ‘astounding’” (Hudson and Miller, 2005: 5). In this regard Hudson and Miller (2005:6) assert that unfortunately, the foundation of research into tourism ethics and the contribution

to CSR within the tourism industry is weak. In addition, there seems to be an acute lack of information on the contribution that members of the tourism industry make through socially responsible initiatives in South Africa (Langholz and Kerley, 2006:2). For this reason and within the context of this research the nature of CSR in the tourism industry in South Africa will be discussed in the next Section.

2.5 CORPORATE SOCIAL RESPONSIBILITY IN THE TOURISM INDUSTRY IN SOUTH AFRICA

Tourism is an increasing phenomenon in developing countries such as South Africa as outlined in Chapter One, Section 1.1. The growth in South Africa's tourism industry could be attributed to the country's diversity in terms of its climate, culture, tourist activities and infrastructure (SAInfo, 2009:1). South Africa caters for every tourism niche, ranging from business, eco- and cultural tourism through to adventure and sport tourism (SAInfo, 2009:1).

Ecotourism is currently the most popular tourist attraction (SAInfo, 2009:1). Ecotourism is regarded as "responsible travel to natural areas that conserves the environment and improves the well-being of local people" (The International Ecotourism Society (TIES), 2010:1). Three main elements seem to be common, namely that ecotourism is concerned with environmental conservation, that it includes meaningful community participation and that it is both profitable and self-sustaining (Mader, 2009:1). In addition, Hansen (2010:1) points out that ecotourism organisations should minimise impact, build awareness, support and involve the local community, avoid exploitation of wildlife, respect local customs and people, as well as encouraging responsible behaviour.

In this regard South Africa is home to a well-established network of national parks and ecotourism based PGRs which are in line with the demands of the increasingly environmentally sensitive visitor (South African Government Information, 2009). Some tourism organisations are already leaders in global 'best practice' in ecotourism, while others have created "Disneyland-like" attractions in South Africa, boosting the country's name internationally (South African Government Information, 2009).

Despite these benefits tourism still plays a relatively small role in the South African economy and has not realized its potential to contribute significantly to national income (DEAT, 2002:1; South African Government Information, 2009). Nevertheless, there is enormous potential for the tourism industry in South Africa (World Travel and Tourism Council, 2002:4). In order to harness this potential there is widespread acknowledgment of the tourism industry's current and prospective contribution to the national economy as well as of the limiting factors that are constraining its potential (South African Government Information, 2009; World Travel and Tourism Council, 2002:4). The tourism industry does not purport to be the saviour for all ills and injuries that have beset South Africa, but it does offer "enormous potential as a catalyst for future economic and social development across the whole of the country" (World Travel and Tourism Council, 2002:4). In this regard there is potential for the tourism industry to be actively involved in CSR activities by enhancing education and training, creating jobs, alleviating poverty, increasing the awareness of HIV/AIDS, stimulating black empowerment and promoting the development of small, medium and micro enterprises (SMMEs).

In assessing the involvement of the tourism industry in CSR activities, the focus is, for the purpose of this research, placed on a portion of this industry, namely ecotourism.

2.5.1 Ecotourism and CSR in South Africa

CSR as a sustainable development paradigm has recently been developed in the tourism industry in terms of the concept of sustainable tourism (Dodds and Joppe, 2005:9). Sustainable tourism seeks to meet three overarching goals, namely to improve the quality of life of host communities, to achieve visitor satisfaction and to protect natural resources in destination countries (Mbaiwa and Stronza, 2009:334). Sustainable tourism is often equated with ecotourism, but sustainable tourism embraces all segments of the industry, including ecotourism, with guidelines and criteria that seek to reduce environmental impacts, sustain the well-being of local people and to improve tourism's contribution to sustainable development and environmental conservation (The Sustainable Tourism Gateway, 2009: 1). In addition, sustainable tourism is brought into the debate on sustainable development in general. Koeman (2010:1) indicates that sustainable development (and therefore sustainable tourism) takes into account three central points:

- the necessary interactions between the environment and the economy;
- a long-term time scale; and
- inter- as well as intra-generational equity – providing for the needs of current societies without compromising the ability of future generations to meet their own needs.

In this regard the definitions of CSR and sustainable tourism share similar principles and elements, in that both concentrate on identifying and engaging stakeholders and assuring forethought about how their actions impact others (Fraser, 2005; Rodwell, 2006 and Dodds and Joppe, 2005 cited in Billington *et al.*, 2006:18). The relationship between CSR, sustainable tourism and ecotourism is identified in Figure 2.1.

Figure 2.1: The Relationship between CSR, Sustainable Tourism and Ecotourism



Source: Researcher's own construction adapted from Dodds and Joppe (2005), *The Sustainable Tourism Gateway* (2009) and Billington *et al.* (2006:18).

The Figure above serves as a summary of Section 2.5.1. It indicates that ecotourism is a form of sustainable tourism and that CSR is the umbrella concept which envelopes the concept of sustainable tourism. In addition it allows for further justification of the use of 'CSR' as the umbrella concept in this research.

2.6 SUMMARY

This Chapter has discussed the concept of CSR as a key element in contemporary organisational success. In seeking understanding of the nature of CSR, the major arguments for and against CSR were discussed. As sustainability is considered the 21st century business paradigm, it was established that organisations in South Africa and across the world need to be proactive and strategic in their efforts to design a financially viable business model that simultaneously contributes to the TBL as well as the broader concept of CSR.

This Chapter also explained the changing role of CSR in the South African context, from one that was philanthropic in nature to one that is more strategic. The researcher pointed out that despite the advances in CSR awareness and commitment in South Africa, the tourism industry is well behind other industries in terms of CSR. In addition, there is a weak foundation of research into tourism ethics as well as a lack of information on the contribution that members of the tourism industry make through CSR.

For the purpose of the current research the researcher's paradigm of CSR is according to the definition of the World Business Council for Sustainable Development (2009:1). To achieve the purpose of this research, as stated in the research objectives, an adapted version of Carroll's pyramid of CSR was used. The adapted version Carroll's pyramid of CSR and its relationship with the ecotourism based private game reserves in the Eastern Cape Province will be further discussed in Chapter Three.

CHAPTER 3
CORPORATE SOCIAL RESPONSIBILITY IN THE ECOTOURISM BASED
PRIVATE GAME RESERVES IN THE EASTERN CAPE PROVINCE

3.1 INTRODUCTION

Carroll's pyramid of corporate social responsibility (CSR) is a widely recognised framework and has enjoyed wide popularity among management scholars (Shwartz and Carroll, 2003:504). In this regard Carroll's CSR framework epitomises CSR within the social issues context of management (Shwartz and Carroll, 2003:504). Carroll (1991) suggests that four components of responsibilities constitute CSR, namely economic, legal, ethical and philanthropic responsibilities. Given the context of this research, a fifth responsibility concerning environmental responsibilities was added to Carroll's (1991) pyramid framework.

The purpose of this Chapter is to explain the adapted version of Carroll's pyramid of CSR which was used as the basis of this research. More specifically each component of CSR namely environmental, economic, legal, ethical and philanthropic responsibilities pertaining to the ecotourism based private game reserves (PGRs) in the Eastern Cape will be discussed.

3.1 CARROLL'S PYRAMID OF CORPORATE SOCIAL RESPONSIBILITY

Carroll (1991: 104) identified four components of social responsibilities that constitute total CSR, namely economic, legal, ethical and philanthropic responsibilities, as shown in Figure 3.1.

Figure 3.1: The Pyramid of Corporate Social Responsibility



Source: Carroll (1991: 42)

All of the CSR components as shown in Figure 3.1, taken together, constitute a holistic viewpoint of CSR (Carroll, 1991:42). Even though the components shown in Figure 3.1 have been treated as separate concepts for discussion purposes in the following Section, they are not mutually exclusive (Carroll, 1991:42).

Economic responsibilities are based on the notion that organisations have a responsibility to produce goods and services and to sell them at a profit (Carroll, 1979:500). Profits ensure the continuation and growth of the organisation as well as providing an adequate reward to investors for the risk they are taking (Carroll and Buchholtz, 2000:33). According to Carroll (1979:500) economic responsibilities form the base of the pyramid, as shown in Figure 3.1, as they are the first and foremost responsibility of an organisation upon which the other CSR components depend. In addition, organisations are expected to pursue their economic goals within the framework of the law (Carroll, 1991:41). For this reason legal responsibilities are depicted in the next layer of Carroll's pyramid, illustrated in Figure 3.1.

Legal responsibilities refer to the obligation of an organisation to comply with the laws and regulations promulgated by federal, state and local governments (Carroll, 1991:41). Legal

responsibilities reflect a view of codified ethics as they embody basic notions of fair operations (Carroll, 1991:41). They are represented as the second layer of the pyramid as legal responsibilities are seen to coexist with economic responsibilities in a free enterprise system (Carroll, 1991: 41).

The third layer in Carroll's (1979, 1991) CSR pyramid, Figure 3.1, reflects the ethical responsibilities. Ethics refers to a set of values and rules that define right and wrong behaviour (Hellriegel *et al.*, 2008:108). Ethics includes distinguishing between fact and belief, defining issues in moral terms as well as applying moral principles to a situation (Hellriegel *et al.*, 2008:108). Ethical responsibilities are closely related to legal responsibilities as the former are a driving force in the creation of the latter (Carroll, 1991: 41). This forms the major difference between philanthropic and ethical responsibilities whereby the former are more voluntary in nature (Carroll, 1991:42).

Philanthropic responsibilities are reflected in the last layer of the pyramid as shown in Figure 3.1. The philanthropic responsibilities of an organisation involve being a good corporate citizen and include actively engaging in activities or programmes to promote human welfare or goodwill (Carroll, 1991:42). Examples of philanthropy include contributions in the form of financial resources or time, such as involvement in the arts, education or the community (Carroll, 1991:42). While communities and society in general prefer that organisations be engaged in philanthropic activities, it is not regarded as unethical if organisations do not attain the desired level (Carroll, 1991:42).

To summarise, Carroll's pyramid of CSR indicates that socially responsible organisations should strive to make a profit, obey the law, be ethical and be a sustainable corporate citizen (Carroll, 1991). This constitutes a leading paradigm of CSR in the social issues area of the management field (Shwartz and Carroll, 2003:504). To further understand Carroll's pyramid of CSR, arguments for and against Carroll's CSR pyramid will be discussed in the next Section.

3.1.1 Arguments for and Limitations of Carroll's Pyramid of Corporate Social Responsibility

As mentioned previously, Carroll's CSR pyramid is a widely recognised framework and has enjoyed popularity among management scholars (Shwartz and Carroll, 2003:504). More specifically Carroll's pyramid of CSR has been referred to and used by numerous theorists and empirical researchers (Aupperle *et al.*, 1985; Pinkston and Carroll 1994; Viviers and Venter, 2005; Viviers and Boudler, 2008).

Despite its recognition and wide use, Carroll's pyramid of CSR has been criticized for a number of reasons. The most well-known concerns include: a) the use of a pyramid to depict the relationships among the four components of CSR (Schwartz and Carroll, 2003:504; Visser, 2005:46); b) the incomplete theoretical development of the economic, legal, and ethical components; c) the impact that different cultures have on the relative importance of each responsibility (Visser, 2005:47); and d) the omission of the management of the natural environment (Superti, 2005:18; Visser, 2005:46). Each of these concerns will be reviewed below.

Although there is considerable value in Carroll's four-part CSR pyramid, the use thereof has been criticized as being confusing or inappropriate for some applications (Shwartz and Carroll, 2003:505; Visser, 2005:46). The pyramid framework suggests a hierarchy of CSR components whereby "one may be led to conclude that the component at the top of the pyramid, philanthropic responsibilities, is the most important or highly valued component that should be strived for by all corporations, while the economic component at the base of the pyramid is the least valued CSR component" (Shwartz and Carroll, 2003:505). In defence of establishing clarity on the hierarchy of components in Carroll's pyramid, Carroll (1991:42) has made it clear that "the economic and legal components are the most fundamental while philanthropic responsibilities are considered less important than the other three components". Furthermore, Carroll's use of dotted lines separating the CSR components does not fully capture the non-mutually exclusive nature of the components (Shwartz and Carroll, 2003:505).

Secondly, another concern with Carroll's pyramid of CSR is the incomplete discussion and inclusion of assessment criteria for placing corporate activities or motives in each of the

components (Shwartz and Carroll, 2003:507). In addition, Carroll (1979:501) provides little discussion of “how corporations may engage in multiple components other than by suggesting that a toy manufacturer making safe toys would be complying simultaneously with its economic, legal, and ethical responsibilities.” In this regard the theoretical foundation that is necessary to utilize the framework for empirical research is limited (Shwartz and Carroll, 2003:507).

The third concern is that there is little evidence that suggests that different cultures and sub-cultures not only give different nuances to the meaning of each component, but may also assign different relative importance to them (Burton, Farh and Hegarty, 2000; Crane, 2000; Edmondson and Carroll, 1999 cited in Visser, 2005:47). To substantiate this assertion, Visser claims that Carroll’s CSR pyramid has not been tested extensively in contexts outside America (Visser, 2005:47). In South Africa Carroll’s pyramid of CSR has been used to determine the CSR activities in the mining industry (Viviers and Boudler, 2008), as well as in the Small, Medium and Micro Enterprise (SMME) industry (Viviers and Venter, 2005). With regard to the current research, Carroll’s pyramid of CSR has not yet been applied in the tourism industry in South Africa. In this regard this research has the potential to add further evidence of the variability of CSR in different cultural contexts (Visser, 2005:47).

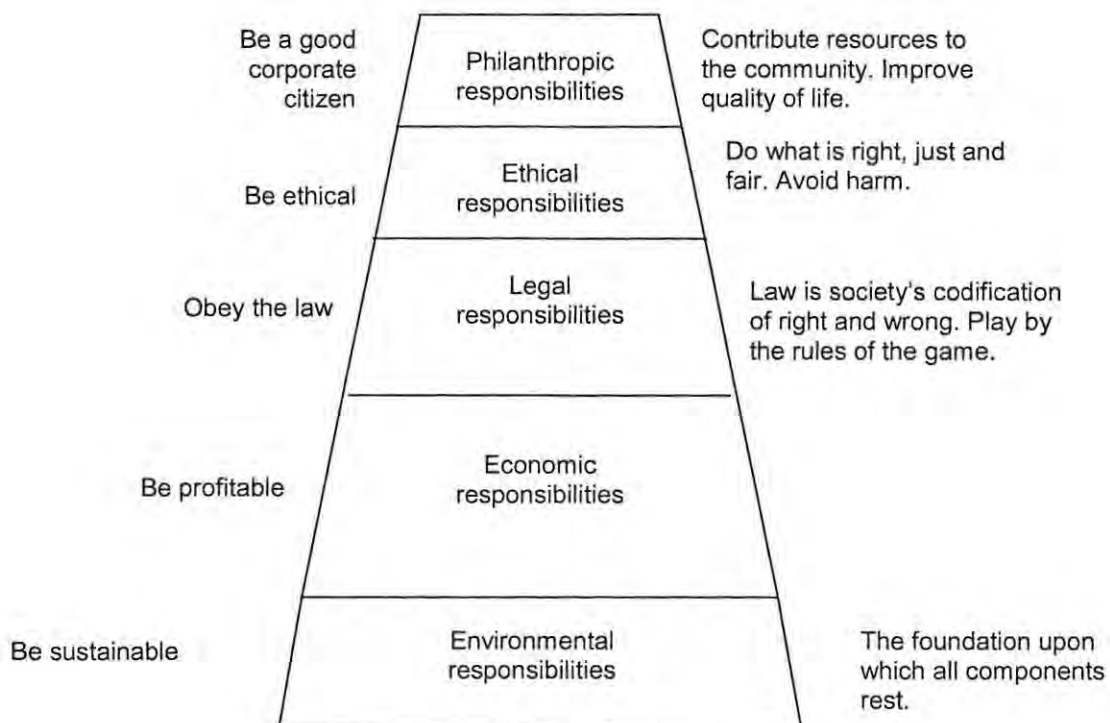
Lastly Carroll’s (1991) pyramid of CSR does not include one crucial aspect in the context of doing business, namely the natural environment “which is a source of raw materials, a waste sink and which provides the different processes without which it would not be possible to sustain business operations, nor life itself” (Superti, 2005:18; Visser, 2005:46). The natural environment, society and business are interconnected in complex ways that need to be understood by decision-makers in order to ensure sustainability (Hamann *et al.*, 2010:50). In order to be sustainable, organisations need to be proactive and strategic in their efforts to design and implement financially viable business models that simultaneously contribute to solving, not only the economic and social problems faced by society, but the natural environmental issues as well (Hamann *et al.*, 2010:50).

Notwithstanding the above critiques, Carroll’s pyramid of CSR is “highly relevant in Africa at least in terms of its normative application, that is, as a yardstick of what the social responsibilities of business should be” (Hamann, Woolman and Sprague, 2008:9). Given the critique and concerns raised in the aforementioned Section, as well as the context of this

research, a fifth responsibility concerning environmental responsibilities has been added to Carroll's (1991) pyramid of CSR, as shown in Figure 3.2. Adding environmental responsibilities as the new foundation of the pyramid, illustrates that all the other responsibilities rely on the processes the natural environment offers. It is therefore essential that organisations engaged in CSR activities ensure a high level of environmental quality (Superti, 2005:18).

As previously mentioned Carroll (1991:42) indicated that although the components have been treated as separate concepts for discussion purposes, they are not mutually exclusive. In order to capture the non-mutually exclusive nature of the responsibilities, the dotted lines separating each component of CSR, as illustrated in Figure 3.1, have been replaced by solid lines, as seen in Figure 3.2, for the purpose of this research.

Figure 3.2: The Five Components of CSR Framework



Source: Researcher's own construction adapted from Carroll (1991:42), Visser (2005:46) and Superti (2005:18).

In this research the CSR activities of ecotourism based PGRs in the Eastern Cape Province will be assessed on the basis of the five responsibilities identified in Figure 3.2. The implementation of these responsibilities may vary depending upon the organisations, or the ecotourism based PGRs size, management philosophy, strategy, industry characteristics, the state of the economy, and other such mitigating conditions (Carroll, 1991:17). Despite this, the five responsibilities provide management with a skeletal outline of the nature of their CSR. A discussion of each of the five responsibilities within the context of ecotourism based PGRs will be discussed in the next Section.

3.2 ENVIRONMENTAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS

The exclusion of environmental responsibilities from Carroll's pyramid of CSR (1991) may be due to organisations traditionally focusing on the creation of wealth and profit for their owners, often disregarding the damage they were inflicting on the environment (Thachappilly, 2009:1). However, recently two factors have compelled organisations to be more environmentally responsible. Firstly, the impact of environmental neglect, namely pollution, climate change and non-degradable waste accumulation has become too serious to be ignored (Thachappilly, 2009:1). Secondly, society, which includes both consumers and investors, increasingly began to prefer purchasing from and investing in environmentally friendly organisations (Thachappilly, 2009:1). In this regard organisational responsibilities have been extended to contribute towards economic prosperity and social equity as well as environmental quality to ensure organisational sustainability (Superti, 2005:18). Adding environmental responsibilities as the new foundation of Carroll's pyramid of CSR illustrates that all the other responsibilities rely on the processes the natural environment offers. This is the case for all organisations, in particular ecotourism based PGRs. In the case of ecotourism based PGRs, ecotourism requires that the natural environment be intact and relatively pristine in state (Sesega, 2001:3) in order to ensure overall success. Sesega (2001:3) points out that ecotourism based organisations must be proactive advocates for nature conservation rather than mere users as the ecotourism service and its conservation are the necessary prerequisite for ecotourism's sustainability.

The environmental responsibilities of an ecotourism based PGR are best outlined by the Global Sustainable Tourism Criteria (GSTC) (2010:1). The GSTC identify the minimum that any tourism orientated organisation should aspire to reach in order to come to a common understanding of sustainable tourism (GSTC, 2010:1). The GSTC are organised around four main themes: effective sustainability planning; maximising social and economic benefits for the local community; enhancing cultural heritage; and reducing negative impacts to the environment (GSTC, 2010:1). For the purpose of this research the criteria relating to ‘reducing the negative impacts to the environment’ form the environmental responsibilities of an ecotourism based PGR as they indicate the minimum standards required by a tourism orientated organisation. The environmental responsibilities outlined in the GSTC (2010) serve as basic guidelines for organisations of all sizes to become more sustainable and ensure a high level of environmental quality (GSTC, 2010:1). These guidelines are outlined in Table 3.1.

Table 3.1: The Environmental Responsibilities of an Ecotourism Based PGR

Environmental Responsibility	Criteria
Conserving resources	<ul style="list-style-type: none"> • Purchasing environmentally friendly products for building materials, capital goods, food, and consumables. • The purchase of disposable and consumable goods is measured, and the business actively seeks ways to reduce their use. • Energy consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use of renewable energy. • Water consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted.
Reducing pollution	<ul style="list-style-type: none"> • Greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them as a way to achieve climate neutrality. • Wastewater, including gray water, is treated effectively and reused where possible. • A solid waste management plan is implemented, with quantitative goals to minimize waste that is not reused or recycled. • The use of harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials, is minimized; substituted, when available, by innocuous products; and all chemical use is properly managed.

	<ul style="list-style-type: none"> • The business implements practices to reduce pollution from noise, light, runoff, erosion, ozone-depleting compounds, and air and soil contaminants
Conserving biodiversity, ecosystems, and landscapes	<ul style="list-style-type: none"> • Wildlife species are only harvested from the wild, consumed, displayed, sold, or internationally traded, as part of a regulated activity that ensures that their utilization is sustainable. • No captive wildlife is held, except for properly regulated activities, and living specimens of protected wildlife species are only kept by those authorized and suitably equipped to house and care for them. • The organisation uses native species for landscaping and restoration, and takes measures to avoid the introduction of invasive alien species. • The organisation contributes to the support of biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value. • Interactions with wildlife must not produce adverse effects on the viability of populations in the wild; and any disturbance of natural ecosystems is minimised, rehabilitated, and there is a compensatory contribution to conservation management.

Source: Researcher's own construction as adapted from the GSTC (2010).

The GSTC outlined in Table 3.1 indicates that organisations' responsibilities should be extended to help to deliver economic prosperity, social equity as well as environmental quality simultaneously (Superti, 2005:18). The economic responsibilities of ecotourism based PGRs are discussed in the next Section.

3.3 ECONOMIC RESPONSIBILITIES OF ECOTOURISM BASED PGRS

Carroll (1991:40) identified five constructs that aim to characterise the economic responsibilities of an organisation, namely:

- It is important to perform in a manner consistent with maximising earnings per share.
- It is important to be committed to being as profitable as possible.
- It is important to maintain a strong competitive position.
- It is important to maintain a high level of operating efficiency.
- It is important that a successful organisation be defined as one that is consistently profitable.

Although, it has been stated that Carroll's framework is highly relevant in Africa as a benchmark of what the social responsibilities of organisations should be (Hamann *et al.*, 2008:9), in order to understand the economic responsibilities of the ecotourism based PGRs in the Eastern Cape Province, it is essential to highlight the main attractions of the ecotourism service that ensure a competitive edge as well as matching the economic climate in the region.

Sims-Castely *et al.* (2005:8) indicate that the top three attractions in ecotourism based PGRs are the wildlife, the scenery and landscapes, as well as the accommodation and high quality service. The "Big Five" are considered to be the most popular species to tourists, namely: lion, leopard, black rhino, elephant and buffalo. Sims-Castely *et al.* (2005:8) assert that visible wildlife, natural settings and superb accommodation contribute to the financial success of the ecotourism based PGRs. In addition to the wildlife, financial success is also dependent on the level of diversification in the tourism service (DEAT, 2002). In this regard, it is worth noting that by marketing a wider range of experiences, activities and services to tourists, sales of the ecotourism service increase (DEAT, 2002). However as indicated in Chapter Two, Section 2.3, organisations do not operate in isolation and their success is dependent on the external environment, in particular the economic climate.

The economic climate in South Africa is characterised by high unemployment, a skills shortage and widespread poverty. The official unemployment rate is 25.2 percent, having worsened from 2009. This is the highest level of unemployment recorded in South Africa in at least five years (Lings, 2010:1). In addition the Eastern Cape Province has the highest rate of extreme poverty in South Africa with 71 percent of its population living in poverty (International Trade Forum, 2010:1).

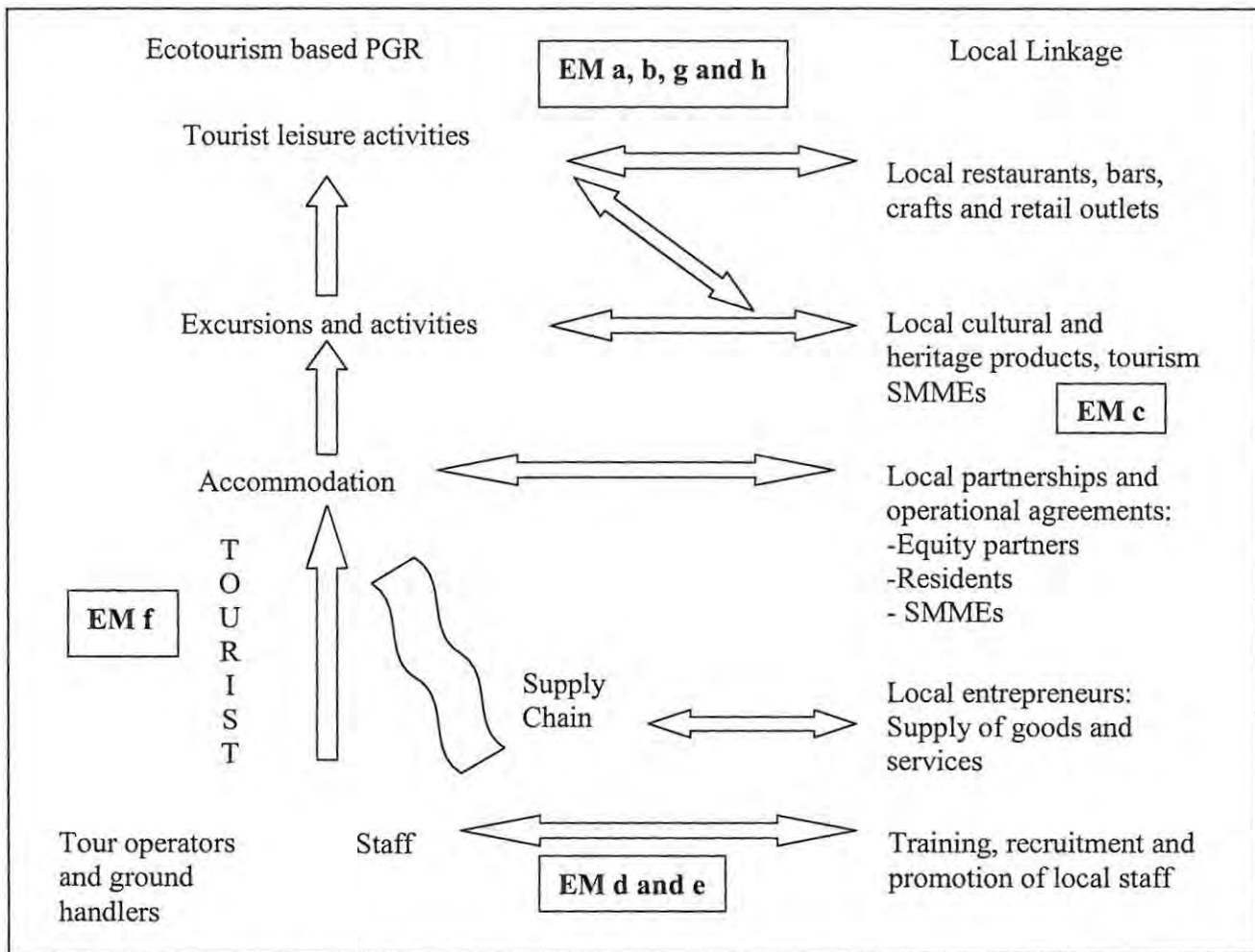
Given these facts, the economic contribution of organisations in South Africa is highly valued, by governments and communities alike (Visser, 2005:4). As opposed to the United States of America where an organisation's 'economic contribution' is focused on profitability and returns to shareholders, South African organisations tend to define this contribution more widely, above and beyond the previously mentioned five economic statements put forward by Carroll (1991:4; Visser, 2005:4). In addition to the five economic statements characterising the economic responsibilities of an organisation, the South African approach to economic responsibility emphasises the importance of 'economic multipliers' namely, to establish local

business linkages; generate investment and income; produce safe products and services; create jobs; invest in human capital; spread international business standards; support technology transfer; and build physical and institutional infrastructure (Nelson, 2003 cited in Visser, 2005:38).

Ecotourism based PGRs in the Eastern Cape Province have both the means and the skills to make a profit as well as play a major role in each of the eight above mentioned 'economic multipliers.' Despite the high unemployment and poverty levels, the Eastern Cape Province remains the second major beneficiary of domestic tourism in South Africa (Ministry of Tourism, 2009). Ecotourism based PGRs contribute in excess of \$11.3 million to the Eastern Cape economy per year (Sims-Castely *et al.*, 2005:6). Therefore there is potential to not only make a profit but to become leading agents of local economic development (Ashley and Elliott, 2003:2).

In this regard ecotourism based PGRs directly influence guests' expenditure through the information and excursions they provide. In addition, the ecotourism based PGRs can indirectly boost spending and local economic development by forming local linkages with local equity partners, residents and SMMEs, as well as providing them with advice on what to produce, how to sell, assisting with marketing and even providing a sales site (Overseas Development Institute (ODI), 2006:3). The economic contribution of ecotourism based PGRs is outlined in Figure 3.3.

Figure 3.3: The Economic Contribution of Ecotourism Based PGRs



EM – Economic Multiplier

- a - Establish local business linkages
- b - Generate investment and income;
- c - Produce safe products and services;
- d - Create jobs;
- e - Invest in human capital;
- f - Spread international business standards;
- g - Support technology/knowledge transfer; and
- h - Build physical infrastructure

Source: Researcher's own construction adapted from Ashley *et al.*, (2005a:2), as well as Nelson (2003 cited in Visser 2005:38).

The economic contributions, in terms of the economic multipliers, of ecotourism based PGRs are illustrated in Figure 3.3. In Figure 3.3 a different way of doing business is highlighted, through the adjustment of one's operating practice in order to achieve the PGR's commercial goals whilst at the same time ensuring more local impact is delivered through the economic multipliers (Ashley *et al.*, 2005a:1). The establishment of the local linkages (Economic multiplier 'a') outlined in Figure 3.3 harnesses the core competencies of the ecotourism based PGR in order to create and maintain sustainable relationships with the local community (Ashley *et al.*, 2005a:1). An increasing number of tourism organisations, including ecotourism based PGRs, are adopting some form of linkage by means of a partnership, joint venture or contractual agreement with local communities (Ashley, Poultney, Haysom, McNab and Harris, 2005b:1).

These linkages give rise to the additional seven economic multipliers ('b' up to and including 'h') and aid in the delivery of local economic and social benefits faster, at a higher quality, to a broader number of people or more sustainably, than could be achieved by acting alone or through conventional, contractual or consultative relationships (Ashley *et al.*, 2005b:3). Each economic multiplier as highlighted in Figure 3.3 will be discussed in the following Section.

Local linkages and partnerships can help acquire access to financial and non-financial resources which in turn generate additional investment and income (Economic multiplier 'b') (Ashley *et al.*, 2005b:4). In this regard partnerships can be instrumental in attracting financially responsible or Black Economic Empowerment (BEE) investment (Ashley *et al.*, 2005b:3). For example, the Halcyon Group's involvement in local partnerships and linkages was a feature that attracted their new owners, Akani Leisure Investments, who emphasize responsible business behaviour in their business contracts (Ashley *et al.*, 2005b:3). Furthermore, investment and income can aid in the development of physical and institutional infrastructure (Economic Multiplier 'h'), which in turn has the potential to multiply the benefits to the local economy (Ashley *et al.*, 2005b:3). In this regard local communities have access to facilities that previously did not exist and allow for a better lifestyle (Ashley and Elliott, 2003:5).

Local linkages and partnerships also bring training, expertise, exposure, and the potential to enrich the destination (Ashley *et al.*, 2005b:6) as jobs are created (Economic multiplier 'c') and new opportunities for training and promotion arise. In this regard training allows the

organisation to benefit markedly as it encourages employees to generate knowledge and add to their own knowledge (Swanepoel, Erasmus, Van Wyk and Schenk, 2003: 450). In addition, an investment in employees and surrounding communities is seen as a means of engendering commitment, rather than as a means of containing costs and imbuing loyalty (Swanepoel *et al.*, 2003:185). In this regard if the right environment is created, employees as well as surrounding communities will support and stay committed to the organisation (Swanepoel *et al.*, 2003:185).

In addition the increase in human capital allows for new ideas (Economic multiplier 'e'), thereby assisting in the development of new tourism products based on local skills and resources (Economic multiplier 'd') (Ashley *et al.*, 2005b:4). Examples are: developing an archaeological excursion for guests in partnership with local residents, supporting a local dance festival, training local guides as specialists in local history and environment, integrating local crafts into hotel furnishings or aiding in the marketing and sale of local arts and crafts (Ashley, Poultney, Haysom, McNab and Harris, 2005c:2). Product usage patterns of tourists indicate that the cultural product in South Africa is in high demand, although questions around quality have been raised by the industry (Ashley *et al.*, 2005c:2). A tourism destination that thrives on high quality, local cultural products will provide many opportunities for both the local community and economic growth (Ashley *et al.*, 2005c:2).

In addition, involvement of the local community in the business boosts staff morale, which results in improved customer service and customer satisfaction, thereby bringing the business in line with international standards (Economic multiplier 'f') (Ashley *et al.*, 2005b:4). This translates into return guests as well as new domestic and foreign tourists. For example, at Mbotyi River Lodge, the positive attitude of local staff translates directly into improved service and customer satisfaction (Ashley *et al.*, 2005b:4).

In order to ensure that ecotourism based PGRs realise their economic potential there needs to be "effective destination level management, where state, private sector and local interests work together to ensure that all the pieces of the puzzle namely, excellent 'product', marketing, infrastructure and labour, as well as the facilities and services represented by individual businesses, fit together" (Ashley and Elliott, 2003:2). Ashley *et al.*, (2005a:1) indicate three core principles for businesses investing in local linkages, namely innovation, protection of core business and work inside and out:

- Innovation. Managers and employees alike must be prepared to think and do business differently.
- Protection of the core business. Local linkages must be established on the basis that they make long-term business sense.
- Work inside and out. Managers must ensure the support of local entrepreneurs, as well as the careful management of internal change.

In addition, human resources (HR) play a key role in making CSR work as well as ensuring financial viability. In this regard CSR without HR runs the risk of being dismissed as public relations or shallow 'window-dressing' (Sharma, Sharma and Devi, 2009:212). Therefore the way an organisation, and likewise PGRs, treats its employees influences its willingness to accept its wider responsibilities and contributes directly to its financial viability (Sharma *et al.*, 2009:211). CSR needs to be embedded in an organisation's culture to make a change to actions and attitudes, and the support of the top team is critical to the success of both the CSR agenda and the financial output of the organisation (Sharma *et al.*, 2009:1). Furthermore, organisations, and likewise PGRs, are expected to pursue their economic goals within the framework of the law (Carroll, 1991:41). For this reason legal responsibilities are depicted in the next layer of the framework.

3.4 LEGAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS

Legal responsibilities reflect a view of codified ethics as they embody basic notions of fair operations (Carroll, 1991:41). They are represented as the next layer of the framework as legal responsibilities are seen to coexist with economic responsibilities in a free enterprise system (Carroll, 1991: 41). Carroll (1991:40) identified five constructs that aim to characterise the legal responsibilities of an organisation, namely:

- It is important to perform in a manner consistent with expectations of government and law.
- It is important to comply with various federal, state and local regulations.
- It is important to be a law-abiding corporate citizen.

- It is important that a successful organisation be defined as one that fulfils its legal obligations.
- It is important to provide goods and services that at least meet minimum legal requirements.

South Africa has the most extensive tourism policy framework in the African continent (Sustainable Tourism Network, 2010:1). Policy focuses on tourism development, promotion, responsible tourism development and the broad based economic empowerment of historically disadvantaged individuals (Sustainable Tourism Network, 2010:1). The following documents as identified by the Sustainable Tourism Network (2010:1) guide South African tourism development:

- White Paper: Development & Promotion of Tourism in South Africa, 1996
- The National Responsible Tourism Guidelines
- Tourism Growth Strategy, 2001
- National Framework for Sustainable Development
- National Broad-Based Black Economic Empowerment Act (BBBEE), 2001; and the
- Tourism Code (previously the Tourism BBBEE Charter and Scorecard), 2008.

The above documents are supplemented by various policy instruments, including legislation regulating labour relations, working conditions and skills development, namely the Employment Equity Act No. 55 of 1998, Skills Development Act No. 97 of 1998, Industry Charters and the Broad Based Black Economic Empowerment Act No. 53 of 2003 (BBBEE).

The White Paper provides a policy framework and guidelines for responsible tourism development in South Africa (Department of Environmental Affairs and Tourism (DEAT), 1996:1). It highlights the potential of the tourism industry to create jobs, alleviate poverty, stimulate Black Economic Empowerment (BEE) and promote the development of SMMEs (DEAT, 1996:1). The Tourism White Paper (DEAT, 1996:1) identifies a number of factors that limit the effectiveness of the tourism industry in playing a more meaningful role in the national economy. In this regard the Tourism White Paper (DEAT, 1996:1) aims to develop the tourism industry as a national priority in a sustainable and acceptable manner, so that it will contribute significantly to the improvement of the quality of life of every South African.

The National Responsible Tourism Guidelines (NRTG) were designed during 2001, prior to the 2002 Johannesburg World Summit on Sustainable Development (WSSD), in order to provide national guidance and indicators to enable the tourism industry to advance towards the principles of responsible tourism embodied in the 1996 Tourism White Paper (Sustainable Tourism Network, 2010:1). The NRTG outline the economic, social and environmental objectives and indicators for the tourism industry (DEAT, 2002). The NRTG were published by the national Department of Environmental Affairs and Tourism (Sustainable Tourism Network, 2010:1). A summary of the Responsible Tourism Development Guidelines for South Africa is given in Table 3.2.

Table 3.2: Summary of the Responsible Tourism Guidelines for South Africa

	Objectives and Indicators
Economic	<ul style="list-style-type: none"> • Assess economic impacts as a pre-requisite to developing tourism • Maximising local economic benefits – increasing linkages and reducing leakages • Ensure communities are involved in and benefit from tourism • Marketing and Product Development • Equitable business
Social	<ul style="list-style-type: none"> • Involve the local community in planning and decision-making • Assess social impacts as a prerequisite to developing tourism • Maintain and encourage social and cultural diversity • Be sensitive to the host culture
Environmental	<ul style="list-style-type: none"> • Assess environmental impacts as a prerequisite to developing tourism • Use local resources sustainably, avoid waste and over-consumption • Maintain and encourage natural diversity

Source: Researcher's own construction adapted from the National Responsible Tourism Development Guidelines for South Africa (DEAT, 2002).

The Tourism Growth Strategy (TGS) project started in 2001 with the aim of finding ways to more effectively market South Africa as a tourist destination in the increasingly competitive global tourism market (Sustainable Tourism Network, 2010:1). The TGS sets out an organic vision for tourism, which continually changes to respond to new information and changing market trends (Sustainable Tourism Network, 2010:1).

The purpose of the National Framework on Sustainable Development (National Framework for Sustainable Development, 2010:1) is to enunciate South Africa’s national vision for sustainable development and indicate strategic interventions to re-orientate South Africa’s development path in a more sustainable direction. It proposes a national vision, principles and areas for strategic intervention that aim to guide the development of the national strategy and action plan (National Framework for Sustainable Development, 2010:1).

The Tourism Code, previously known as the Tourism BBBEE Charter and Scorecard was designed to measure and monitor the extent to which previously disadvantaged individuals are included within the tourism industry (Sustainable Tourism Network, 2010:1). It sets out measurable targets for the industry regarding ownership and control of economic assets, human resource development, affirmative action and preferential procurement (Sustainable Tourism Network, 2010:1). The adoption of the Scorecard is highly beneficial as favourable BBBEE credentials are required for organisations seeking to do business with government (Sustainable Tourism Network, 2010:1). In addition the Scorecard will increasingly become a necessity to do business with other businesses seeking to meet their own industry specific BBBEE targets (Sustainable Tourism Network, 2010:1).

South Africa also has a large presence of tourism certification schemes, including locally developed programmes as well as international ones. In Table 3.3 a list is provided of the schemes on offer in South Africa with a description of each.

Table 3.3: Summary of South African Tourism Certification Schemes

Certification Scheme	Aims
International Green Leaf Environmental Standard	<ul style="list-style-type: none"> • Address the direct impact of accommodation units on the environment • Reduce the carbon footprint of accommodation units • Improve the environmental education of owners and consumers alike towards realising ways of enjoying the tourism product without compromising quality and experience • Enhance the accommodation units’ marketing edge through environmental audit independence and impartiality
Fair Trade in Tourism South Africa (FTTSA)	<ul style="list-style-type: none"> • Fair wages and working conditions • Fair operations and purchasing

	<ul style="list-style-type: none"> • Fair distribution of benefits • Ethical business practice • Respect for human rights, culture and environment.
GreenStaySA	<p>GreenStaySA covers seven essential environmental themes:</p> <ul style="list-style-type: none"> • Environmental Management • Energy And Climate Change • Water • Waste Avoidance, Recycling And Green Procurement; • Chemicals • Garden & Biodiversity • Building Design and Construction
Heritage Environmental Rating Scheme	<ul style="list-style-type: none"> • The ability to run a successful and profitable tourism business (Management Systems) • The desire to learn and educate, providing viable solutions to problems, and rewarding behaviours and suggestions that enhance the business's overall environmental focus (Communication) • The development of a sensitive attitude towards the environment which ensures the long-term sustainability of the business (Resource Management) • The desire to involve local communities in the planning, running and management of the business, whilst enhancing the benefits they receive due to applicable tourism operations (Community Involvement)

Source: Researcher's own construction adapted from the Sustainable Tourism Network (2010).

In order to harmonise the different sets of criteria and policies as described above the Department of Environmental Affairs and Tourism focused on the development of National Minimum Standards for Responsible Tourism (NMSRT), as well as a national accreditation scheme for tourism certification programmes (Sustainable Tourism Network, 2010:1). The NMSRT is currently being formulated and will be published for comment in late 2010. The NMSRT are primarily based on the Global Sustainable Tourism Criteria and National Responsible Tourism Guidelines (Sustainable Tourism Network, 2010:1), both of which have been discussed in this Chapter, Section 3.2 and Table 3.2, respectively.

Ethical responsibilities are closely related to legal responsibilities as the former are a driving force in the creation of the latter (Carroll, 1991: 41). For this reason ethical responsibilities, depicted in the next layer of the framework, will now be discussed.

3.5 ETHICAL RESPONSIBILITIES OF ECOTOURISM BASED PGRS

Carroll (1991:40) identified five constructs that characterize the ethical responsibilities of an organisation, namely:

- It is important to perform in a manner consistent with expectations of societal mores and ethical norms.
- It is important to recognise and respect new or evolving ethical/moral norms adopted by society.
- It is important to prevent ethical norms from being compromised in order to achieve corporate goals.
- It is important that good corporate citizenship be defined as doing what is expected morally or ethically.
- It is important to recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations.

Like other organisations, ecotourism based PGRs involve many stakeholders including employees, suppliers, customers as well as governments and they are obliged to behave ethically towards their stakeholders (Hellriegel *et al.*, 2008:81).

With regard to ecotourism based PGRs, Moisander, Makinen and Garcia-Rosell (2007:5) identify four perspectives of the ethical framework applied to ecotourism, namely the organisation, welfare of society, good business life and fair business. All these perspective and their relation to Carroll's five characteristics of ethical responsibilities are outlined below.

The organisational perspective focuses mainly on the ecotourism enterprise and in maximising its self-interest in the long-term (Moisander *et al.*, 2007:6). This perspective relates to Carroll's (1991:40) statement that "businesses should do what is expected morally

or ethically” which is to produce goods and services and to sell them at a profit (Carroll, 1979:500). In this regard the interest of the organisation coincides with the interest of others, therefore by protecting the natural environment and considering the local community and other marketplace actors the ecotourism organisation is creating benefits for itself (Moisander *et al.*, 2007:6).

The “welfare of society” perspective focuses on the promotion of welfare within a community and the achievement of economic benefits for a group of people, namely the community or greater region (Moisander *et al.*, 2007:6). This perspective relates to two of Carroll’s (1991:40) statements, namely that it is important to perform in a manner consistent with expectations of societal mores and ethical norms, as well as to recognise and respect new or evolving ethical/moral norms adopted by society. In this regard instrumental value is attributed to the natural environment as it provides pleasure and satisfaction to different marketplace actors, including the surrounding community as well as tourists (Moisander *et al.*, 2007:6).

Rather than concentrating on the organisation or society, the “good business life” perspective is based on the character of the entrepreneurs, their personal values, norms and beliefs (Moisander *et al.*, 2007:6). The motivation for becoming an ecotourism entrepreneur is found in the personal values, norms and beliefs of the business owner (Moisander *et al.*, 2007:6). This perspective relates to Carroll’s (1991:40) statement that an individual must prevent his ethical norms from being compromised in order to achieve corporate goals.

The fair business perspective focuses on the promotion of fairness and justice throughout the organisation (Moisander *et al.*, 2007:6). Ecotourism is regarded as a business approach that respects humans and nature. As stated by Carroll (1991:40), corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations.

Furthermore, Hall and Brown (2008:215) identify ethical benchmarking criteria for tourism organisations, which are relevant in the ecotourism based PGR industry. The criteria include access and equity considerations, client rights, employees’ rights, human rights, exploitation of developing countries, environmental and animal welfare. These criteria are presented in Table 3.4 together with the relevant concerns pertaining to each criterion.

Table 3.4: Ethical Criteria for Tourism Organisations

Criteria	Concerns
Access and equity considerations	<ul style="list-style-type: none"> • The tourism business should represent, facilitate and accommodate a wide range of disabilities. • An equal opportunity in recruitment, screening and career development should be given to all staff, male and female. • There should be positive discrimination in favour of any particular (minority or disadvantaged) group.
Client rights	<ul style="list-style-type: none"> • The tourism business should provide accurate and reliable information regarding tourism services to tourists. • The tourism business should fully respect the rights of clients as recognized by international conventions as well as ensure the security, safety, accident prevention and health protection of the tourists. • Client surveys and questionnaire responses should be made available to clients and there should be prompt and effective responses to client complaints.
Employees' rights	<ul style="list-style-type: none"> • The tourism business should provide each employee with a safe and healthy working environment as indicated by the Occupational Health and Safety Act (No. 181 of 1993) (Department of Labour, 2010:1). • Employees should be made aware of their responsibilities as well as the business's code of conduct • There should be constructive dialogue with the workforce in order to advance the business. • As tourism businesses have their own characteristics such as work shifts, casual workforce and ethnic diversity, business has to pay attention to the wages and benefits of employees.
Human rights	<ul style="list-style-type: none"> • The tourism business should positively support the participation of local people in deciding the nature and scale of tourism developments. • Human rights violations in tourism are related to unfair labour practices, underpayment, seasonality of work, poverty, lack of institutional capacity in developing countries and the global movement of capital.
Exploitation of developing countries	<ul style="list-style-type: none"> • The tourism business should not exploit developing countries, for example, by driving down wage and price levels. • The tourism business should not ring-fence employment roles in developing countries for Western nationals.
Environmental	<ul style="list-style-type: none"> • The tourism business should actively engage in local sourcing, energy saving, renewable energy and recycling, conservation, organic agriculture, pollution and climate change. • There should be ethical codes of environmental behaviour for its employees, sub-contractors and clients.
Animal welfare	<ul style="list-style-type: none"> • The tourism business should contribute towards species conservation, respect animal welfare and avoid inflicting suffering on animals.

Source: Researcher's own construction adapted from Hall and Brown (2006:168; 2008:215).

In addition to the above ethical criteria of tourism organisations, the issue of HIV/AIDS also lies on the ethical level of the pyramid as it would be unethical for anyone to blatantly ignore the disease and the impact it has on the country (Viviers and Boudler, 2008:10). The Southern African Development Community (SADC) (SADC, 2010:1) HIV and AIDS unit point out the impact of HIV/AIDS on tourism workers and the tourism industry as follows:

- High levels of HIV and AIDS coupled with a perception of a lack of health care facilities may undermine the attractiveness of the tourism organisation.
- Employees in the tourism industry are highly skilled and difficult to replace.
- Reduced productivity owing to increasing levels of illness, absenteeism owing to the need to care for family members, and high staff turnovers due to premature loss of staff.
- Rising costs of employee benefits such as medical care, early retirement, premature payouts from pension schemes and increased costs of insurance premiums.
- Reduced staff morale owing to stigma and discrimination as a result of ignorance.

In this regard Hall and Brown (2008:217) point out that “there remain many shortcomings and inconsistencies that can have a negative effect on the welfare of tourism workers, destination residents and environments, and tourists themselves.” This is the case in South Africa where only a small portion of the tourism industry has adopted notions of CSR and ethical codes of behaviour and conduct (DEAT, 1996:1). In recent years, however, the tourism industry has increased its involvement in CSR by means of engagement in philanthropic responsibilities.

3.6 PHILANTHROPIC RESPONSIBILITIES OF ECOTOURISM BASED PGRS

Carroll (1991:40) identified five constructs that seek to characterize the philanthropic responsibilities of an organisation, namely:

- It is important to perform in a manner consistent with the philanthropic and charitable expectations of society.
- It is important to assist the fine and performing arts.

- It is important that managers and employees participate in voluntary and charitable activities within their local communities.
- It is important to provide assistance to private and public educational institutions.
- It is important to assist voluntarily those projects that enhance a community's "quality of life."

In South Africa the view that CSR is primarily philanthropy is a result of how things were structured in the pre-democracy era, in the sense that organisations thought that they needed to support and donate to worthy causes separate from the core business functions of the company (Hamann, 2006:188). Although this view has changed, organisations in South Africa still engage in philanthropic activities and projects. In this regard the projects supported may have a direct or indirect link with the organisation. For example, such a project may be of benefit to the community, to families of staff or future staff, and for tourism organisations it may be an initiative that relates to the tourism experience, such as environmental appreciation, language training or infrastructure enhancement (Ashley and Hayson, 2005:4).

Philanthropic responsibilities may in the short term be done for the good of the cause, rather than to directly benefit the organisation's bottom-line (Ashley and Hayson, 2005:4). However, this is not always clear as the projects supported may in the long term have some bearing on the tourism business, or the reputation enhancement may bring medium-term benefits, such as marketing appeal (Ashley and Hayson, 2005:4). In this regard philanthropic responsibilities can be strategic rather than purely altruistic.

It appears that in the tourism industry philanthropic responsibilities by means of community projects have been the norm. However if CSR is to make a substantial impact in the long term to economic and social development, then organisations and PGRs need to move beyond donations to adapted business practice (Ashley and Hayson, 2005:5). 'Adapting business practice' means changing one or more elements of normal organisational operations so that the organisation function is still fulfilled in a way that improves the triple bottom line (Ashley and Hayson, 2005:5). In addition to its strong philanthropic objectives, this approach makes sense commercially in the long term (Ashley and Hayson, 2005:4).

3.7 SUMMARY

This Chapter has discussed Carroll's pyramid of CSR which identifies four components that constitute total CSR, namely economic, legal, ethical and philanthropic responsibilities (Carroll, 1991:104). In understanding the nature of Carroll's pyramid of CSR, the major arguments for and against his framework were discussed. As the natural environment is crucial in sustaining both business operations and life itself, it was established that Carroll's pyramid of CSR should be adapted to include the natural environment as the foundation upon which all other CSR components rest.

The adapted pyramid of CSR was termed 'the five components of CSR framework.' The researcher put forward a discussion of each of the five components of CSR within the context of ecotourism based PGRs. The five components of the CSR framework were used to assess the CSR activities of the Indalo group in this research. In this regard the researcher made use of a case study approach which is further discussed in Chapter Four.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

The purpose of this Chapter is to provide an overview of the research paradigm, research methodology, data collection methods, methods of analysis, quality criteria and ethical considerations of the current research. Research is defined as a thorough and rigorous process of inquiry and investigation, systematic and methodical in nature, aimed at increasing knowledge and involves planning, acquiring, analysing and disseminating data to guide decision making (Leedy and Ormrod, 2005:1; Zikmund, 2003:5; Cooper and Schindler, 2006:4). To demonstrate the linkage to knowledge creation, the objectives of this research are restated:

- To assess and evaluate the involvement of ecotourism based private game reserves (PGR) in the Eastern Cape province in each of the five responsibilities comprising CSR
- To describe and assess the current practice in implementing CSR within the ecotourism based PGR industry in the Eastern Cape Province
- To identify the challenges faced by ecotourism based PGRs in the Eastern Cape Province with regard to the implementation of CSR initiatives
- To provide pertinent conclusions and recommendations with regard to CSR strategies within the ecotourism based PGR industry in the Eastern Cape Province

The outcome of this research will contribute towards increasing the body of knowledge and CSR efforts relating to the ecotourism based PGR industry in the Eastern Cape Province by using a phenomenological research paradigm as described in this Chapter.

The phenomenological paradigm relevant to the current research is explained in this Chapter. The Chapter then identifies the type of research methodology employed in the study, namely case study research. Following this, the data collection methods by means of semi-structured interviews and using a questionnaire are explained in depth. The data were analysed by means of qualitative content analysis and descriptive statistics. The quality criteria of the

research will also be discussed in this Section. Finally, the ethical considerations and methodological limitations will be highlighted.

4.2 THE RESEARCH PARADIGM

The term paradigm refers to the advancement of scientific practice based on people's philosophies and assumptions about the world and the nature of knowledge (Collis and Hussey, 2003:46). Guba and Lincoln (1994, cited in Denzin and Lincoln, 1994:107) provide a more complex definition by stating that a paradigm is a set of basic beliefs that represent a worldview that defines, for its holder, the nature of the "world", the individual's place in it, and the range of possible relationships to that world and its parts. Guba and Lincoln (1994, cited in Denzin and Lincoln, 1994:108) further state that paradigms can be examined and summarised according to the responses with regard to ontology (what is the form and nature of reality), epistemology (what is the nature of the relationship between the knower/researcher and what can be known), and methodology (how can the inquirer go about finding out whatever he or she believes can be known).

In this context a paradigm identifies how the research should be conducted as it offers a framework comprising an accepted set of theories, methods and ways of defining data (Collis and Hussey, 2003:46). Remenyi (1996: 5) indicates the importance of a paradigm in ensuring that the research conducted has integrity as well as being reliable and reproducible.

According to Collis and Hussey (2003:47) and Remenyi (1996:8), there are two main research paradigms, namely positivistic and phenomenological. Collis and Hussey (2003:47) provide alternative terms for each of these paradigms as shown in Table 4.1. The main features of the two paradigms as identified by Collis and Hussey (2003:55) are given in Table 4.2.

Table 4.1: Alternative Terms for the Main Research Paradigms

Positivistic Paradigm	Phenomenological Paradigm
Quantitative	Qualitative
Objectivist	Subjectivist
Scientific	Humanistic
Experimentalist	Interpretivist
Traditionalist	

Source: Collis and Hussey (2003:47)

Table 4.2: Features of the Two Main Paradigms

Positivistic Paradigm	Phenomenological Paradigm
Tends to produce quantitative data	Tends to produce qualitative data
Uses large samples	Uses small samples
Concerned with hypothesis testing	Concerned with generating theories
Data are highly specific and precise	Data are rich and subjective
The location is artificial	The location is natural
Reliability is high	Reliability is low
Validity is low	Validity is high
Generalises from sample to population	Generalises from one setting to another

Source: Collis and Hussey (2003:55)

The paradigm that is used in the research has great importance for the research methodology (Collis and Hussey, 2003:55). The phenomenological paradigm which forms the basis of this research is further explained in the next Section.

4.2.1 Phenomenological Paradigm

A phenomenon is a fact or occurrence, of which the cause is in question, that appears or is perceived (Allen, 1990:893, cited in Collis and Hussey, 2003:53). Phenomenology is the science of phenomena and a theoretical point of view that advocates the study of direct experience taken at face value (Collis and Hussey, 2003:53). In addition, phenomenology as a theoretical point of view sees behaviour as determined by the phenomena of experience rather than by external, objective and physically described reality (Cohen and Manion, 1987, cited in Remenyi, 1996:10).

Therefore the phenomenological paradigm is concerned with understanding human behaviour from the participant's own frame of reference (Collis and Hussey, 2003:53). This approach stresses the subjective aspects of human activity by focusing on the meaning, rather than the measurement, of social phenomena (Collis and Hussey, 2003:53).

Phenomenology is based on the assumption that what is researched can be affected by the process of the research; and the researcher is not independent of what is being researched, but is an intrinsic part of it (Collis and Hussey, 2003: 53; Remenyi, 1996:11). This is attributed to phenomenologists who believe that social reality is dependent on the mind and there is no reality independent of the mind (Collis and Hussey, 2003:53). Furthermore, each situation is unique and its meaning is a function of the circumstances and the individuals involved (Remenyi, 1996:11). For this reason the researcher has to look beyond the details of the situation in order to understand the essences working behind them (Remenyi, 1996:11).

Additionally under the phenomenological paradigm inductive logic prevails (Creswell, 1994:7). "Categories providing rich, "context-bound" information emerge from informants, rather than are identified a priori by the researcher" (Creswell, 1994:7). Such information leads to the development of concepts, insights, and understandings from patterns in the data (Taylor and Bogdan, 1998:7).

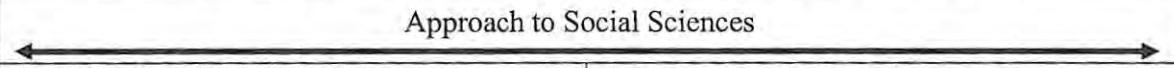
The research methods in this paradigm include various interpretative techniques which seek to describe, translate and somehow come to terms with the meaning of certain naturally occurring phenomena in the social world (Collis and Hussey, 2003:53). The data collected in the current research will be mainly qualitative data as the emphasis of the phenomenological paradigm is on the quality and depth of the data (Collis and Hussey, 2003:57). However, before the discussion of data collection it is necessary to establish the research methodology associated with the chosen paradigm in the current research.

4.3 TYPE OF RESEARCH METHODOLOGY

Collis and Hussey (2003:55) define research methodology as the overall approach to the research process, from the theoretical foundation through to the collection and analysis of the data.

There are a number of research methodologies, some of which lend themselves more to one paradigm than another (Collis and Hussey, 2003:60; Remenyi, 1996:14), as identified in Table 4.3. However Collis and Hussey (2003:60) state that despite each paradigm being near the extremities of a continuum, each methodology can be moved some way along the continuum according to the researcher's assumptions (Collis and Hussey, 2003:61).

Table 4.3: Methodological Assumptions of the Main Paradigms

Positivistic	Phenomenological
	
<u>Associated methodologies</u>	<u>Associated methodologies</u>
Cross-Sectional studies	Action research
Experimental studies	Case studies
Longitudinal studies	Ethnography
Surveys	Hermeneutics

Source: Researcher's own construction adapted from Collis and Hussey (2003: 55).

The different types of research methodologies are seen as a pool of tools or research directions from which the researcher may draw appropriate help as and when required (Remenyi, 1996:13). It is important for the researcher to be familiar with these tools as they will determine the route to evidence collection, evidence analysis and theory generation (Remenyi, 1996:14).

With regard to the phenomenological paradigm and qualitative research methodologies the focus of this research is on a case study, utilising a descriptive and illustrative case study approach.

4.3.1 Case Study Approach

Eisenhardt (1989:534, cited in Collis and Hussey, 2003:68) refers to the case study as “a research study which focuses on understanding the dynamics present within a single setting.” Yin (1989, cited in Blumberg, Cooper and Schindler, 2005:190) provides a more extensive definition of a case study by stating that it is “an empirical enquiry that investigates a contemporary phenomenon within its real life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.” Stoeker (1991, cited in Yin, 2003:14) further states that the case study, as a research strategy, comprises an all-encompassing method, namely covering the logic of design, data collection techniques, and specific approaches to data analysis.

In this regard the case study is a comprehensive research strategy, and not merely a data collection tactic or design feature (Yin, 2003:14). In addition case studies allow researchers to combine business practice with science and also to gain practical experience (Blumberg *et al.*, 2005:190). Collis and Hussey (2003:68) further indicate that a case study is an example of a phenomenological methodology, thus making this approach congruent with the paradigm employed within the current research.

The current research makes use of a combination of a descriptive and illustrative case study design. A descriptive research design aims to cover the depth and scope of the case under study (Tellis, 1997:84). In this regard it requires a theory to guide the collection of data. The data collection in this research is guided by the theory outlined in Chapter Two and Chapter Three. An illustrative case study design attempts to illustrate new and possibly innovative practices adopted by particular organisations (Collis and Hussey, 2003:83). The case under study in this research includes 12 ecotourism based PGRs which are members of the Indalo group, the Association of Eastern Cape Private Game Reserves, in the Eastern Cape Province.

In order to provide pertinent conclusions and recommendations with regard to CSR strategies employed by the Indalo member reserves, a multiple case study approach was used. Although the 12 ecotourism PGRs are members of the Indalo group, each reserve is an independent organisation in its own right. For this reason the multiple case study approach was most appropriate. In this regard each reserve was analysed individually; however, in accordance with the request of the 2009 and 2010 Chairpersons, the current research does not

compare and contrast the findings between the Indalo member reserves. For the purpose of the current research the Indalo member reserves are considered as a whole in order to provide insights for the Indalo group as a whole.

In this regard multiple cases follow a replication, not sampling logic whereby two or more cases are included within the same study precisely because the researcher predicts that similar results (replication) will be found (Blumberg *et al.*, 2005:192). The choice for multiple cases is appropriate given that Blumberg *et al.*, (2005:192) argue that if such replications are found for several cases, the researcher can have more confidence in the overall results. The development of consistent findings over multiple cases can then be considered a very robust finding (Blumberg *et al.*, 2005:192). In addition, examining a number of organisations enhances the accuracy, validity and reliability of the results by examining the holistic essence of the subject field (Blumberg *et al.*, 2005:192).

According to Collis and Hussey (2003:69), case studies follow specific stages, namely selection of case, preliminary investigations, data collection and data analysis. In this regard an integrated discussion of these stages shapes the following Sections.

4.4 DATA COLLECTION

Phenomenological data collection methods have been described as an array of interpretative techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of certain more or less naturally occurring phenomena in the social world (Van Maanen, 1983, cited in Collis and Hussey, 2003:150). Upon identifying the chosen sample, the data collection methods, namely semi-structured interviews and the use of questionnaires will be discussed.

4.4.1 Sample and Sampling Procedure

For the purpose of this research, as substantiated in Chapter One, the tourism industry was chosen because tourism is the major economic activity in the Eastern Cape Province and because Carroll's amended pyramid of CSR, as described in Chapter Three, has not been

applied to this industry in South Africa. In selecting a case, the Indalo group (the Association of Eastern Cape Private Game Reserves) and the Eastern Cape Parks were approached to participate in the research study. The Indalo group was willing to participate in this research.

A preliminary interview was conducted with the 2009 Chairman of the Indalo group, in order to familiarise the researcher with the context of the research. It was agreed that natural sampling procedures would be used for the purpose of the current research. Collis and Hussey (2003:158) state that natural sampling procedures are fairly common in business research. Natural sampling occurs when the researcher has little influence on the composition of the sample, for example only particular employees are involved in the phenomenon being investigated (Collis and Hussey, 2003:158).

For the purpose of this research, natural sampling was implemented through the 2009 and 2010 Chairpersons of the Indalo group, who encouraged the managers of the reserves to participate in the study. Furthermore, natural sampling was used when each manager then nominated administrative employees to participate in the research. Collis and Hussey (2003:158) warn that it is important to avoid the situation where the employer selects the sample on criteria which are not divulged to the researcher. In order to avoid bias, the researcher worked together with both the 2009 and 2010 Chairpersons of the Indalo group as well as each reserve manager in the selection of the administrative employees and ensured voluntary participation.

4.4.1.1 Description of the Private Game Reserves

The Indalo group is made up of 12 ecotourism based member reserves. All the member reserves use wildlife-based ecotourism as their primary means of business. They range in size from 3,200 hectares (ha) to 26,932 ha, with an average size of 11,661 ha and a median size of 6,893 ha (Langholz and Kerley, 2006:2). It was requested by the 2009 and 2010 Chairmen of the Indalo group that the current research should not distinguish between large PGRs (>17,000 ha) and small PGRs (<6,500ha) and the practices employed by them. This is due to the fact that the reserves are members of the Indalo group, and as previously mentioned one of the objectives of the research is to provide pertinent conclusions and recommendations with regard to CSR strategies within the Indalo group as a whole. To achieve this and as

explained previously, a descriptive and an illustrative multiple case study approach was used in the current research.

The Indalo group member reserves are situated in the westernmost part of the Eastern Cape Province. Upon the advice of the 2009 Chairman reserves 9 and 10 were excluded from the research due to their geographic location. Reserve 11 was in the process of a managerial change and therefore was not suitable to participate in the research. Lastly, reserve 12 did not agree to participate in the research. The research sample was thus made up of the remaining eight game reserves which included a sample of eight game reserve managers and a minimum of sixteen administrative employees (a minimum of two administrative employees at each of the reserves, of whom one of the two was employed as a game ranger) due to the differences in property and operational size.

It should be noted that the general rule on sample size for qualitative research is that when the same stories, themes, issues, and topics are emerging from the interviewees, then a sufficient sample size has been reached (Boyce and Neale, 2006:4; Blumberg *et al.*, 2005:192). Following interviews at five of the eight reserves the researcher observed similarities in the findings in terms of the key themes and issues pertaining to the research. As stated by Boyce and Neale (2006:4), such repetition is an indication that a sufficient sample size has been reached and therefore the researcher did not collect data at the three remaining reserves. The number of respondents is outlined in Table 4.4.

Table 4.4: Number of Respondents

Reserve	Number of Managers interviewed.	Number of administrative employees interviewed.
Reserves A, B, C, D and E	5	19

Source: Researcher's own construction (2010).

4.4.2 Data Collection Methods

Yin (1994, cited in Collis and Hussey, 2003:69) indicates that case study research, which lies within the phenomenological paradigm, uses multiple methods for collecting data which may be both qualitative and quantitative. In this regard, the main method of data collection was the semi-structured interview. In addition, a five-point Likert scale questionnaire was administered, as well as observations being made.

The use of different research approaches, methods and techniques in the same study is described as triangulation (Collis and Hussey, 2003:78). There are four types of triangulation, namely: data triangulation; investigator triangulation; methodological triangulation and triangulation of theories (Collis and Hussey, 2003:78).

For the purpose of the current research, data triangulation and methodological triangulation were employed. Data triangulation is where data are collected at different times or from different sources in the study of the phenomenon (Collis and Hussey, 2003:78). In the current research data were collected from different sources, namely the managers and administrative employees at the different reserves. Methodological triangulation occurs when both qualitative and quantitative methods of data collection are used (Collis and Hussey, 2003:78). Collis and Hussey (2003:76) state that mixed methodologies allow a researcher to take broader and often complementary views of the research problem or issue. The data collection methods included semi-structured interviews with PGR managers and administrative employees as well as a five-point Likert scale questionnaire that was administered to managers.

In addition, the researcher also made observations of the operational activities of the PGRs. Remenyi (1996:9) argues that only by viewing the situation can a complete viewpoint be obtained of the interaction of the different variables or events and therefore there is great methodological value in observations. The total time devoted to observations at the PGRs was approximately 150 minutes.

Triangulation is advantageous as it can overcome the potential bias and sterility of a single-method approach (Collis and Hussey, 2003:78). Denzin (1970, cited in Collis and Hussey, 2003:78) further states that triangulation leads to greater validity and reliability than a single

methodological approach. The data collection methods used by the researcher will be briefly discussed.

4.4.2.1 Interviews

Interviews are a method of collecting data that involves asking respondents questions in order to explore their perspectives on a particular idea, programme, or situation (Collis and Hussey, 2003:167). Under a phenomenological paradigm interviews are useful when detailed information is required about a person's thoughts and behaviours or when new issues are explored in depth (Boyce and Neale, 2006:3). Semi-structured interviews formed the main research instrument of the current research where the researcher made use of field notes in addition to digital recordings. In semi-structured interviews the researcher has a list of themes and questions to be covered, termed an interview guide (Welman, Kruger and Mitchell, 2005:166). Although all the respondents were asked the same questions from the interview guides, semi-structured interviews allow for the researcher to adapt the formulation, including the terminology, to fit the background and educational level of the respondents (Welman *et al.*, 2005:166). In this regard semi-structured interviews offer a versatile way of collecting data (Welman *et al.*, 2005:167).

The semi-structured interviews included open-ended questions pertaining to personal data, general questions about the game reserves, research questions pertaining to the economic, legal, ethical, philanthropic and environmental aspects of CSR, as well as questions regarding the current practice of CSR and the challenges faced in fulfilling CSR activities. The formulation of these questions drew on previous research by Aupperle *et al.*, (1985), the European Commission Directorate General for Enterprise (2009), the Partnership for Global Sustainable Tourism Criteria (2009), the National Responsible Tourism Guidelines (DEAT, 2002), as well as research by Langholz and Kerley (2006), and Snowball and Antrobus (2008). As stated previously, the researcher conducted two sets of semi-structured interviews, firstly in-depth interviews with each of the game reserve managers (Appendix A: Managers' Interview Guide) and, secondly, informal focused interviews with the selected administrative employees (Appendix B: Administrative Employees Interview Guide).

In-depth interviews provide “deeper” information and knowledge than informal focused interviews (Johnson, 2001, cited in Gubriem and Holstein, 2001:104). The researcher’s interviewing techniques in an in-depth interview are motivated by the desire to learn everything the participant can share about the research topic (Family Health International, 2010:29), whereas the aim of focused interviews is to understand an individual’s involvement in a particular situation. On average, in-depth interviews last from one to two hours, whereas focused interviews last for less than an hour (Family Health International, 2010: 34).

The researcher conducted 24 interviews among the five different ecotourism based PGRs of the Indalo group. The researcher interviewed the managers of each of the five PGRs and a minimum of two administrative employees per reserve. The interviewees comprised 13 males and 11 females. All participants had more than one year’s experience at the reserves. An outline of the interviewees of the five PGRs is shown in Table 4.5. Each colour represents one PGR:

Table 4.5: Interviewees of Each of the Five PGRs

Interviewee Number	Gender	First Language
A1	Female	English
A2	Female	Afrikaans
A3	Female	Afrikaans
A4	Female	English
A5	Female	English
A6	Male	English
A7	Female	English
A8	Male	English
B1	Male	English
B2	Female	English
B3	Male	English
C1	Male	English
C2	Male	Xhosa
C3	Male	Xhosa
C4	Female	Xhosa
C5	Male	English
C6	Female	English
D1	Male	English
D2	Female	English
D3	Male	English
D4	Male	English
E1	Male	Xhosa
E2	Female	English
E3	Male	English

Source: Researcher's own construction (2010).

The 24 interviews lasted approximately 26 hours and varied in time depending on the participants' responses during the interviews. On average, the in-depth interviews with managers lasted from one to two hours, whereas the focused interviews with administrative employees lasted for less than an hour. All interviews were conducted at the convenience of the respondents. The interviews were conducted on site in separate rooms from their business activities, which ensured that the confidentiality and privacy of the interviewees was maintained. In order to ensure that the most detailed and rich data were gathered, the researcher became familiar with the advantages of interviews as well as techniques of reducing the limitations associated with the research method.

The great advantage of interviews is that they provide much more detailed information than that gathered through other data collection methods, such as surveys (Boyce and Neale, 2006:3). In addition, interviews provide a thread of questions along which conversations may loosely develop and respondents may freely verbalise (Kromrey, 1998:337, cited in Mayer, 2008:98). Interviews also provide a more relaxed atmosphere in which to collect information, as respondents feel more comfortable having a conversation as opposed to filling out a questionnaire (Boyce and Neale, 2006:3). However, there are a number of limitations connected to the use of interviews, each of which are described below, in addition to the techniques utilised in ensuring a reduction in the limitations.

Interviews are prone to bias due to respondents having a stake in the programme concerned or for a number of other reasons (Boyce and Neale, 2006:3). In order to ensure minimal bias and to make certain the respondent provided the most detailed and rich data (Boyce and Neale, 2006:4), the researcher became familiar with effective interview techniques. In particular, the researcher made every effort to ensure that the respondent was comfortable. In this regard the researcher explained the objectives of the research to the respondent and allowed for any questions to be asked. The tape recorder was used after permission had been granted by the respondents upon signing of the relevant consent forms (Appendix C). In addition, leading questions were avoided, and appropriate body language was used whilst keeping personal opinions in check (Boyce and Neale, 2006:4).

When interviews are conducted, generalisations about the results are usually not able to be made. This is attributed to the small samples used in the research (Boyce and Neale, 2006:4). For the purpose of the current research the conclusions and recommendations are utilised for ‘internal generalisation,’ which represents generalisations within the setting or group studied, namely the Indalo group (Onwuegbuzie and Leech, 2009:883). In addition due to data triangulation used in this research, generalisations can be made from one setting to another as indicated in Table 4.2 (Collis and Hussey, 2003:55).

Despite these limitations, Collis and Hussey (2003:170) state that interviews permit the researcher to ask more complex questions and ask follow-up questions, thus allowing for further information to be obtained. In addition, the researcher made use of interviews as they allowed for detailed information to be gathered. Furthermore, interviews allowed for the researcher to adapt the formulation and terminology of the questions to fit the background and language of the different respondents.

As previously stated, in addition to in-depth interviews, managers were requested to complete a five-point Likert scale CSR questionnaire developed by Aupperle *et al.* (1985), amended by Viviers and Venter (2005). The use of questionnaires in the current research is discussed in the following Section.

4.4.2.2 Questionnaires

Questionnaires are a popular method for collecting data (Collis and Hussey, 2003:174). A questionnaire is a list of carefully structured questions, chosen after considerable testing, with a view to eliciting reliable responses from a chosen sample (Collis and Hussey, 2003:173). Questionnaire surveys providing quantitative data accompanied by interviews are proved to be advantageous as they provide greater qualitative insights and illuminations (Collis and Hussey, 2003:77).

In light of the current research a five-point Likert scale CSR questionnaire pertaining to the economic, legal, ethical and philanthropic responsibilities developed by Aupperle *et al.*, (1985) was administered to the managers of each reserve following their interviews (Appendix D). This questionnaire was adapted and contextualized to the South African

situation by Viviers and Venter (2005) and has previously been used to determine the CSR activities in the Small, Medium and Micro Enterprise (SMME) industry in South Africa (Viviers and Venter, 2005) as well as in the South African mining industry (Viviers and Boudler, 2008). This questionnaire is therefore proven to be valid and a reliable measure of CSR in various countries and contexts.

For measurement purposes a semantic differential scale was utilised with a possible response continuum from 1 (Not important at all / Strongly disagree) to 5 (Very important / Strongly agree) (Viviers and Venter, 2005:9). The questionnaire consisted of 48 statements, based on five constructs within each responsibility namely, economic, legal, ethical and philanthropic, as indicated in Table 4.6. The questionnaire statement that relates to a particular construct is presented in Table 4.6, although it is possible that some of the questionnaire statements may form part of one or more constructs.

Table 4.6: Corporate Social Responsibility Constructs and Questionnaire Statements

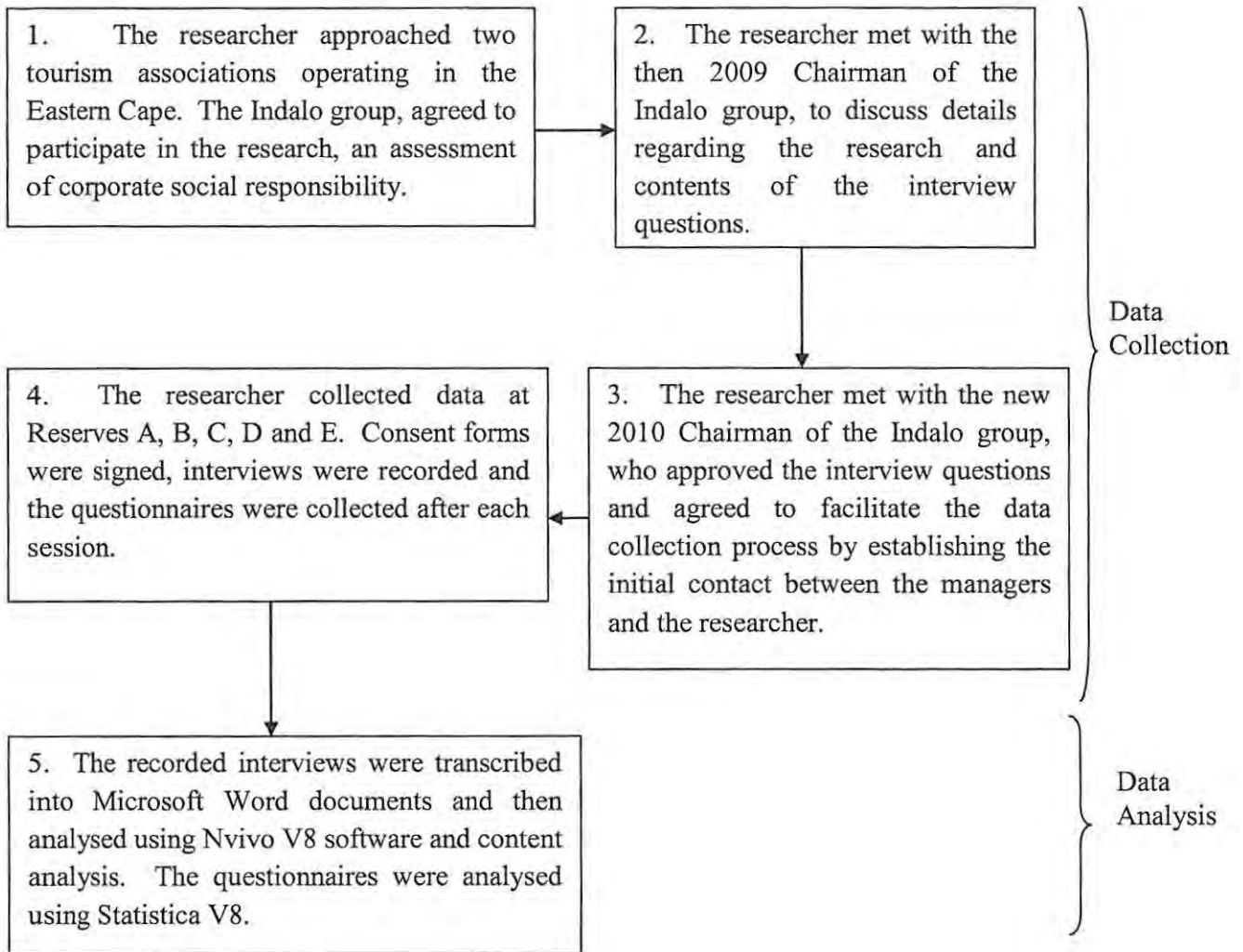
Economic Responsibility Constructs (Chapter 3, Section 3.3)	Economic Responsibility Statements in Questionnaire
It is important to perform in a manner consistent with maximising earnings per share.	1 and 6
It is important to be committed to being as profitable as possible.	3, 5, 9, and 11
It is important to maintain a strong competitive position.	2, 7 and 12
It is important to maintain a high level of operating efficiency.	4
It is important that a successful organisation be defined as one that is consistently profitable.	8 and 10
Legal Responsibility Constructs (Chapter Three, Section 3.4)	
Legal Responsibility Statements in Questionnaire	
It is important to perform in a manner consistent with expectations of government and law.	13, 14
It is important to comply with various federal, state and local regulations.	15, 16 and 18
It is important to be a law-abiding corporate citizen.	17, 19 and 21
It is important that a successful organisation be defined as one that fulfils its legal obligations.	22

It is important to provide goods and services that at least meet minimum legal requirements.	20, 23 and 24
Ethical Responsibility Constructs (Chapter Three, Section 3.5)	
It is important to perform in a manner consistent with expectations of societal mores and ethical norms.	25, 27 and 32
It is important to recognise and respect new or evolving ethical/moral norms adopted by society.	31
It is important to prevent ethical norms from being compromised in order to achieve corporate goals.	26, 30, 33
It is important that good corporate citizenship be defined as doing what is expected morally or ethically.	34 and 36
It is important to recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations.	28, 29 and 35,
Philanthropic Responsibility Constructs (Chapter Three, Section 3.6)	
It is important to perform in a manner consistent with the philanthropic and charitable expectations of society.	36, 39, 45 and 47
It is important to assist the fine and performing arts.	40
It is important that managers and employees participate in voluntary and charitable activities within their local communities.	38, 41 and 46
It is important to provide assistance to private and public educational institutions.	44
It is important to assist voluntarily those projects that enhance a community's "quality of life."	42, 43 and 48

Source: Researcher's own construction based on research by Viviers and Venter (2005).

To summarise, the data collection process pertinent to this research is illustrated in Figure 4.1.

Figure 4.1: Data Collection Process



Source: Researcher's own construction (2009 and 2010).

Following the data collection at the reserves, the data analysis used in this research is described in the following Section.

4.5 DATA ANALYSIS

Firstly, the data analysis surrounding the main data collection methods of semi-structured in-depth and focus interviews is discussed. Secondly the data analysis surrounding the administered questionnaires will follow.

The interviews were subjected to a qualitative content analysis. However, before the analysis could take place it was required that the data be prepared in a form that could be analysed. This process, which included the transcription of data as well as aspects of data preparation, will be discussed in the next Section.

4.5.1 The Transcription Process

Transcription is an integral process in qualitative data analysis. According to Steinke (2000:327, cited in Mayer, 2008:327), an appropriate transcription should be manageable, simple to write, easy to read, easy to learn and interpret.

Every interview was transcribed. The transcribed interviews exist in segment and in the complete form of a written text with the research supervisor. As the researcher was mainly concerned with the content of the interview, behavioural aspects of the conversation and speech accompanying behaviours were not mentioned in the transcriptions.

Following the transcription process, it is important that data be prepared appropriately to ensure accuracy in their conversion from raw form to reduced and classified forms that are appropriate for analysis (Cooper and Schindler, 2006:440). Data preparation includes editing as well as detecting errors and omissions. In this regard it allows for corrections and certifies that maximum data quality standards are achieved (Cooper and Schindler, 2006:440). The researcher worked with the 2009 and 2010 Chairpersons of the Indalo group to ensure that the data were accurate, consistent with the intent of the question, complete and arranged to simplify the coding and categorisation process that formed part of the data analysis, namely content analysis (Cooper and Schindler, 2006:441).

4.5.2 Qualitative Content Analysis

Qualitative content analysis has been defined as:

- “a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns” (Hsieh and Shannon, 2005:1278, cited in Zhang and Wildemuth, 2009:1),
- “any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings” (Patton, 2002b:453, cited in Zhang and Wildemuth, 2009:1)

For the purpose of the current research the researcher made use of qualitative content analysis. Qualitative content analysis was preferred by the researcher as it extends far beyond simple word counts to examine meanings, themes and patterns that may be manifest or latent in a particular text (Zhang and Wildemuth, 2009:1). It allows researchers to understand social reality in a subjective but scientific manner (Zhang and Wildemuth, 2009:1). The technique is made particularly rich and meaningful by its reliance on coding and categorizing of the data (Stemler, 2001:1) which are discussed in the following Section.

Coding is the process of combing the data for themes, ideas and categories and then assigning coding units such as numbers or other symbols to answers so that the responses can be grouped into a limited number of categories (Cooper and Schindler, 2006:443). Coding the data makes it easier to search the data, to make comparisons and to identify any patterns that require further investigation (Gibbs and Taylor, 2005:1).

Codes can be based on themes, topics, ideas, concepts, terms, phrases and/or keywords found in the data (Gibbs and Taylor, 2005:1). The codes are given “meaningful names that give an indication of the idea or concept that underpin the theme or category” (Gibbs and Taylor, 2005:1). An appropriate label is then given to any parts of the data that relate to a code topic. The process of coding (associating labels with the text) involves close reading of the text (Gibbs and Taylor, 2005:1). With regard to the current research, both descriptive and analytical coding techniques were used. Descriptive coding is used to describe what is in the data whereas analytical coding uses codes based on the analytical thinking by the researcher about why what is occurring in the data might be happening (Gibbs and Taylor, 2005:1). The

codes used in this research are described below. It is important to note that, in this study, the researcher's bias, which influences the coding and categorisation process was minimised through the linkage of analysis and interpretation of data to the theoretical background and literature review (Chapters Two and Three). In coding the data a priori and grounded codes were used.

A priori codes were identified from the literature review in Chapters Two and Three as well as questions and topics in the interview schedule. These codes were as follows:

- Environmental responsibilities
- Economic responsibilities
- Legal responsibilities
- Ethical responsibilities
- Philanthropic responsibilities
- Challenges faced in fulfilling CSR activities

In addition grounded codes may emerge from the data when a researcher puts aside his prejudices, presuppositions and previous knowledge of the subject area and concentrates instead on finding new themes in the data (Gibbs and Taylor, 2005:1). The grounded codes identified in the data were as follows:

- Current practice in implementing CSR activities
- Empowerment through CSR
- Environmental education
- The guest experience
- Gender and culture influences

After identification of the codes it is necessary to sort them into groups as the researcher may find several codes group together "as types or kinds of something" (Gibbs and Taylor, 2005:1). One way to do this is by means of a coding scheme or frame which may be hierarchical or non-hierarchical in nature (Collis and Hussey, 2003:256; Gibbs and Taylor, 2005:1). A non-hierarchical arrangement of codes, termed flat coding, is similar to a list where there are no sub-code levels (Gibbs and Taylor, 2005:1). A hierarchical arrangement of codes involves a branching arrangement of sub-codes and is sometimes termed 'tree coding' (Gibbs and Taylor, 2005:1).

Gibbs and Taylor (2005:1) suggest that two things may emerge from the re-organisation of codes into a coding scheme or frame. Firstly, categorisation of codes may be possible whereby categories can form one of the bases for a between-cases comparison or analysis (Gibbs and Taylor, 2005:1). Secondly, the researcher may find that “by looking at groups of similar codes that are all types or kinds of something, several new possibilities suggest themselves” (Gibbs and Taylor, 2005:1).

For the purpose of the current research tree coding was used as follows:

- Current practice in implementing CSR activities
 - Meaning of CSR
 - Importance of CSR
 - Empowerment through CSR
- Environmental responsibilities
 - Importance of the environment
 - The ecosystem, biodiversity and landscapes
 - Conserving resources and reducing pollution
 - Environmental education
- Economic responsibilities
 - Competitive advantage
 - Local linkages
- Legal and ethical responsibilities
 - Tourism policies
 - Broad Based Black Economic Empowerment (BBBEE)
 - Health and safety
 - Grievance procedures
 - Code of ethics
- Philanthropic responsibilities
 - Sponsorship of extramural activities
 - Sponsorship of educational activities
 - The guest experience
- Challenges faced in fulfilling CSR activities

The aforementioned codes form the main and sub-headings of the findings and discussion in Chapter Four. The coding process was supported by NVivo V8, a qualitative software program that aids in examining and organising words or phrases within a wide range of texts and speech (QSR International Pty Ltd. Version 8, 2009). NVivo V8 allows for the handling of rich information, where in-depth analysis on both small and large volumes of data is required (QSR International Pty Ltd. Version 8, 2009). It removes many of the manual tasks associated with analysis, like classifying, sorting and arranging information and helps in managing, shaping and making sense of unstructured information through coding and categorising (QSR International Pty Ltd. Version 8, 2009).

4.5.3 Questionnaire Analysis

The questionnaire was administered to the managers of each reserve. In this regard, the researcher received five completed questionnaires from each of the selected ecotourism based PGRs. The data was captured in a Microsoft Excel Spreadsheet. The data was then coded and the information was imported to Statistica V8 (Statsoft, 2010a:1) which is a statistical data analysis program. The data gathered from the questionnaires were used solely for descriptive purposes. Frequency tables, mean and standard deviation are the most often used descriptive statistics (Statsoft, 2010b:1). In this research the data was analysed by means of frequencies, means and standard deviation.

Frequencies refer to the number of times various subcategories or a certain phenomenon occur, from which the percentage and the cumulative percentage of the occurrence of the subcategories can be easily calculated (Sekaran, 1992:259). The results can be depicted in tables or graphs, consequently illustrating the results easily and facilitating the researcher's understanding of the characteristics of the data (Sekaran, 1992:260). In addition the mean (average) which determines the central tendency of specific data as well as the range of data was calculated (Riley, Wood, Clark and Wilkie, 2000:177). The standard deviation which indicates the 'average' spread of the data values that cluster around the arithmetic mean was calculated. In this regard the bigger the dispersion, the greater the deviations, thus resulting in a larger standard ('average') deviation as indicated by Riley *et al.* (2000:177). Furthermore it is crucial that the reliability and validity of the research results obtained from the research instrument are considered.

In the current research the sample was too small to determine the validity and reliability, however based on previous research by Viviers and Venter (2005) the Chronbach Alpha coefficients for all four components were in excess of 0.8, which confirms the reliability of the derived summated scores for this questionnaire (Nunally, 1978: 226).

Upon completion of the analysis, preparation and design of the data it is essential that the aspects of validity and reliability with regard to the main research method, semi-structured interviews, are discussed. Patton (2002a, cited in Golafshani, 2003:601) states that validity and reliability are two factors which any qualitative researcher should be concerned about while designing a study, analysing results and judging the quality of the study.

4.6 QUALITATIVE QUALITY CRITERIA

In qualitative research the term 'dependability' refers to reliability, and closely corresponds to the notion of reliability in quantitative research (Lincoln and Guba, 1985, cited in Golafshani, 2003:601). The term 'validity' in qualitative research is the extent to which research findings accurately represent what is really happening in the situation, as is the case with quantitative research (Collis and Hussey, 2003:58). While the terms reliability and validity are essential criteria for quality in quantitative paradigms, in the phenomenological paradigm the terms confirmability, consistency, credibility and transferability/generalisability are the essential criteria for quality (Lincoln and Guba, 1985, cited in Golafshani, 2003:601). The aforementioned quality criteria are integrated in the discussion on the dependability and validity of the current qualitative research.

With regard to dependability, Collis and Hussey (2003:58) indicate that research findings are reliable (dependable) if they can be repeated. In this regard the researcher observed similarities in the findings in terms of the key themes and issues pertaining to the research at five of the eight reserves, and for this reason did not continue with data collection at the remaining three reserves. Dependability can also be addressed by ensuring consistency in data gathering and processing (Clont, 1992, and Seale, 1999, cited in Golafshani, 2003:601). With regard to this research standard interview guides were used in the data collection

process (Appendices B and C). The use of Nvivo V8 software in the data analysis phase ensured further consistency.

In addition a 'confirmability audit' is one measure that might enhance the dependability of qualitative research. This means providing an audit trail consisting of raw data, analysis notes, reconstruction and synthesis products, process notes, personal notes, and preliminary developmental information (Lincoln and Guba, 1985, cited in Golafshani, 2003:601). A 'confirmability audit' influences the transferability of the research study as outlined in Section 4.4.2.1 (Byrne, 2001:207). Thick descriptions and richly described data provide a research consumer with enough information to judge the appropriateness of applying the findings to other settings (Byrne, 2001:207). In an attempt to address the reliability as well as the transferability of the study, the research procedure of the current research has been clearly documented so as to ensure an increase in the dependability of the research.

Furthermore, to ensure dependability in qualitative research trustworthiness is a crucial aspect (Golafshani, 2003:601). This aspect feeds into the credibility of the data, whether the results are credible or believable (Mayer, 2008:107). Seale (1999:266, cited in Golafshani, 2003:601) indicates that the "trustworthiness of a research report lies at the heart of issues conventionally discussed as validity and reliability". In order to enhance the credibility of the current research the researcher ensured that there would be the utmost integrity in the design, collection, preparation and analysis of the data.

In terms of the researcher's ability and skill in qualitative research, Patton (2002a, cited in Golafshani, 2003:602) states that reliability (dependability) is a consequence of the validity in a study. Furthermore, Lincoln and Guba (1985, cited in Golafshani, 2003:601) emphasize that "since there can be no validity without reliability, a demonstration of the former (validity) is sufficient to establish the latter (reliability)".

Validity is a high priority under a phenomenological paradigm as the researcher's aim in qualitative research is to gain full access to the knowledge and meaning of those involved in the phenomenon in order to capture the essence of it (Collis and Hussey, 2003:59). With regard to the current research the researcher visited each of the reserves in order to familiarize herself with the context of the research and to collect the data. The data collection methods have measured the chosen concepts and accurately answered the research questions.

Both the validity and reliability of the research were strengthened through the use of methodological and data triangulation as discussed in Chapter Four, Section 4.4.2.

In addition to triangulation, the researcher made use of respondent validation also termed inter-subjective validation. Collis and Hussey (2003:279) indicate that respondent validity involves discussing the research findings with those who have participated in the study to obtain their reactions and analysis. In order to achieve respondent validation the researcher worked with a CSR consultant of the Indalo group and validated the results with the 2010 Indalo Chairman. The aim of respondent validation is to give the researcher greater confidence in the validity of the conclusions drawn (Collis and Hussey, 2003:279).

In addition to achieving confidence in the conclusions, it is vital that the duties performed by the researcher and the information gathered are done in ethical manner. For this reason the ethical considerations of the current research are highlighted in the following Section.

4.7 ETHICAL CONSIDERATIONS

Remenyi (1998: 109) indicates that business and management researchers are in a privileged position where they gain information from respondents in sophisticated corporate settings. Researchers therefore need to have a firm understanding of what is considered right and wrong to ensure that duties are performed and information is used in an ethical manner (Remenyi, 1998:109). The three major aspects as to how research should be conducted ethically relate to issues regarding the collection of data; problems associated with processing the data; and the use of the findings (Remenyi 1998: 110).

With regard to the collection of the data the researcher explained to the respondents involved the expectations and importance of the research. In addition, there was voluntary participation and respondents were assured that all responses would be kept confidential, their information would be shared with the research team and their identities would remain anonymous in the final report (Appendix C).

The processing of data in the case of qualitative research is complex and sometimes difficult as the researcher has more subjective evidence to work with than in the case of quantitative data (Remenyi 1998: 111). Here the question of giving appropriate importance and thus weight to statements and opinions is a central issue and it is important that the researcher should not be overwhelmed by personal biases (Remenyi 1998: 111). The researcher took great care to balance the approach used in processing the data and made use of NVivo V8 (QSR International Pty Ltd. Version 8, 2009) to aid in the coding and categorising of data.

Remenyi (1998: 112) indicates that the findings of research should be used for ethical purposes only. As a result the researcher used the findings for academic purposes as well as for compiling a report of the findings and recommendations for the Indalo group. In addition the raw data exist in segment and in the complete form of a written text with the research supervisor.

4.8 LIMITATIONS OF THE RESEARCH METHODOLOGY

The scope and nature of this research involving ecotourism based PGRs and their commitment to CSR, meant that there were inevitably certain stumbling blocks. During the research process, the following limitations were discovered:

- The questionnaire findings were used in a descriptive manner. This is due to the fact that the questionnaire was only administered to five reserve managers, which made the data set too small to perform a statistical analysis beyond descriptive. This may affect the advantages of methodological triangulation whereby both quantitative and qualitative data collection methods are used. However, the researcher made use of data triangulation where data were collected from different sources in the study of phenomenon. In this regard the data triangulation remains intact as the results from the questionnaires complemented the interview findings.
- Although all the respondents expressed their willingness for the interviews to be conducted in English, this was not their mother language and could have been an obstacle during information sharing. In this regard the researcher made every effort to simplify questions without departing from the main theme of the question. This

proved to be successful and the researcher believed a translator was not necessary for the conducting of the interviews.

- All the managers interviewed at the PGRs were male. The researcher was aware that gender difference could also have influenced the data collection process as the researcher is a female. In this regard the researcher remained confident in her abilities and skills to conduct the interviews in the male dominated environment.

4.9 SUMMARY

This Chapter has discussed the use of the 'case study,' a research methodology within the phenomenological paradigm. As the current research focused on 12 ecotourism based PGRs which are members of the Indalo group, a multiple case study, utilising a descriptive and illustrative case study, was employed in this research.

For the purpose of this research natural sampling was implemented through the 2009 and 2010 Chairpersons of the Indalo group as well as the managers of each reserve. The researcher collected data by means of semi-structured in-depth interviews and questionnaires from managers, as well as semi-structured focus interviews with administrative employees. In this regard the researcher received information from five of the eight reserves that took part in the current research.

The interviews were analysed by means of a qualitative content analysis supported by NVivo V8, a qualitative software programme (QSR International Pty Ltd. Version 8, 2009). Descriptive and analytical coding techniques were used with regard to the analysis. A priori codes and grounded codes were grouped together by means of 'tree coding.' In addition, the questionnaires were analysed using Statistica V8, a quantitative software programme (Statsoft, 2010a:1). In this regard frequency tables, means and standard deviations were used for the purpose of descriptive statistics.

The researcher made every effort to ensure a high level of ethics and qualitative quality criteria. The main findings of the research and discussion are presented in Chapter Five.

CHAPTER 5

FINDINGS AND DISCUSSION

5.1 INTRODUCTION

The purpose of this Chapter is to present the findings of this research and discuss the findings in relation to the theoretical perspectives outlined in Chapter Two and Chapter Three. A combination of a descriptive and illustrative multiple case study design, as outlined in Section 4.3.1 in Chapter Four is used in this research. As stated in Chapter Four, Section 4.4.1.1, it was requested by the 2009 and 2010 Chairpersons of the Indalo group that in this research there should be no distinction between large private game reserves (PGRs) (>17, 000 ha) and small PGRs (<6,500ha) with regard to the corporate social responsibility (CSR) practices employed by each. In this regard and in relation to the case study design utilised in the current research this Chapter gives effect to the first three research objectives as stated in Chapter One, Section 1.2, by presenting and discussing the findings as a whole, specific to the Indalo group. In order to achieve the objectives of this research the findings are shaped around the five components of CSR framework (Chapter Three, Figure 3.2) and have been analysed and grouped together for easy interpretation. For the sake of brevity all references to reserves or ecotourism based PGRs in this Chapter refer to the Indalo group PGRs.

Subsequent to the collection and organisation of the interview data, the following themes as outlined in Chapter Four, Section 4.5.2, were identified. The themes were derived from the literature discussed in Chapter Two and Chapter Three, and are aligned with the research objectives.

Objective 1:

- Current practice of corporate social responsibility (CSR)

Objective 2:

- Environmental responsibilities
- Economic responsibilities
- Legal and ethical responsibilities
- Philanthropic responsibilities

Objective 3:

- Challenges in fulfilling CSR activities

Within the above themes, subthemes were identified as outlined in Chapter Four, Section 4.5.2. Some of these subthemes emerge from the data, while others are derived from the literature discussed in Chapter Two and Chapter Three. Ryan (2006:103) indicates that in the presentation and discussion of qualitative findings the researcher should be 'selective' rather than 'exhaustive.' Ryan (2006:103) states that selection allows for quality and key insights rather than quantity and easy generalisations. In this regard subthemes based on the original research objectives as well as the researcher's own theoretical interests will be presented and discussed in this Chapter.

As previously explained in Chapter Four, the main source from which data was collected included the five managers from each ecotourism based PGR. Data was gathered from managers by means of in-depth interviews and a five point Likert scale questionnaire. These managers formed the main respondents as they have been part of the reserves' history and are instrumental in the move towards CSR initiatives. The researcher also made use of the findings from administrative employees with whom focus interviews were utilised, in order to highlight managers' decisions and practices in CSR.

All of the respondents were interviewed using interview guides (Appendices B and C) in accordance with the research design and methodology outlined in Chapter Four. The main research participants (managers) all spoke in English. A number of administrative employees agreed to conduct their interviews in English despite it not being their first language. Consequently their turn of phrase is often unusual, sometimes ungrammatical, but always rich, engaging and informative.

In this Chapter the current practice in implementing CSR activities at the Indalo group will be outlined before analysing their involvement in each of the aforementioned responsibilities of CSR. Lastly the researcher discusses the challenges faced by the Indalo group in fulfilling their CSR activities.

5.2 CURRENT PRACTICE IN IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The first objective of this research which aimed to describe and assess the current practice in implementing CSR activities within the ecotourism based PGR industry in the Eastern Cape Province (Chapter One, Section 1.2) is presented in this Section.

In this Section the meaning of CSR to managers through the analysis of question one in the managers' interview guide (Appendix A) is discussed. In addition the researcher examines the importance of CSR as described by managers when answering question 19 in the managers' interview guide (Appendix A). The aspect of "empowerment" through CSR emerged as a subtheme in the data and is discussed in this Section as it influences the essence of current practice in implementing CSR activities at the Indalo group.

5.2.1 The Meaning of CSR to Managers

The question regarding the Indalo managers' understanding of CSR (Question one in the managers' interview guide (Appendix A)) attempted to ascertain their motivation towards current CSR practice. Managers understand CSR as an activity aimed at individuals "beyond the business" (A8). This aspect is highlighted in the following quotes:

- Respondent A8 stated, "I actually in fact ignore that terminology a great deal because corporate social responsibility is not something that we feel we have to do as some sort of sideline activity."
- Respondent B1 stated, "It is a responsibility to one's staff and one's surroundings."
- Respondent C1 indicated that, "It is a responsibility towards those in the business and the communities around us."
- In addition respondent D1 stated, "It consists of three pillars...like a three legged table, financial responsibility, environmental responsibility and social responsibility."
- Lastly respondent E3 indicated, "It is about working with your communities, showing them how they can benefit and how you can benefit."

As outlined in Chapter Two a traditionally dominant perception of CSR in the tourism industry has been in terms of philanthropy, or donations and support for worthy causes separate from the core business function (Hamann, 2006:188). However, as can be learned from the findings above it is evident that managers of reserves in the Indalo group understand CSR as being a concept that goes beyond philanthropic “side” activities (A8) and includes “financial and environmental responsibilities” (D1) as well as cooperation with “staff and surrounding communities” (B1, C1 and E3).

In addition the above quotes indicate managers’ awareness that organisations do not operate in isolation and CSR is a commitment to ones’ “staff and surroundings” (B1) and “communities” (C1 and E3). These views are in line with the definition of CSR as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large” (The World Business Council for Sustainable Development, 2009:1).

Furthermore it can be established from these findings that managers understand that in order to be successful, organisations cannot exist as islands on their own as they form part of the society and community in which they operate (Frangialli, 2004:1).

5.2.2 Importance of CSR Activities to Managers

As indicated in Section 5.2.1 managers understand CSR as an activity aimed at individuals “beyond the business” (A8). The question regarding the importance of CSR (Question 19 in the managers’ interview guide (Appendix A)) attempted to further assess their motivation towards current CSR practice. The importance of CSR activities to managers is substantiated in the following quotes:

- Respondent A8 indicated that “CSR is part of the fabric of the organisation and fundamental to the organisation. Hopefully through what you have seen, there is physical and visible and heartfelt evidence of that. We don’t outline our work as corporate social responsibility; we outline our work in communities as an essential

component of our business; much like conservation, much like marketing of our tourism products.”

- Respondent B1 stated, “It is critical that there must be responsibility between all the areas in the business but the responsibility is not only on the corporate side; labour has a responsibility too and the community has a responsibility... we have a corporate responsibility to work together and set a good set of rules that are for the betterment of everybody and not just one industry.”
- Respondent C1 stated, “You can have a very good business in the short-term, but if you want to hang around for decades, then it is vital. Social responsibility is different for every company and situation, so I think yes, like at [Reserve C] it should be an ingrained policy, and it should be telling you what you should and you shouldn’t be doing, but obviously policies are replaceable. So I think it should be all about sustainability. You’re going to have a good start and a bad finish if you don’t have that.”
- Respondent D1 indicated that “we at the reserve understand that it’s not just about reaching the bottom line. Firstly we need to make money to sustain whatever else we do. The middle path of that is of course conservation. We understand that we want to leave an environment here, and once we depart here in a hundred years time it has been left in good order. And of course the third leg of that is of course our social responsibility. That we involve people from the community like, with lodges in between.”
- Respondent E3 stated, “social development is incredibly important, at the reserve it is a two way process - how we benefit the community, how the community benefits us... I think it’s a huge requirement especially if we want to leave something for future generations.”

From the above findings, there is no doubt that CSR is of great importance to the Indalo group. CSR is described as “fundamental” (A8), “critical” (B1), being more than “reaching the bottom line” (D1) and “incredibly important” (E3). The importance of CSR is further highlighted by their commitment to cultivating a culture of CSR in all aspects of the business by “ingraining” (C1) the CSR policy within the “fabric of the organisation” (A8).

In addition to expressing the importance of CSR the researcher sensed a degree of 'urgency' in the managers' responses with regard to the adoption and implementation of CSR activities in the business. In this regard 'urgency' was expressed by managers' concern about their present actions and the future. This is evident by present efforts being made by managers to "ingrain" (C1) a culture of CSR as well as ensure that CSR be part of the "fabric of the organisation" (A1) which in turn will remain embedded in the organisational culture in the long term. The sense of 'urgency' is further indicated by managers concern to have their businesses 'around for decades' (C1) as well as ensure that the environment be left in good order "in a hundred years time" (D1) for "future generations" (E3). These responses emphasise the importance that managers place on sustainable development, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Barlund, 2004-5:1).

Furthermore in stating the importance of CSR, respondents reiterated the significance of working together with communities (A8 B1, C1, D1 and E3) further establishing the concept that business success is dependent on the relationship it has with stakeholders (Frangialli, 2004:1).

5.2.3 Empowerment through CSR

One of the most important insights to the current practice in CSR at the Indalo group by the respondents was the presence of "empowerment" through the CSR activities employed at the PGRs. "Empowerment" through CSR emerged as a subtheme throughout the findings namely in the areas of the establishment of local linkages (Section 5.3.3.2) as well as through various educational initiatives (Section 5.3.4.2) undertaken by the reserves. The researcher established that "empowerment" essentially formed the essence of the current practice in implementing CSR activities. In this regard managers stressed the importance of "empowerment" as the primary purpose of CSR activities at the reserves. This aspect was best outlined by Respondent A8 who stated, "we learnt a great deal that giving things to people doesn't empower them; you give them the opportunity. There is that whole thing about giving a man a fish as opposed teaching a man to fish." The aspect of empowerment was also highlighted in the following responses:

- Respondent A1 indicated that, “It is very tempting to push a project because you can and you have the funds and you want to see it happening but then you are driving and not facilitating anymore. That is a big learning curve for us in that we can only facilitate, we cannot drive development. The community has to drive their own development otherwise it is simply not sustainable.”
- Respondent B1 stated, “our activities have taught the employees that they must be responsible for themselves.”
- Respondent C1 indicated that, “we’ve had to build up a skills base I think and we’ve obviously imported people with specific skills, but I actually think that in the long term we would like the people that live here to be empowered and to develop into those positions.”
- Respondent D1 said “through training and social responsibility activities employees are empowered and motivated...we run a programme here and people from the community can come here for training as well. We are not always able to provide them with employment after that, but they walk away with the skills.”
- Respondent E3 stated, “you’ve got to...you know...play a beneficial role and you’ve also got to empower your social communities by showing them that there are direct benefits for both parties, through you know... the understanding and education, job creation.”

The subtheme of “empowerment” that emerged from the data reiterates the aspect that CSR goes beyond philanthropic activities as established in Section 5.2.1 and 5.2.2. CSR amongst members of the Indalo group is about “helping others to help themselves” (A1); encouraging employees to be “responsible to themselves” (B1); building a “skills base [to benefit the reserve] in the long term” (C1); “empowering and motivating” [employees] (D1) and ensuring “benefits for both parties through education” (E3). These statements indicate that “empowerment” benefits both the employees and the business. In this regard employees benefit as they are equipped with skills and the business benefits through the application of these skills as suggested by Skinner and Mersham (2008:242).

The researcher established that “empowerment” in the current practice of CSR is a result of the Indalo group “going beyond compliance and engaging in actions to further some social good beyond the interests of the organisation and what is required by law” (McWilliams, *et al.*, 2006:1). Furthermore as identified by Rockey (2004:15) “empowerment” is a characteristic of the role of CSR in South African organisations at present through the placing of concrete developmental objectives that are output based and go beyond mere employment and philanthropy.

5.2.4 Summary of the Current CSR Practice of the Indalo Group

From the above findings, Sections 5.2.1, 5.2.2 and 5.2.3, it is evident that the current practice of CSR at the Indalo group is towards a more strategic, long-term approach to CSR, where potential social benefits are balanced by benefits for the organisation as is the case with other industries in South Africa (Skinner and Mersham, 2008:242). The managers have a good understanding of CSR, as a concept aimed at “improving the quality of life of the workforce and their families as well as the local community and society at large” (The World Business Council for Sustainable Development, 2009:1). Furthermore managers understand the importance and ‘urgency’ of CSR to be rooted within the business model so as to ensure sustainability (Hamann *et al.*, 2010:50). In this regard “empowerment” is a key aspect in CSR activities employed by the Indalo group to ensure benefits on the part of the employees as well as the organisation.

The current practice differs vastly from the norm in South African organisations at present, whereby a formalised approach to CSR is adopted through a dedicated CSR department, trust or foundation (CSI Handbook, 2006 cited in Skinner and Mersham, 2008:242). The researcher attributes this difference to the informal culture of the Indalo group (outlined in Sections 5.3.3.5 and 5.3.3.6) being less rigid as is the case in most organisations in South Africa. It can further be established that despite Hudson and Miller’s (2005:5) view that the “tourism industry is well behind other industries in terms of CSR” the Indalo group is moving forward in terms of rooting CSR into their everyday operations.

5.3 THE CORPORATE SOCIAL RESPONSIBILITY OF ECOTOURISM BASED PRIVATE GAME RESERVES

The second objective of the current research (Chapter One, Section 1.2) was to assess and evaluate the involvement of ecotourism based PGRs in the Eastern Cape Province in each of the five responsibilities comprising CSR namely, environmental, economic, legal, ethical and philanthropic responsibilities. In this regard the researcher focused on the strategies used by the Indalo group in their contribution and involvement in each of the aforementioned responsibilities.

This Section is arranged in line with the five responsibilities of CSR framework as presented in Chapter Three, Figure 3.2. Firstly the involvement of the Indalo group in environmental responsibilities is discussed, in particular their involvement in minimising the negative impact on the environment. Secondly, the economic responsibilities of the Indalo group are discussed, with particular focus on the Indalo group's commitment to maintaining a competitive advantage as well as their involvement in 'economic multipliers.' Subsequently the legal and ethical responsibilities are discussed. In this Section particular attention is given to the Indalo group's use of tourism policies as well as their role in skills development, ensuring health and safety measures as well as grievance procedures for employees and their code of ethics. Lastly the philanthropic responsibilities of the Indalo group are discussed with particular focus on their involvement in charitable activities and the strategic nature of these activities.

5.3.1 Environmental Responsibilities

As environmental responsibilities require a degree of specialised knowledge, the managers and in particular the game rangers provided the main opinions in this regard. The questions regarding the environmental responsibilities of the Indalo group (Questions two, 15 and 16 in the managers' interview guides (Appendix A); Questions four, five and six in the administrative employees' interview guide (Appendix B)) attempted to ascertain Indalo group's involvement in reducing the negative impacts to the environment.

The environmental responsibilities outlined in the Global Sustainable Tourism Criteria (GSTC) (2010) (Chapter Three, Section 3.2) were used as a benchmark for assessing and evaluating the involvement of the Indalo group in this area. The subthemes in this Section are derived from the literature on the GSTC (2010) and are as follows:

- The importance of the environment
- Measures aimed at conserving the ecosystem, biodiversity and landscapes
- Measures aimed at conserving resources and reducing pollution

In addition a fourth subtheme emerged from the findings regarding “environmental education.” The above mentioned subthemes are discussed in the following Sections.

5.3.1.1 The Importance of the Environment

Respondents agreed that the environment is important for the well being and survival of the business as well as the wider community. This aspect was best indicated by the following respondents:

- Respondent A7 stated that “the most vital aspect of business, in particular the ecotourism business is the monitoring of the environment.”
- Respondent B1 and D1 emphasised that business operations be conducted in a manner “that has minimum impact on the environment.”
- Respondent C6 stated that “operations are done in an ethical way with regard to the environment, ones clients, guests, tourists, the surrounding community and future generations.”
- Respondent E3 indicated that “reserves must do everything possible to minimise their carbon footprint on the environment.” Respondent E3 emphasised this point by stating that “environmental impact assessments are done on a regular basis so as to ensure adequate monitoring and improvement.”

The above findings indicate that the environment is of utmost importance for the well being and survival of ecotourism based PGRs as well as the wider community. This is highlighted by respondents' concern to "minimise the impact on the environment" (B1 and D1) as well as the importance of "monitoring the environment" (C1 and E3). In particular the responses indicate that environmental responsibilities are too important to ignore as suggested by Visser (2005:46) and Superti (2005:18). These findings are aligned with those of Visser (2005:46) and Superti (2005:18) who criticise Carroll's pyramid for its omission of the environment from the CSR context.

In addition to recognising the importance of the environment, performing activities in a more environmentally friendly manner as is the case with the Indalo group allows for economic benefits as recently stakeholders prefer environmentally sensitive businesses (Thachappilly, 2009:1).

5.3.1.2 The Ecosystem, Biodiversity and Landscapes

In monitoring and improving the environment, in particular the ecosystem, biodiversity and landscapes respondents emphasised aspects of "restoration, regeneration and rehabilitation" in ensuring a high quality environment (A6, A8, B1, B3, C1, C4, D1, D4, E1 and E3). The following responses best outlined these aspects:

- Respondent A8 indicated that, "the landscape has changed and if you change that landscape for such a long time, probably forever, you are making a decision that doesn't affect my lifetime or my children's lifetime; it goes way into the future so if you don't use the community as part of your plan to move forward, how is it going to move forward in 20, 30, 40, 50 years time."
- Respondent A6 stated that "a lot of the land was quite badly eroded and over-grazed at first, now efforts are being made to start re-establishing thicket areas where there used to be thickets...also everything in terms of biodiversity and the eco systems from spiders to elephants must be monitored as well as the interaction between the predators and the prey."
- B1 indicated that, "The land has changed from what it was used for and letting the natural bush come back the landscapes are improving the whole time. We have quite a

rigorous programme of taking out not invasive bush but also alien species we have an eradication programme for that. Certain things we have done quite well on and in certain areas we have done quite well but there is quite a long way to go.”

- Respondent C1 stated that, “the land management side we’ve been in recovery – the way we’ve done that is essentially for two reasons, one is economically we couldn’t afford to whack a whole lot of species on from the beginning – so that limited how many animals we had on the Reserve to begin with, but we also we have a policy to run our Reserve very conservatively, so the reason why you could see from reason one, the wildlife species are far too domestic and secondly we’ve run this for a decade now under our current capacity. We were initially way-under, we are now at 75% of our carrying capacity and that’s our target... care has to be taken with regard to land recover and the animal carrying capacity of the land.”
- Respondent D3 stated “the land has changed so as game rangers, through the different management processes that we have we ensure that the ecosystem and the landscapes, the biodiversity are all conserved and monitored on a regular basis.”
- Respondent E3 stated that “every effort is made to control alien invasive plants up to the point of [contracting out of the reserve]...in all cases before the game (animal) introduction is started, research is done in order to determine the carrying capacity of the land.”

The ecotourism industry requires that the natural environment to be intact and relatively pristine in state (Sesega, 2001:3). In this regard the above findings illustrate the efforts towards managing the ecosystem, biodiversity and the landscape upon which the reserves operate. The respondents describe ‘changes in the landscape’ (A8, A6, B1, C1 and D3) and efforts towards ensuring that the landscape is ‘restored, regenerated and rehabilitated’ through various initiatives (A8, A6, B1, C1, D3 and E3). In particular the respondents indicate the use of native species for landscaping and restoration and the various measures taken to avoid the introduction of invasive alien species. This is evident by responses such as “efforts are being made to start re-establishing thicket areas” (A6); “a rigorous programme of taking out not invasive bush but also alien species” (B1); “care has to be taken with regard to land recover” (C1); “landscapes, the biodiversity are all conserved and monitored on a

regular basis” (D1) and “every effort is made to control alien invasive plants” (E3). These activities are aligned with the criteria outlined in the GSTC (GSTC, 2010:1). In this way the Indalo group supports biodiversity conservation, including natural protected areas and areas of high biodiversity value as suggested by the GSTC (2010:1).

In all instances it is clear that great care is taken with regard to biodiversity, in particular the introduction of wildlife species on the reserves as a great deal of “research [and/or] monitoring” (E3) is done to ensure the land carrying capacity is maintained (A1, A6, B1, C1, D3 and E3). In this regard respondents are aware that interactions with wildlife must not produce adverse effects on the viability of populations in the wild; and any disturbance of natural ecosystems is minimized, rehabilitated, and there is a compensatory contribution to conservation management as suggested by the GSTC (2010:1).

Respondents understand that nature is the basis for the ecotourism service and its conservation the necessary prerequisite for ecotourism’s sustainability (Sesega, 2001:3). In this instance the findings reflect the role of the Indalo group in environmental responsibilities as that of proactive advocates for nature conservation rather than mere users (Sesega, 2001:3).

5.3.1.3 Conserving Resources and Reducing Pollution

Respondents contributed valuable information regarding the environmental initiatives of conserving resources and reducing pollution within the reserves. These initiatives as identified by respondents at each of the reserves takes place in the form of the following:

- Recycling “used cooking oil by transforming it into bio-diesel” which is used in the game vehicles at the reserves (A1, A4, A6, A8, B1, B3, C1, C6, D1, D2, E2 and E3).
- Recycling through “car pooling” (sharing motor vehicles) within the reserve in order to reduce the amount of carbon emissions (A4, A6, B1, C5, C6, D1 and E3).
- “Recycling plastic to make crafts” (A1, A2, A3, A4, A8, B2, C1, C4, C6, D1, D2, E2 and E3).

- Recycling through the reuse of “grey water” (ex laundry water) (A1, A2, A3, A4, A8, B2, C1, C4, C6, D1, D2, E2 and E3).
- “Energy saving light bulbs” are used throughout the reserves (A1, A2, A3, A4, A8, B2, C1, C4, C6, D1, D2, E2 and E3).
- Water and energy use are measured in terms of costs (A8, B1, C1, D1 and E3).
- In addition Reserve B and D make use of “solar energy for heating the geysers in specific lodges” on the reserves (B1, D1 and D2). Despite the high costs involved in investing and installing solar panels reserves A, C and E are investigating the costs and use of solar panels (A8, C1 and E3).

The above findings provide a variety of strategies employed by the reserves to conserve resources and reduce pollution, particularly by means of recycling. These strategies are aligned with the criteria provided by the GSTC (2010:1) in reducing the negative impacts to the environment.

The researcher observed that every respondent was aware of the initiatives employed to minimise the impact on the environment. This indicates that resource conservation and pollution reduction is emphasised in every facet of the business, thereby aligning it with the current practice of the Indalo group to “ingrain” (C1) CSR in the “fabric of the business” (A8) in order to ensure sustainability.

5.3.1.4 Environmental Education

Sesega (2001:3) indicated that a challenge in the ecotourism industry is the poor understanding of the nature of the natural environment by many in the tourism industry and of what is required to sustain ecotourism. However the researcher recognised that environmental education emerged as a key aspect in the data of this research. Upon closer examination the researcher found that environmental education took place in three areas namely, the reserves’ rangers, the reserves’ guests as well as the surrounding communities. The environmental education that takes place in each of the three areas is outlined in the following Section:

a. Environmental education aimed at the reserves' rangers

The reserves are actively involved in educating their rangers through various training programmes. These training programmes as indicated by respondents are outlined below

- Respondent A6 indicated that “I’ve learnt about the environment and animals, as well as the official ranger guiding procedures through training programmes offered by the reserve.”
- Respondent B1 stated that, “So all the staff that work with animals (the lions, the cheetahs particularly) are all self taught; we’ve taught ourselves and they have been taught by us or learned with us.”
- Respondent C5 indicated that, “I am a full time ranger. Firstly, I went up to do a course, to study for ranger and that was for theory and for practical I went up for training at the reserve, then I was examined and then I was still waiting for my results, so then you need to register before you start ranging and also you need some public drivers’ permit.”
- Respondent D1 stated that, “we’ve got an external training school and an internal training school. The external one is expensive. It’s R20 000 to get to advanced level 1. But these guys obviously don’t have the money for that...so we’ll sponsor them or they’ll join our internal ranging programme and if they are successful with that we’ll employ them.”
- Respondent E1 describes his development by stating that, “By the time I started working here I was not even knowing a lot of things, but while I was continued working I learn a lot about the animals and also helping on the other side there. They approached me and they said they are interested in my service, and I was conservation manager.”

The above findings indicate that environmental education programmes aimed at the rangers varies between the reserves. However, a common feature is the “internal training” (A6, B1, C5, D1 and E1) by means of “programmes offered by the reserve” (A6 and D1); “teaching each other” (B1 and E1); and “practical training on the reserve” (C5 and E1). The use of internal training signifies the effectiveness of a ‘hands on approach’ to learning as practical

knowledge is passed down from qualified rangers. As suggested by (Swanepoel *et al.*, 2003:450) internal (on-the-job) training is never expected to replace quality external training but what it can offer is a degree of personalisation and increased employee motivation as learning is relevant to the job and provides a sense of satisfaction (Swanepoel *et al.*, 2003:465). In this regard training encourages employees to generate knowledge and add to their own knowledge and in this way can benefit markedly (Swanepoel *et al.*, 2003:450).

b. Environmental education aimed at the reserves' guests

The reserves have adopted the concept of the "guest experience." According to the findings in this research the guest experience goes beyond accommodation and tours, it is an approach aimed at educating tourists by involving them in the everyday environmental and cultural aspects of the reserves. Respondent A2 best indicates this concept by stating that "through the guest experience we make the tourists part of our tradition...and we make them aware of communities around the reserve and the environment." In addition respondents C1 and D2 identified that the guest experience "adds value" to the consumer as well as the reserve. Respondent A8 pointed out that "we need to conserve things and our guests want to see it too," and respondent D1 indicated that "in recent years...guests are sensitive when it comes to environmental issues." The environmental aspect of the guest experience is put forward in this Section whereas the cultural aspect is outlined in Section 5.3.5 of this Chapter.

The reserves utilise a number of procedures in ensuring that guests are educated and involved in the management of the environment. These procedures as indicated by respondents are listed below:

- "Information cards" are given to guests informing them of the reserves' environmentally friendly initiatives as well as how they can contribute positively to the environment during their stay (A4, A8, B2, D1, D2, C1, C6, E2 and E3).
- "Energy efficient bulbs" are used at the reserves (A1, A4, A8, B1, B2, D1, D2, C1, C5, C6, E2 and E3).

- Guests are encouraged to “separate their waste” into three disposable bins, either plastic, cardboard or glass wastage (A1, A4, A5, A6, A8, B1, B2, D1, D2, D3,D4, C1, C3, C4, C5, C6, E1, E2 and E3).
- “Water reducers” have been fitted in taps in order to minimise water consumption (A4, A8, B2, D1, C1, C6, and E3).
- The use of harmful substances, including pesticides, disinfectants and cleaning materials, is minimized and replaced by “environmentally friendly cleaning alternatives” (A8, B2, D1, C1, C6, and E3).
- “Guest amenities in [the accommodation facilities] are biodegradable and environmentally friendly” (A8, B2, D1, C1, C6, and E3).

The GSTC (2010:1) as put forward in Chapter Three, Section 3.2, outlined the importance of purchasing environmentally friendly products; introducing practices to conserve energy and water; and implementing a solid waste management plan. In this regard the strategies employed by the Indalo group are not only aligned with the GSTC (2010:1) but they provide innovative, practical approaches to minimising the negative impacts on the environment as well as increasing the guests’ awareness and knowledge of the environment through their involvement. This has the effect of satisfying consumers preference of purchasing from and investing in environmentally friendly organisations (Thachappilly, 2009:1).

c. Environmental Education Aimed at Communities Surrounding the Reserves

The reserves are actively involved in educating the surrounding communities through projects unique to the reserve. These educational projects as indicated by respondents are outlined below:

- Respondent A1 stated that “It is not just about the people on the reserve it is about the ten villages around. When opportunities like educational courses arise we set up dates and offer these programmes in all the villages.”
- Respondent B2 indicated that “students from surrounding schools are taken on trips every month up the river to educate them on what it does and what the value of the river is to the community.”

- Respondent C1 stated that, “we allow schools to visit the reserve and we conduct various educational workshops in our conservation centre, teaching them about the animals and environment, how to look after the environment and recycling.”
- Respondent D4 stated that, “we have a community outreach programme whereby we invite schools to come here...every month we have from 350 up to 450 school kids visiting us and we teach them about the environment and the animals.”
- Respondent E3 stated that “we have a guest lecturer who visits the reserve to provide information on the history and environmental aspects of the area to the surrounding communities and employees.”

Despite the differences in the approaches used by the different reserves the findings illustrate the Indalo group’s commitment to educating the surrounding community about the environment and the wildlife. Through environmental education individuals and communities alike develop an understanding and awareness that the environment is the “foundation upon which all other processes rely” (Superti 2005:18; Visser 2005:46). Furthermore a relationship is developed with the surrounding community whereby both parties realise their responsibility in caring for the environment. In this way environmental responsibility is not only a priority for business but stakeholders as well.

5.3.1.5 Summary of the Environmental Responsibilities of the Indalo Group

The findings in Section 5.3.1 provide further evidence that the exclusion of environmental responsibilities from Carroll’s pyramid of CSR is a major limitation of the framework. The Indalo group’s drive towards managing and reducing the negative impacts on the environment indicates that environmental responsibilities are too important to ignore as suggested by Visser (2005:46) and Superti (2005:18).

The above findings illustrate the efforts towards managing the ecosystem, biodiversity and the landscape upon which the reserves operate. In this regard efforts towards ensuring that the landscape is ‘restored, regenerated and rehabilitated’ are made through various initiatives. In this regard any disturbance of natural ecosystems is minimized and great care is taken with regard to biodiversity, in particular the introduction and safeguarding of wildlife species. In

addition to managing the ecosystem, biodiversity and the landscape which are essential for the successful operation of an ecotourism based reserve, the Indalo group employs numerous strategies to ensure resource conservation and pollution reduction in every aspect of the business. This is aligned with the current practice of the Indalo group to ensure that the reserves remain sustainable by entrenching a culture of CSR.

Furthermore the findings in this Section indicate that environmental education is important to increase awareness amongst stakeholders. Environmental education encourages individuals to be wiser stewards of the very environment that sustains their activities. In this regard the environment is not a responsibility of the reserves alone but of both the reserves and its stakeholders. The findings in this research clearly establish that “without the environment, it would not be possible to sustain business operations, nor life itself” (Superti, 2005:18; Visser, 2005:46).

With regard to business operations within the reserves, economic responsibilities form the next layer of the five responsibilities of CSR framework and are discussed in the next Section.

5.3.2 Economic Responsibilities

The findings based on the CSR questionnaire (Appendix D) responses from reserve managers, pertaining to the economic responsibilities component of Carroll’s (1991:40) CSR pyramid is provided in Table 5.1.

Table 5.1: Economic Responsibilities (n=5)

Constructs and Related Statements	Mean	Standard Deviation
Maximising earnings per share:	4.30	0.82
S1: It is important to perform in a manner consistent with the expectations of the owners/shareholders of the business.	4.80	0.45
S6: It is important that long-term return on investment is maximised.	3.80	0.84
Commitment to profitability:	3.85	1.08
S3: It is important to be committed to being as profitable as		

possible.	4.00	1.00
S5: It is important to try and ensure long-term survival by being a profitable business.	4.80	0.45
S9: It is important to pursue investments solely on their ability to enhance profitability.	3.40	1.14
S11: It is important to commit organisational funds primarily on the basis of ensuring improved profitability.	3.20	1.09
Maintenance of strong competitive position:	4.47	0.83
S2: It is important for a business to maintain a strong competitive position.	5.00	0
S7: It is important to regularly examine new product and market opportunities.	4.80	0.45
S12: It is important that profit margins remain strong relative to major competitors.	3.60	0.89
Maintenance of high level of operating efficiency:	4.40	0.89
S4: It is important to maintain and expand market share.	4.40	0.89
Defining a successful organisation as one that is consistently profitable:	3.80	1.03
S8: It is important to pursue those opportunities which will enhance profitability.	4.40	0.55
S10: It is important that a successful firm be defined as one which is consistently profitable.	3.20	1.09
Overall	4.11	0.98

Source: Researcher's own construction (2010).

From Table 5.1, based on the mean score, the following economic responsibilities in order of importance include:

- Maintenance of strong competitive position
- Maintenance of high level of operating efficiency
- Maximising earnings per share
- Commitment to profitability
- Defining a successful organisation as one that is consistently profitable

It is interesting to note the strong correlation between the 'maintenance of strong competitive position' construct and the interviewee responses received from managers as identified in Section 5.3.2.1. Furthermore, the two most important economic responsibilities, namely the maintenance of a strong competitive position and high levels of operating efficiency are

inherent in the nature of PGRs. The findings pertaining to each of these responsibilities will subsequently be further discussed. It should be stated that despite the relative order of importance, all the economic responsibilities are regarded as being important with an overall mean score of 4.11 and a standard deviation of 0.98.

In addition to the economic responsibility constructs identified by Carroll (1991:40) South African organisations tend to define economic responsibilities more widely in terms of ‘economic multipliers’ namely: establish local business linkages; generate investment and income; produce safe products and services; create jobs; invest in human capital; spread international business standards; support technology transfer; and build physical and institutional infrastructure (Nelson, 2003 cited in Visser, 2005:38) as outlined in Chapter Three, Section 3.3.

The semi-structured interview questions regarding the economic responsibilities of the Indalo group (Questions three, four and 13 of the managers’ interview guide (Appendix A); Question three of the administrative employees’ guide (Appendix B)) attempted to determine the competitive advantage of the reserves and the involvement of the Indalo group in contributing to local economic development in terms of the aforementioned economic multipliers. The economic responsibilities based on research by Ashley *et al.*, (2005a:2) as well as Visser (2005:38) were used as a benchmark for the purpose of this research and are outlined in Chapter Three, Section 3.3. The subthemes in this Section are derived from the literature and are as follows:

- Competitive advantage of the reserves
- Establishment of local linkages

5.3.2.1 *Competitive Advantage of the Reserves*

Carroll (1991:40) states that a successful organisation is one that maintains a strong competitive position to ensure a high level of profit. As suggested by Langholz and Kerley (2006:2) an increase in revenue ensures that the organisation has the resources to actively engage in CSR activities.

For three of the five managers (A8, C1 and D1) “marketing” is the most important aspect in maintaining a competitive edge. Their responses were as follows:

- Respondent A8 stated, “the marketing of the reserve is highly focused... we don’t use a wide net approach and hope that we catch a few [consumers] in the process.”
- In addition Respondent C1 stated that “marketing is the main issue and marketing successfully is not easy.”
- Respondent D1 further indicated that “due to the highly competitive tourism industry...marketing is the most important.”

For the two remaining managers (B1 and C1) the “wildlife” is very important in sustaining a competitive edge. Their responses were as follows:

- Respondent B1 stated that “the bottom line of it is all about the big five.”
- Respondent C1 stated that “it has been difficult – trying to maintain a competitive edge without the full complement of animals to see and it is quite expensive to feed and manage them.”

In addition all the managers indicated that a competitive advantage is ensured by “providing a high quality service” (A8, B1, C1, D1 and E3).

- Respondent A8 stated, “it is all about a really quality product and I think that is also one of the ways that we have managed to sustain an edge.”
- Respondent B1 said, “at the end of the day it’s about delivering a good quality service.”
- Respondent C1 stated, “I honestly say that in terms of the product, quality of the lodges, quality of the Game Reserve we are starting to be really nice from the market side of it – being competitive.”
- Respondent D1 indicated that, “Once you become too financially focused you are wrong. Once you become too environmentally or too socially focused you are wrong because then the other things are lagging. So we are literally splitting it 33.33 % in each of those pillars, once you do that, then personally I think you get quality in the service you provide and quality all round.”

- Respondent E3 stated, “What we have accomplished in the last couple of years has been phenomenal, and it’s due to the quality of our employees and the service we provide.”

The ‘maintenance of strong competitive position’ construct of the questionnaire was regarded as the most important economic responsibility of the reserves, with the highest mean score of 4.47. As indicated by the questionnaire results the above qualitative findings further establish that the Indalo group managers are committed to “maintaining a strong competitive position” (Carroll, 1991:40) by managing those aspects of their organisations that contribute significantly to a competitive edge. These aspects either pertain to “marketing” (A8, C1 and D1) in some cases or “wildlife” (B1 and C1). With regard to ‘marketing,’ by creating a more diversified tourism service and marketing a wider range of experiences, activities and services to tourists, sales of the ecotourism service increase and local economic benefits are multiplied (DEAT, 2002). ‘Wildlife’ on the other hand is the main reason why tourists choose to visit a particular reserve, therefore by ensuring a more diverse range of wildlife sales of the ecotourism service also increase and local economic benefits are further developed (Ashley and Elliott, 2003). Consequently the competitive advantage strategies based on this research namely, marketing and wildlife, are favourable for the Indalo group and if managed accordingly may result in an increase in sales as well as greater local economic development.

All Indalo group managers agree that “quality” products and services are essential to ensure an edge over competitors (A8, B1, C1, D1 and E3). A commitment to “quality” (A8, B1, C1, D1 and E3) is indicative of an organisation’s dedication to achieving a high level of operating efficiency as it ensures excellence in all facets of the organisation (Carroll, 1991:40). In this regard the ‘maintenance of a high level of operating efficiency’ construct of the questionnaire was regarded as the second most important economic responsibility of the reserves, with a mean score of 4.40. A high level of operating efficiency is essential to ensure an advantage is maintained over competitors so as to allow a greater generation in revenue. An increase in revenue ensures that the organisation has both the means and resources to actively engage in CSR activities as suggested by Langholz and Kerley (2006:2). In addition to ensuring a competitive edge, Ashley *et al.*, (2005c:2) state that a tourism destination that thrives on high

quality will open up many opportunities for both the local community and economic growth (2005c:2).

5.3.2.2 *Establishment of Local Linkages*

Managers describe “local linkages” (economic multiplier ‘a’) as “working with” employees, their families and surrounding communities in order to “equip them with necessary skills and resources” (A1, A4, A8, B1, B2, C1, C6, D1, D2, D3, E2 and E3). Local linkages allow for economic development through various economic multipliers as discussed in Chapter Three, Section 3.3. In this regard the questionnaire construct of ‘defining a successful organisation as one that is consistently profitable’ was regarded as the least important economic responsibility (means score of 3.80) as the Indalo group believe in ‘multiplying’ the economic benefits of the reserves to the wider community. Local linkages, as well as the related economic multipliers (Chapter Three, Section 3.3) identified by respondents at each of the reserves takes place in the form of the following:

- a) provision of jobs (economic multiplier ‘d’)
- b) provision of training programmes and resources (economic multiplier ‘c,’ ‘e’ and ‘g’)
- c) skills development (economic multiplier ‘e’ and ‘g’)
- d) Products and services required at the reserves are sourced from the local communities (economic multiplier ‘b’)
- e) The building of physical infrastructure (economic multiplier ‘h’)

“Empowerment” as identified in Section 5.2.3 is a common theme in each of the identified subthemes pertaining to the establishment of local linkages. These subthemes will subsequently be discussed.

a. Local linkages through the provision of jobs

- Respondent A8 stated, “The first thing that local communities provide is an employee base; that’s probably the most important thing.”
- Respondent B1, “The local community make up the staff on the reserve really.”

- Respondent C1 indicated that, ““Well we do employ quite a lot of people from what you describe as the local community. So they obviously are, you know, providing primary support in terms of...you know... labour.”
- Respondent D1 stated, “Most of the people who work on the reserve have come from the local community, who we’ve trained or put through our learnership.”
- Respondent E3 said, “when jobs become available we advertise internally. So gardeners who have obviously come from the local community, which is where the majority of all our staff come from, get the opportunity to become waiters or guest-minders. And then their places are replaced by people from their community.”

Ashley *et al.*, (2005a:2) point out that the tourism industry is labour intensive and has the potential to create employment (economic multiplier ‘d’) directly as well indirectly through the establishment of local linkages (economic multiplier ‘a’). In addition the DEAT (2002) encourage the tourism industry to maximise the proportion of staff employed from the local community as outlined in the Responsible Tourism Guidelines. The findings indicate that the majority of employees at each of the ecotourism based PGRs reside in the local community thereby highlighting a commitment by the Indalo group managers to the communities surrounding the reserves, a key aspect in CSR as outlined in Section 5.2.1. Furthermore the Indalo group aids in combating unemployment in the Eastern Cape area by employing staff from the local communities.

In addition to hiring employees from local communities Ashley *et al.*, (2005a:2) state that the organisation can play a significant role in empowering the local community by increasing their skills and capacity. The training programmes and skills development that take place at the ecotourism based PGRs of the Indalo group are presented in the following Sections (b and c).

b. Provision of training programmes and resources

This aspect is highlighted in the following quotes:

- Respondent A2 stated “I have had management training and financial training and now I am doing my community development practitioner course.”

- Respondent A3 stated, “Yes I have my qualification for community development practitioner and I did the leadership course also and financial management. Also I am working with the community with the families if someone has a problem I work with them, I learnt the counselling.”
- Respondent A7 stated that, “I have gone to different training; firstly when I started at [Reserve A] I worked as a butler which I didn’t know anything about it but in a matter of seven months I managed to go to the next step which is butlers in between the lodges which is responsible as a manager so if the manager is not there you need to be able to assist and after that I moved to reception.”
- Respondent A8 stated that, “At the reserve we are training people constantly... we’ve run a lot of those leadership courses and a whole lot of management and financial courses so the people can start being a little bit more savvy about where they spend their money and things.”
- Respondent B2 said, “Since I’ve been here I went on a leadership training course, and I am always trying to keep up to date with the new technologies.”
- Respondent C2 indicated, “I have done a management course and a bee keeping course...now I am training to be a chef.”
- Respondent C3 stated that, “the leadership course is more about – because I’m supervising people and it’s pertaining to resolving problems with the people that I’m supervising when they come and speak to me so I need to know how to work with the people. So it was also more personal development.”
- Respondent D1 stated that, “I believe that over and above our skills development programme which we have running, we have a lot of managers and skills department heads who are actually very, very interested in training up staff.”
- Respondent D3 stated, “Training upwards. That’s definitely something that does happen. And offering us positions when they are available to keep us here.”
- Respondent D4 indicated, “I did a ranger’s course, and that qualified me to actually get a job here. So I did ranging for a year...and now I am an animal care manager.”

- Respondent E2 said, “I went to a leadership course and finance and now I’m having my firearm competency which I got here without having it....registered with the Department of Environment Affairs at the reserve. And what else... a fire course.”
- Respondent E3 stated, “All of our staff undertook a fire training course. Some of our reserve staff have been on first aid training courses, leadership and management courses. Then from the lodge perspectives they do their own training is also organised through our head office. From a point of view of hosts and bartenders, going to cocktail courses.”

The above findings illustrate the Indalo group’s role in “investing in human capital” (Economic multiplier ‘e’) (Ashley *et al.*, 2005b:4) through the provision of various training and educational programmes. The findings suggest that training at the reserves is continuous and not ‘once off.’ This is evident by employees who attend numerous courses, and train in a variety of areas namely, respondents A2, A3, A7, A8, B2, C2, D4, E2, E3.

In this regard the findings indicate that the Indalo group nurtures an environment of ‘continuous learning’ through its provision of training programmes aimed at increasing the knowledge of employees as well as allowing them to grow in the organisation. An environment of ‘continuous learning’ stresses the proactive nature of the Indalo group and is beneficial in ensuring that employees are educated, engaged and empowered. This is an essential requirement for the successful implementation of CSR by an organisation as CSR will only have an impact if employees are engaged (Hellriegel *et al.*, 2008:119).

In addition an investment in employees and surrounding communities is seen as a means of engendering commitment, rather than as a means of containing costs and imbuing loyalty (Swanepoel *et al.*, 2003:185). In addition employees are motivated to provide a service of high quality (economic multiplier ‘c’). Furthermore the training programmes allow employees to broaden their knowledge and skills (economic multiplier ‘g’) as outlined in the next Section (Swanepoel *et al.*, 2003:450).

c. Skills development

This aspect is highlighted in the following quotes:

- Respondent A2 said, “I developed people skills and management skills.”
- Respondent A3 stated, “I learnt about communication, and management for the centre here...I also learnt how to look after my money.”
- Respondent A5 stated that, “Decision-making first of all; I am confident to say that I can now make my own decisions and I don’t have to run to the chief bosses and I am able to run the lodge, so capacity of running my own lodge and time management and also what we learnt from the courses was how to speak to other people so that helped a lot.”
- Respondent A6 said, “I’ve also never had any management experience before so I went to leadership courses and things like that to help us get in touch with that. Then running the lodge, in terms of managing a lodge it is mostly communication skills I think really that I have picked up. Like I say, it is an ongoing thing.”
- Respondent B2 stated that, “ before I came here I had worked in a similar position so I was aware of the skills required for the job, while I have been here though I have been involved with the community and learnt people skills and bettered my planning and organisation skills.”
- Respondent C2 stated that, “I learnt a lot, like how to manage the working place, how to do the job, to communicate.”
- Respondent C4 stated, “I learnt about communication skills – when people come to you at the reception and you deal with them.”
- Respondent C5 indicated that, “I’ve learnt how to deal with the people, and how to deal with the animals and the actual state of the environment and how to communicate with people.”
- Respondent D2 stated that, “I’ve really grown with [Reserve D] I’ve improved my communication and leadership skills.”
- Respondent D4, “I have learnt people skills and communication skills because I always taking people and children on the tours around here.”

- Respondent E1 described his development, “By the time I started working here I was not even knowing a lot of things, but while I was continued working I learn a lot about the animals and also helping on the other side there. They approached me and they said they are interested in my service, and I was conservation manager.”
- Respondent E2 stated that, “I can say I’ve improved my skills, my leadership skills, I’ve learnt through being here and also some of my qualifications.

Post employment education and training programmes are required by the Skills Development Act No. 97 of 1998. For this reason, skills development is also a reflection of the legal and ethical responsibilities of the Indalo group as outlined in Section 5.3.3. Ashley *et al.*, (2005a:2) point out that as well as creating employment the tourism industry can provide very good skills development opportunities for local communities.

Skills development at the Indalo group PGRs takes place through the numerous training programmes provided for employees. Respondents emphasise an ‘improvement’ in skills as well as the learning of new skills in the areas of management (A2, A3, A5, A6, B2 and C2), communication (A2, A3, A5, A6, B2, C2, C4, C5, D2, D4), and leadership (A5, D2, E2). In this regard the organisation benefits markedly as employees generate knowledge, add to their own knowledge and enhance their skills (Swanepoel *et al.*, 2003: 450). There is also an increase in human capital which allows for new ideas (Economic multiplier ‘e’) in the organisation. The Indalo group’s dedication to training and equipping employees with useful skills has the potential to encourage employees as well as surrounding communities to support and stay committed to the organisation as suggested by Swanepoel *et al.* (2003:185). In the next Section the sourcing of products and services from local communities will be discussed.

d. Products and services required at the reserves are sourced from the local communities.

- A1 stated that, “We ask what product does [reserve A] buy that can be sourced from the communities? so vegetables. We are looking at their candle-making and soap-making skills, then we can buy from them. The poor communities make a variety of products; women who make dolls and they are sold through the curio shop so they market all the products which are made in the community and are sold through the

curio shop. We set up community bakeries and we are looking now at buying bread from those bakeries and the other thing is we are busy setting up an egg laying project in some of the villages.”

- B2 said, “Vegetable gardens that have been set up in the reserve by local communities have been useful to the lodges.”
- Respondents C1 stated that, “We do utilise local services. There’s someone in the area who has a small laundry business, to whom we outsource our laundry to. And also ladies living on the reserve have got a small sewing business, so we take all our stuff like aprons and serviettes...that kind of thing from the lodge.”
- Respondent D1 and D2 stated that, entertainment in the form of “dancing groups and marimba (local instrument) bands” is sourced from the local communities.
- Respondent E3 stated that, “You see, all of our local produce has been sent directly from surrounding areas. So produce support is done locally, also our beadwork is done by ladies on the reserve.”
- In addition the reserves outsource certain services, for example waste is sent to a recycling plant in the area and used cooking oil is sent to a business specialising in the conversion of oil into bio-fuel (A8, B1, C1, D1 and E3).

Ashley *et al.*, (2005a:2) state that the tourism industry has the potential to spawn entrepreneurship and to create new products and services as well as drive local economic development. The above findings provide information of local linkages formed through the production of tourism products and services based on local skills and resources (Economic multiplier ‘d’), for example “vegetable products” (A1, B2 and E3); arts and crafts (A1, C1, D1, and D2) as well as bio-fuel (A8, B1, C1, D1 and E3).

The Indalo group gain by encouraging and assisting the development of complementary products and services as the larger and more diversified the local tourism base, the more success the organisations in the area will achieve (Ashley *et al.*, 2005a:2). In this regard investment and income is generated for both parties (Economic multiplier ‘b’) as suggested by Ashley *et al.*, (2005b:4). The local communities benefit financially through the provision of products and services to the reserve. The reserves benefit financially through the provision

of unique cultural products and services that are close in proximity and readily available. In the next Section the benefits of the provision of physical infrastructure will be discussed.

e. The building of physical infrastructure.

This aspect is highlighted in the following quotes:

- Respondent A1 stated that, “we collected everything from here, from the old farms for the building, we started to build a crèche, now it is there, yes...it makes me proud.”
- Respondent A2 stated, “We have a day care centre and two pre-school classes and we’ve got the gym and then we also have the knowledge room where we have computers for people to do their adult literacy and also a library.”
- Respondent A6 stated that, “When they first set up the Reserve they were helping to clear away old farm houses and a lot of that stuff, the old building materials, was used to build the day care centre and is being reused in building houses.”
- Respondent B1 stated that, “I bought a very small (just out the back here) five hectare property from a neighbour and it had a shop and a farm house on it which I then converted that into staff houses.”
- Respondent C1 indicated that, “in order to convert the property in a visiting destination, so we had to build lodges, staff housing, fences and repairs, we also built the conservation centre where numerous workshops are held.”
- Respondent E1 stated, “Then I take my team, we went there, we cut everything there, we put fences, we paint. We put new doors and all the stuff. Then even the soccer fields there, we take the tractor. My team we go there and clean, and then we put some poles and then we paint and all those things.”
- Respondent E3 stated that, “we are working with the municipality. Where they are trying to better the lives of the local people by providing them with water, electricity and proper housing.”

The findings illustrate the role of the Indalo group in providing infrastructure in the form of “housing” (B1 and E3) and educational facilities (A1, A6 and C1) to the local communities

(economic multiplier 'h'). Ashley *et al.* (2005b:3) suggest that physical and institutional infrastructure has the potential to multiply the benefits to the local communities as well as the local economy. In this regard local communities have access to facilities that previously did not exist and allow for a better lifestyle (Ashley and Elliott, 2003:5).

5.3.2.3 *Summary of the Economic Responsibilities of the Indalo Group*

The questionnaire construct of 'maintenance of strong competitive position' was regarded as the most important economic responsibility of the reserves. The competitive advantage strategies of the Indalo group are in the areas of marketing and wildlife. In addition the PGR managers are committed to achieving a 'high quality' in all facets of the organisation. According to Ashley *et al.*, (2005c:2) a commitment to quality as well as those aspects of a business that ensure a competitive edge guarantees an advantage is maintained over competitors. Ashley *et al.* (2005c:2) suggest that this will open up opportunities for both the local community and the tourism organisation to contribute to economic growth

According to Ashley *et al.*, (2005a:1) in order to ensure that ecotourism based PGRs realise their economic potential there needs to be an establishment of local linkages (Economic multiplier 'a') which harness the core competencies of the tourism business in order to create and maintain sustainable relationships with the local community. In this regard the Indalo group PGR managers "work with" employees, their families and surrounding communities by providing jobs (economic multiplier 'd'), providing training programmes and resources (economic multiplier 'c,' 'e' and 'g'), ensuring skills development (economic multiplier 'e' and 'g'), purchasing products and services that directly aid or complement the reserves (economic multiplier 'b') as well as through the building of physical infrastructure (economic multiplier 'h'). Local linkages as described by Ashley *et al.*, (2005b:3) aid in the delivery of local economic and social benefits faster, at a higher quality, to a broader number of people or more sustainably, than could be achieved by acting alone or through contractual relationships.

5.3.3 Legal and Ethical Responsibilities

As stated in Chapter Three, Section 3.1, ethical responsibilities are closely related to legal responsibilities as the former are a driving force in the creation of the latter (Carroll, 1991: 41). In this regard the researcher found that the findings regarding the ethical aspects of the Indalo group related to the legal findings and vice versa. For this reason, the findings of the legal and ethical responsibilities are presented together.

The findings based on the CSR questionnaire (Appendix D) responses from reserve managers, pertaining to the legal responsibilities component of Carroll's (1991:40) CSR pyramid is provided in Table 5.2.

Table 5.2 Legal Responsibilities (n=5)

Constructs and Related Statements	Mean	Standard Deviation
Perform in a manner consistent with expectations of government and law:	3.80	1.40
S13: It is important to perform in a manner consistent with the expectations of government.	4.00	1.22
S14: It is important for a business to maintain a strong affirmative action programme.	3.60	1.67
Comply with various federal, state and local regulations:	4.87	0.35
S15: It is important to be committed to abiding by laws and regulations.	4.80	0.45
S16: It is important to comply with various governmental regulations.	4.80	0.45
S18: It is important that information to which owners/shareholders are legally entitled is not kept from them.	5.00	0
Be a law-abiding corporate citizen:	4.93	0.26
S17: It is important to try and ensure long-term survival by being a law-abiding business.	5.00	0
S19: It is important to comply promptly with new laws and court rulings.	4.80	0.45
S21: It is important to avoid discriminating on racial or sexual grounds.	5.00	0
A successful organisation is defined as one that fulfils its legal obligations:	5.00	0
S22: It is important that a successful firm be defined as one		

which fulfils its legal obligations.	5.00	0
Provide goods and services that at least meet minimum legal requirements:	4.93	0.26
S20: It is important to provide goods and services that are legally safe and sound.	5.00	0
S23: It is important that safety violations are not ignored in order to complete a project.	5.00	0
S24: It is important to provide employees with a legally safe and secure working environment.	4.80	0.45
Overall	4.73	0.73

Source: Researcher's own construction (2010).

From Table 5.2, based on the mean score, the following legal responsibilities in order of importance include:

- A successful organisation is defined as one that fulfils its legal obligations
- Be a law-abiding corporate citizen and provide goods and services that at least meet minimum legal requirements
- Comply with various federal, state and local regulations
- Perform in a manner consistent with expectations of government and law

It should be stated that despite the relative order of importance, all the legal responsibilities are regarded as being important with an overall mean score of 4.73. It is interesting to note the strong correlation between the 'perform in a manner consistent with expectations of government and law' construct and the interviewee responses received from managers regarding tourism policies as identified in Section 5.3.3.1 and 5.3.3.2. The standard deviation scores for each of the statements in this construct are high, with an overall standard deviation score of 1.4. This score indicates the there were varying responses with regard to this construct. The findings regarding the ethical responsibilities are discussed in the next Section.

The findings based on the CSR questionnaire (Appendix D) responses from reserve managers, pertaining to the ethical responsibilities component of Carroll's (1991:40) CSR pyramid is provided in Table 5.3.

Table 5.3 Ethical Responsibilities (n=5)

Constructs and Related Statements	Mean	Standard Deviation
Perform in a manner consistent with expectations of societal mores and ethical norms:	4.93	0.26
S25: It is important to perform in a manner consistent with expectations of societal and ethical norms	4.80	0.45
S27: It is important to be committed to moral and ethical behaviour	5.00	0
S32: It is important to advertise goods and service in an ethically responsible manner	5.00	0
Recognise and respect new or evolving ethical/moral norms adopted by society:	4.80	0.45
S31: It is important to recognise and respect new or evolving ethical/moral norms adopted by society	4.80	0.45
Prevent ethical norms from being compromised in order to achieve corporate goals :	4.67	0.82
S26: It is important for a business to maintain a ensure customers/clients are not given preferential treatments in the form of large gifts or lavish entertainment	4.20	1.30
S30: It is important that when securing new business, promises are not made which are not intended to be fulfilled.	5.00	0
S33: It is important to prevent social norms from being compromised in order to achieve corporate goals.	4.8	0.45
Good corporate citizenship is defined as doing what is expected morally or ethically:	4.90	0.32
S34: It is important that a successful firm be defined as one which satisfies the ethical expectations of society.	5.00	0
S36: It is important that “whistle blowing” is not discouraged at any level within the business.	4.80	0.45
Recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations :	4.93	0.26
S28: It is important to recognise that the ends do not always justify the means.	5.00	0
S29: It is important to try and ensure long-term survival by being a morally and ethically responsible business.	4.80	0.45
S35: It is important to avoid compromising societal norms and ethics in order to achieve organisational goals.	5	0
Overall	4.85	0.94

From Table 5.3, based on the mean score, the following legal responsibilities in order of importance include:

- Perform in a manner consistent with expectations of societal mores and ethical norms as well as recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations
- Good corporate citizenship is defined as doing what is expected morally or ethically
- Recognise and respect new or evolving ethical/moral norms adopted by society
- Prevent ethical norms from being compromised in order to achieve corporate goals

It should be stated that despite the relative order of importance, all the ethical responsibilities are regarded as being important with an overall mean score of 4.85 and relatively low standard deviation scores. It is interesting to note the strong correlation between the 'perform in a manner consistent with expectations of societal mores and ethical norms' construct as well as the 'recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations' construct and the interviewee responses received from managers regarding the health and safety, grievance procedures and code of ethics as identified in Section 5.3.3.3, 5.3.3.4 and 5.3.3.5. The interview findings are discussed in the next Section.

In addition to the above findings the interview questions regarding the legal responsibilities of ecotourism based PGRs (Questions five, six, seven and 17 of the managers' interview guide (Appendix A); Questions one and two of the administrative employees' interview guide (Appendix B)) attempted to ascertain the value of the criteria and policies currently in use in the tourism industry in South Africa in enhancing the Indalo group's involvement in CSR activities. The questions regarding the ethical responsibilities of ecotourism based PGRs (Questions eight, nine, 11, 12 and 14 of the managers interview guide; Question 1 and 2 of the administrative employees' interview guide) attempted to determine the moral stance of the Indalo group with regard to their involvement in ethical activities surrounding the goals of the firm, the welfare of society, the good business life and fair business perspectives (Moisander *et al.*, 2007:5).

The subthemes that best aid in answering the research objective pertaining to legal and ethical responsibilities are derived from the literature and are as follows:

- Tourism Policies
- Broad Based Black Economic Empowerment

- Health and Safety
- Grievance Procedures
- Code of Ethics

5.3.3.1 *Tourism Policies*

South Africa's tourism policy framework focuses on tourism development, promotion, responsible tourism development, sustainable development and the broad based black economic empowerment (BBBEE) of historically disadvantaged individuals (Sustainable Tourism Network, 2010:1). The researcher attempted to ascertain the value of this policy framework in enhancing the Indalo group's involvement in CSR activities. In this regard the following responses were given:

- Respondent A8 stated, "In terms of legislation, I am appalling I don't go to the talks, I don't listen, I don't read because I kind of have my own sort of idea of how it all works and I have been running these types of businesses for a long time and I have never seen such fantastic results...in terms of those guidelines, I have heard of it; it hasn't aided me at all – I've read a bit about that."
- Respondent B1 said, "I have probably heard of policies but I don't know the particulars of them. You know, I get so frustrated with Government policies so many of them are so misguided and miss the point."
- Respondent C1, "I have heard of policies but I have not studied them. We don't have the White Paper of rules and regulations or you know something to say we've taken this guideline and we're implementing, a lot of it has been involved, some of it has come about with teamwork input."
- Respondent D1, "There's a lot of things going around, okay, and they're...they all have the same common goal at the end. So what they specifically stand for, you know, I would rather say that I wouldn't fully understand what they mean and what they stand for. The role that they play, for us, I think we did it anyway. You know, we realised the benefits of looking after the staff and looking after the community and aiding the community.... because we realised quite early the value of something like

this before somebody had to come to us and say ‘ You have to do this.’ we’ve done it already because it’s the right thing to do.”

- Respondent E3 stated, “we are part of what we call the Green Leaf initiative, And the whole process between this initiative is to basically pin-point what reserves are doing to minimise their carbon footprint on the environment. Other than that I have not heard of any other policies.”

The ‘perform in a manner consistent with expectations of government and law’ construct was regarded as the least important legal responsibility of the reserves with a mean score of 3.80. The above findings give an indication of the low mean score in this construct as it is evident that despite the extensive tourism policy framework available (Sustainable Tourism Network, 2010:1), respondents are not aware of the ‘expectations of government and law,’ the policy details and in some cases their existence. This is evident by responses such as, “In terms of legislation, I am appalling” (A8); “I don’t know the particulars of them” (B1); “I have heard of policies but I have not studied them” (C1); “I wouldn’t fully understand what they mean” (D1) and “I have not heard of any other policies” (E3). Reserve E, however, forms a part of the Green Leaf initiative, a certification scheme aimed solely at minimising negative impacts on the environment (Sustainable Tourism Network, 2010:1) and excludes other factors pertaining to CSR.

From the above responses it is evident that tourism policies have not aided in the Indalo group’s implementation of CSR activities. The researcher attributes this feature to the fact that the managers of the reserves have been instrumental in cultivating their own culture of CSR based on their experience in the tourism industry and what they believe is the ‘right thing’ as suggested by Frangialli (2004:1). In addition the lack of use of tourism policies by the reserves is attributed to the fact that information regarding tourism policies is not easily available as was experienced by the researcher.

5.3.3.2 Broad Based Black Economic Empowerment

The Tourism Code, previously known as the Tourism BBBEE Charter and Scorecard was designed to measure and monitor the extent to which previously disadvantaged individuals

are included within the tourism industry (Sustainable Tourism Network, 2010:1). This aspect is highlighted in the following quotes:

- Respondent A8 stated, “Our management company develops a BEE scorecard; I don’t even look at it; I have no interest in it because what I have interest in is running a successful business that encompasses all the people within the reserve and it shows value outside of the reserve and I want to make sure that the people within the organisation grow, so I am sure that our BEE scorecard is probably something that is quite healthy but the reason why I don’t look at it is they will just come and do the count but they don’t actually know that an employee has started as a cleaner and then climbed the ranks and now run one of our lodges, that he or she can control a budget, can control her stock, that they run the entire operation herself which BEE doesn’t take into account and that process is actually what is the most important, not the scorecard at the end of the day.”
- Respondent B1 stated that, “I am aware of the Minimum Wage come through in the industry, BEE (to be honest I don’t believe in BEE, it is racist – I run my own business and I look after my own staff and I hire according to ability, I am not about to change my policies to fit in with a Government idea that I don’t agree with). I ignore BEE and purely work on people’s abilities.
- Respondent C1 indicated that, “We make use of a BEE scorecard, but really we are committed to the surrounding communities, and helping them make something of themselves.”
- Respondent D1 stated that, “if you’re told this is an indication that you need to get a Black female. And the line managers will come and sit and say ‘well, they’re not available’. We say, ‘well what have you done to try and attract that skill?’ You will hear that a little later. We.... About 6 months ago said that we could not find the range and skills from a black lady or a black male. You know, they’re not available. Then I asked them ‘well what have you done?’ they said ‘well, you know, we’ve put our feelers out’. I said ‘well, how did you do that?’ you know? and he couldn’t really give me the detail there. Where historically we would employ by just putting the word out there and I would love to think that we are a preferred business and people come and knock on our door without advertising too much out there. But you can’t do that

nowadays. If you set yourself a target of conversion, you have to stick to that, okay. And we are being monitored by the Department of Labour, who come and meet with us. Because we are an industry leader and they come out regularly to come and sit with us.”

- Respondent E1 stated, “look, from a point of view of the reserve staff we make use of a BEE scorecard. Our staff are all employed from the local community but this is because we want to work with them...every year we review the possibilities of taking on previously disadvantaged individuals who have been put through a training programme run by the reserve.”

BBBEE falls under the legal and ethical category of Carroll’s CSR pyramid as it is wholly recognised as an ethical matter and has become law through the introduction of the Tourism Code previously known as the Tourism BBBEE Charter and Scorecard (SabinetLaw, 2009:1). The findings indicate that the Indalo group make use of BBBEE scorecards which is aligned with the Tourism Code designed to measure and monitor the extent to which black people are included within the tourism industry (Sustainable Tourism Network, 2010:1). The adoption of the Scorecard is highly beneficial as favourable BBBEE credentials are required for organisations seeking to do business with government (Sustainable Tourism Network, 2010:1). In addition the Scorecard will increasingly become a necessity to do business with other organisations seeking to meet their own industry specific BBBEE targets (Sustainable Tourism Network, 2010:1).

Although BBBEE scorecards are used and allow for the above benefits the overall impression in this research is that managers question the legal impact of the BBBEE scorecard policy. This aspect was further indicated by the low mean score (3.80) of the ‘perform in a manner consistent with expectations of government and law’ questionnaire construct which included a statement regarding affirmative action. It was found that the current practice in implementing the BBBEE criteria occurred on an ad hoc basis by focusing and assisting in developing employees in their career paths. In this regard preference is given to the Indalo group employees, their families and surrounding communities in trying to comply with the BBBEE scorecard (A1, B1, C1, D1 and E3).

5.3.3.3 *Health and Safety*

In this Section two health and safety related issues are addressed, namely overall health and safety as well as the HIV/AIDS pandemic.

a. Overall health and safety

This aspect is highlighted in the following quotes:

- Respondent A8 said, “We have a full-time nurse, the health bus that takes people in; there are huge things, actually make sure that our staff with TB take the TB medication, there is a high level of confidentiality. In terms of health, I think we really have actually seen an enormous improvement in the health of our employees and their families, we are able to assist to a much greater level than just the employees because happy families mean happy people; you can’t stop it at one individual. So in terms of the health component, an enormous amount of education goes on from social workers to even the police coming out and giving lectures and that sort of thing. I think the most important thing is this continuous reinforcement of our positive health programme.”
- Respondent B1 stated, “I provide the staff with uniforms and all the equipment that they need...then the first thing I did was say two things; firstly you are going to have a pension fund so we started a pension fund with the Eastern Cape Agricultural Union Provident Fund and I joined up all the staff and then I started a medical fund of my own – so I said enough of this now; if you guys give up R 15.00 (which it was in those days) of your wages then I will match it with R 15.00 per person and I started a medical fund for each person.”
- Respondent C1 indicated that, “We do have all the necessary documentation stuck up in the workplace, explaining working conditions and what should be there so visually it is there for the staff to see so they can see what the law requires them to do and I would like to think that if there was something that they were not happy with they would say so. That there working conditions were putting their health at risk or something or whatever that they would say something and I could actually help them with health insurance or something. We also make sure that all staff have the necessary protective clothing and tools to do their jobs safely.”

- Respondent D1 stated, “there’s fire extinguishers, there’s public liability insurance. There is a range of things. It really started off from that point of view and it became legislation and we had to do it. You know, so all the fire alarms and the sirens, and the medical aid kit and these sort of things... all you need not to do is you need to do training from a workplace point of view. So a guy in the workshop when he works the grinder, he needs to be told what are the dangers when working with a grinder. And we’ve also got a Health and Safety Committee.”

Respondent D2 best described the work of the Health and Safety Committee by stating, “It’s a relatively new concept for us. If you consider how long the company has been going. And we are busy with this assessment. Obviously for us it’s a dual function. We are doing it for the guests as well as for the employees. We try and promote things like TB awareness, HIV awareness, general health and safety in the workplace. And what we have tried to do, and I think this is a personal push from my direction, is educate the staff that they can take the information back home. So we teach them about nutrition etc.”

- Respondent E3 said, “We have the clinic here, so staff have access to those facilities. With regard to field staff working with chain-saws and weed eaters and all of that. They have all been provided with safety equipment...um from a point of view of things like tackling fires, we’ve got all the relevant equipment put in place. Water tanks and so forth and all the staff have been provided with the relevant training in that regard. So it’s not as though they don’t know what they’re doing. They all know how to use fire extinguishers and heaters and there again in comes the internal training, on the spot. Make sure that the machinery is working and all the stocks are up to date. There is nothing missing. People are familiar with how it all works.”

In terms of health the reserve managers employ various measures to ensure employees remain healthy and productive. These measures include: “[employing] a full time nurse” (A8); “[provision] of a medical fund” (B1); “helping [employees] with health insurance” (C1); “[establishment] of a health and safety committee (D1 and D2) and the ‘[establishment] of a clinic on the reserve” (E3).

According to Carroll (1991) health and safety related issues lay both on the ethical and legal levels of the CSR pyramid. The Occupational Health and Safety Act (Number 181 of 1993) sets forward a detailed document regarding the protection of employees' health and safety while at the place of their work (Department of Labour, 2010:1). As stated by Hall and Brown (2006:162; 2008:215) it is an employee's right that the tourism business provide each employee with a safe and healthy working environment. However the issue also lies on the ethical level of the framework as it would be unethical for anyone to deliberately ignore the health and safety of their workforce. In this regard the above findings in this research show that health and safety of employees is of utmost importance to reserve managers (A8, B1, C1, D1, D2 and E3). This is evident by the high mean score (4.93) of the questionnaire construct regarding the provision of 'goods and services that at least meet minimum legal requirements' which includes statements pertaining to the health and safety of employees.

b. HIV/AIDS Policies

The HIV/AIDS policies of the Indalo group are highlighted in the following quotes:

- Respondent A8 stated that, "from the availability of condoms everywhere, education programmes. This positive health programme that we run, where nurses and doctors come in to give workshops, is phenomenal in making sure that people take responsibility for their own health and give them the tools to do that because if you aren't going to take your ARV or your TB medication, it is only you that's really influencing that so while the education side is important (I am a little bit concerned that in some instances we are already passed, it is really important in the youth) but there is an enormous amount going on in those areas and we can already see significant improvement in the health of certain people but it is a major problem."
- Respondent B1 indicated that, "They go to the clinics and the clinic used to come here as well. We also have an AIDS programme once a year, you know when someone comes to increase awareness and educate employees about the disease."
- Respondent C1 stated that, "we now have an AIDS Day which is run here at the Conservation Centre. So there are condom holders and that in the workplace and so forth."

- Respondent D1 stated, “Alright, we have the clinic coming in once a month. We have an HIV Committee that sits. And there’s a very basic way of dealing with it. They fill in a little card and what their question is, anonymous. Anonymous little card and we send a general e-mail answering all those. Questions and answers for everyone to do. So there’s no name on it, and we just do it like that.”
- Respondent E3 indicated that, “what we do from a point of view of HIV, we don’t run anything specifically, but we have had people, the professionals in the field come out and speak to staff about the issues. And they educate them. And they’ve obviously....And they have obviously all been given an open line to communicate with those people.”

According to Carroll’s pyramid, HIV/AIDS lies mainly on the philanthropic level as most funds donated in South Africa are used to combat the epidemic (Viviers and Boudler, 2008:10). However the issue also lies on the ethical level of the pyramid as it would be unethical for anyone to blatantly ignore the disease and the impact it has on the country (Viviers and Boudler, 2008:10). In this regard the ‘perform in a manner consistent with expectations of societal mores and ethical norms’ construct was regarded as the most important ethical responsibility with a mean score of 4.93. The above findings indicate the dedication of managers in increasing the awareness of HIV/AIDS and related diseases through various innovative initiatives employed at the reserves, namely an AIDS day (C1); anonymous question and answer cards (D1); guest speakers (B1 and E3) and positive health programmes (A8).

Despite the differences in the types of initiatives held at each reserve, the intention of the managers is the same. Managers recognise the risks of HIV/AIDS on the organisation as outlined in Chapter Three, Section 3.5 and therefore aim to educate their workforce and surrounding communities about the prevention and contraction of the disease as well as the necessary care if an individual is HIV positive. Respondent A8 points to the fact that “there has been a significant improvement in the health of certain people.” This allows for a safe assumption that the various initiatives at the reserves have the potential to encourage individuals to take charge of their health as is the case at Reserve A. To further encourage employees to take charge in their working environment, the grievance procedures of the Indalo group are discussed in the next Section.

5.3.3.4 *Grievance Procedures*

This aspect is highlighted in the following quotes:

- Respondent A8 stated that, “The first line of communication would be with their direct Manager so if it was a Butler or Housekeeper they would go to the Lodge Manager. We have a grievance form that they can complete. We try to encourage a conversation first and if we or the staff feel that they cannot settle that grievance on a conversation level then we go the proper disciplinary procedures of filling out the grievance form and having a counselling meeting for grievance so we follow labour law according to that process but we do and try and encourage communication. We also have something that we have established called the Respect Committee; often these things end up in this committee first and the individuals often have the opportunity in that committee forum to actually resolve the issue.”
- Respondent B1 stated, “There is a procedure, but honestly it is very simple; they come to me and we sit and work it out.”
- Respondent C1 indicated that, “there is always a direct access to ownership, but what we have tried to get out to our community is that if there is a grievance and you can try work it out with each other then, or you can go through management and if the management can’t sort it out then you come to us. So it is quite a flexible system. You know we’ve got the complainant who thinks that he was treated unfairly by the other or sworn at or someone has been really uncultured towards them and they will come directly to us and we will try and resolve it.”
- Respondent D1 stated that, “there’s a grievance procedure in place and it’s quite an open thing. If the individuals can’t resolve it, then grievance procedure gets handled immediately. We put a deadline of two days. Either myself or the general manager has to hear the grievance. If there’s some form of discrimination, race, colour, gender..it gets sent to the general manager. And the guys know that. If you have a problem, fill out the form and the general manager will come and sit with you, and we value that.”
- Respondent E3 stated that, “If any individual feels as though, you know, he needs more senior support, we do have a grievance procedure where a grievance form is filled in, stating the employees complaint, and relevant meetings are held formally

where we all bash it out and come to an agreement. If nothing can be decided there, then obviously the relevant disciplinary action then gets put into place, whether, you know, you're given a notice of a formal disciplinary hearing, and then obviously regarding the actions that have resulted in the grievance...written warnings, verbal warnings or final written warnings are given."

The option available to employees of utilising a formal grievance procedure ensures the promotion of fairness and justice throughout the Indalo group PGRs and is a feature of the 'fair business perspective' as suggested by Moisander *et al.*, (2007:6). Although formal grievance procedures exist at the reserves the findings indicate respondents' preference of firstly trying to resolve a problem informally. This is evident by responses such as, "We try to encourage a conversation first" (A8), "they come to me and we sit and work it out" (B1), "you can try work it out with each other then" (C1), "if the individuals can't resolve it then grievance procedure gets handled" (D1) and "If any individual feels as though, you know, he needs more senior support, we do have a grievance procedure" (E3).

In this regard "communication" between those involved in the grievance is encouraged. This is in line with Carroll's (1991:40) view that corporate integrity and ethical behavior go beyond mere compliance with laws and regulations. The importance of communication at the Indalo group is further highlighted in administrative employees' responses.

- Respondent A2 stated that, "Communication with my employer is excellent; we communicate on a daily basis."
- Respondent A6 said, "Communication is very effective; there's direct lines of communication you don't go through layers. If there is a serious problem, anyone can approach the lodge manager directly otherwise there are people; I can go to my head ranger and I can always talk to young managers. It is very direct; very effective I would say."
- Respondent B2 stated, "Communication is excellent, we have a good relationship and I can talk to him about anything."

- Respondent C3 said, “My communication between me and my employer is quite good. We do have weekly meetings where we meet and discuss things. On these days we have morning sessions starting about 8 o’clock so that we know the programme for the day and anything that has to be attended to – we speak about it with them advising myself. They have always been open for communication with these meetings and briefing sessions.”
- Respondent C5 stated, “Communication with my employer, it is very good – from my colleagues as well.”
- Respondent D2 said, “I think you will find a lot of the employees they can go the GM and knock on his door regularly.”
- Respondent D4 stated, “From junior to middle to senior, management is very good, because even where I work I’ve got a very good communication line. Even with my line manager. He is brilliant. I meet with him often and the doors are always open.”
- Respondent E1 said, “my communication with my boss is very, very good, because I make sure that every time I’ve got problems I go to him and we sit down.”
- Respondent E2 stated, “It’s pretty good, I must say because although I’ve got a lot of seniors, but also with the top dog. How can you say it? Pretty good very, good...He is the kind of guy that always try to keep us informed, all the times and checking that everything is still alright, all the time they are checking which is amazing to be quite close to the owner and supervisors.”

As suggested by Hall and Brown (2006:162) in order for an organisation to advance, the employees must be made aware of their responsibilities and there should be constructive dialogue within the business. The responses indicate that employees have a good relationship with their managers and are aware of what is expected of them on a daily basis. In addition the responses reflect that the Indalo group managers have an “open door policy” with regard to communication with their employers. This feature reflects on the managers’ characters, their personal values, norms and beliefs as indicated by the “good business life” perspective (Moisander *et al.*, 2007:6). As derived from the administrative employees’ responses, managers can be seen as approachable, open and accessible. This aspect correlates with the

'recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations' construct of the questionnaire which was regarded as the most important ethical responsibility with a mean score of 4.93.

In addition "communication" as described by both managers and administrative employees provides further evidence to the culture of the Indalo group as one that is family orientated and nurturing. This aspect is seen in their code of ethics in the next Section.

5.3.3.5 *Code of Ethics*

The codes of the ethics utilised by the member reserves of the Indalo group are indicated in the following quotes:

- Respondent A8 stated, "we have what we call a Vision Committee which is made up of elected staff members; not elected by me or anybody but in fact elected by the employees and the residents of our community to determine the vision of the business. It is a very important process; it is not senior management though senior management is involved there is not senior management determining the vision and out that vision comes this code of ethics, that would revolve around four things; land, wildlife, people and finance, which are all equally important."
- Respondent B1 stated, "Not as an organisation but I have a personal ethic which is do unto others as you would have done unto you; I treat my staff as I would like to be treated if I were a staff member and I get very cross if they treat me otherwise."
- Respondent C1 stated, "we don't have a document that's called the Code of Ethics, we have had a Cultural Development Committee from the start they organize through the year to try and bring those communities together through activities that help generate a common foot. So in terms of our ethics, emphasis is on the Reserve, social development would be just as important as marketing or importantly as land and game and those three ultimately then feed into the monthly committee meetings."
- Respondent D1 said, "Okay, for me this is very clear. If you have a code of conduct in place and you have trained your people on that. It's very important. I think that, you know, we realise that people are individuals, okay. And we realise that, you know,

each person must be treated with his own merit and we realise that there are cultural differences and we realise that common-sense must be applied to each scenario. And we realise that people need to be treated...you know, not as a blanket decision, but individual people.”

- Respondent E3 stated, “We do have a code of conduct. Obviously all the staff sign a contractual agreement stating what their job descriptions are. And then it’s up to the supervisor to ensure that the relevant training and systems are put in place so that individuals know what the required job is and this creates for a happy environment for the employees.”

The DEAT (1996:1) pointed out that only a small portion of the tourism industry has adopted ethical codes of behaviour and conduct. This trend is also evident amongst the PGRs of the Indalo group. Reserves D and E make use of a formal code of conduct, reserves A and C use a ‘vision committee’ and ‘cultural development committee’ respectively and reserve B’s code of conduct is based on the manager’s personal beliefs. The researcher attributes the lack of adoption of formal codes of conduct to the lack of knowledge with regard to tourism policies (Section 5.3.3.1) as well as the cultivating of an informal, open culture of the reserves. Due to the open culture, employees understand the ‘underlying’ ethical code of conduct. However this may only be the case for employees who have been based for a long term at the reserve, as new employees have no guidance in the form of a ‘formal code of conduct’ to aid in their adaptation to the new working environment. In this regard a formal code of ethics is important as it combines the diverse values and ethical approaches of individuals in an organisation to ensure fairness and consistency (Hellriegel *et al.*, 2008:128).

5.3.3.6 *Summary of Legal and Ethical Responsibilities of the Indalo Group*

The ‘perform in a manner consistent with expectations of government and law’ construct was regarded as the least important legal responsibility by the reserves. In this regard the findings in this Section highlight that despite the extensive tourism policy framework available at both the national and international level (Sustainable Tourism Network, 2010:1) respondents are not aware of their details and in some case their existence. This impacts other areas in the

organisation, namely the code of ethics employed by the reserves. Despite codes of ethics existing in a variety of forms at each of the reserves, a 'traditional' formal code of ethics is important as it ensures fairness and consistency across the organisation (Hellriegel *et al.*, 2008:128).

With regard to tourism policies the findings indicate that the Indalo group make use of BBEE scorecard which is aligned with the Tourism Code (Sustainable Tourism Network, 2010:1) however the overall impression in this research is that managers question the legal impact of the BBEE scorecard policy. The current practice in implementing the BBEE criteria at the reserves occurred on an ad hoc basis by focusing and assisting in developing the reserves' employees.

It is interesting to note that the 'perform in a manner consistent with expectations of societal mores and ethical norms' construct as well as the 'recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations' construct which both received the highest mean scores are evident in the health and safety, grievance procedures and code of ethics of the reserves. In terms of health the reserve managers employ various measures to ensure employees remain healthy and productive over and above the health services provided by government. The reserve managers focus particularly on the awareness of HIV/AIDS through various educational initiatives held at each of the reserves. In addition the Indalo group managers have an "open door policy" with regard to communication with their employers. The open communication policy aids in the managing of grievance procedures at the reserves.

5.3.4 Philanthropic Responsibilities

The findings based on the CSR questionnaire (Appendix D) responses from reserve managers, pertaining to the philanthropic responsibilities component of Carroll's (1991:40) CSR pyramid is provided in Table 5.4.

Table 5.4: Philanthropic Responsibilities (n=5)

Constructs and Related Statements	Mean	Standard Deviation
Perform in a manner consistent with the philanthropic and charitable expectations of society:	4.1	1.33
S37: It is important to perform in a manner consistent with the expectations of the community regarding charitable donations and activities.	4.2	0.84
S39: It is important to give substantial managerial opportunities on a racial and/or gender basis.	3.8	1.64
S45: It is important to support, assist and work with previously disadvantaged and women business owners.	4.2	1.30
S47: It is important to be committed to black economic empowerment.	4.2	1.79
Assist the fine and performing arts:	4	1
S40: It is important to financially assist in the fine and performing arts.	4	1
Managers and employees participate in voluntary and charitable activities within their local communities:	4.53	0.64
S38: It is important for a business to maintain a policy of increasing charitable donations and activities of the business over time.	4.6	0.55
S41: It is important to try and ensure long-term survival by being a charitable corporate citizen.	4.2	0.84
S46: It is important that a successful firm be defined as one which does more than what is expected from businesses in general.	4.8	0.45
Provide assistance to private and public educational institutions:	4.6	0.55
S44: It is important to provide financial assistance to private and public educational institutions.	4.6	0.55
Assist voluntarily those projects that enhance a community's quality of life:	4.73	0.46
S42: It is important that the business supports HIV/AIDS initiatives in the community	4.6	0.55
S43: It is important that the quality of the worklife of employees is improved voluntarily	4.8	0.45
S48: It is important to regularly investigate new opportunities which can improve the standard of living of all South Africans	4.8	0.45
Overall	4.4	0.94

Source: Researcher's own construction (2010).

From Table 5.3, based on the mean score, the following philanthropic responsibilities in order of importance include:

- Assist voluntarily those projects that enhance a community's quality of life
- Provide assistance to private and public educational institutions
- Managers and employees participate in voluntary and charitable activities within their local communities
- Perform in a manner consistent with the philanthropic and charitable expectations of society
- Assist the fine and performing arts

It should be stated that despite the relative order of importance, all the philanthropic responsibilities are regarded as being important with an overall mean score of 4.40. It is interesting to note the strong correlation between the 'assist voluntarily those projects that enhance a community's quality of life' construct and the interviewee responses received from managers regarding the charitable activities of the reserves. It is also noteworthy that the standard deviation scores for the two least important philanthropic constructs namely, to perform in a manner consistent with the philanthropic and charitable expectations of society; and to assist the fine and performing arts, were above 1. This indicates the variation in responses to the statements pertaining to these constructs.

In addition to the above finding the semi-structured interview questions regarding the philanthropic responsibilities of ecotourism based PGRs (Questions 13 in the managers' interview guide (Appendix A); Questions one and three in the administrative employees' interview guide (Appendix B)) attempted to ascertain the involvement of the Indalo group in charitable work. In particular, the researcher assessed the strategic nature of the charitable work. The subthemes in this Section are derived from the literature and are as follows:

- Sponsorship of extramural activities.
- Sponsorship of educational activities

In addition a third subtheme emerged from the findings regarding "the guest experience." The above mentioned subthemes are discussed in the following Sections.

5.3.4.1 Sponsorship of Extramural Activities.

This aspect is highlighted in the following quotes:

- Respondent A4 indicated, “we have the choir’s competing which is not only on the reserve but with surrounding choirs; we will have fun days at the community centre where people can come and enjoy.”
- Respondent A7 stated, “I am part of the team that is working towards the vision; the Vision Committee of [Reserve A] for the housing for the community and then I am also involved in the gyming group where we’ve got a community centre so after hours we go there and gym.”
- Respondent B2 stated, “We are involved in a number of activities, for example we have an “art in the park” event, and there are cooking competitions, and prizes and raffles. We also have a pottery class.”
- Respondent C1 stated, “Just simple things like sports days and teams that play against each other and the [Reserve C] community playing against each other and then the intention of that is initially there is a beauty contest – so we have a Ms [Reserve C] and that has grown to the Annual Talent Contest – so it has become more than a beauty contest and this creates bonding and team building where the community come together and those that have things like choir singing and other people will do individual performances and then we bring in external judges and they judge the event and come up with a winner and prizes are awarded.”
- Respondent C2 stated, “Yes we’ve got a soccer team on the reserve so that every year we have a tournament so that all the lodges can play for a trophy. We also have beauty contests after the match.”
- Respondent D2 stated, “We are promoting a cultural group from the surrounding community who come in and dance and play the marimbas [musical instruments].”
- Respondent E1 stated, “There is still a lot of stuff, and there is a soccer team that the company is sponsoring. In terms of transport, if they want to go and play outside. We’ve got a bus. They won’t pay a cent. If the soccer balls are finished, we buy for them. If the soccer jerseys are finished, we are buying for them.”

- Respondent E2 stated, “We’ve got a soccer team here. I’m also organiser of the team, and I’m also a player on the team. Ja, so we’ve got a team here every Sunday we are playing there outside.”

Carroll (1991:40) stated that with regard to philanthropic responsibilities, it is important for businesses to assist the arts as well as to assist voluntarily those projects that enhance a community’s quality of life. The above findings indicate that the Indalo group actively engage in extramural activities, both sports and the arts.

The researcher observed a degree of enthusiasm and excitement from respondents when answering these particular questions, in turn leading one to believe that their involvement in extramural activities was most enjoyed and contributed positively to their quality of life on the reserves. In addition all extramural activities involve teams, namely choir groups and soccer teams, thereby indirectly enhancing the element of teamwork in the business as suggested by Ashley and Hayson (2004:4).

5.3.4.2 Sponsorship of Educational Activities

The researcher has outlined the sponsorship of numerous educational activities in Section 5.3.1.4 (Environmental education) and Section 5.3.2.2 (b- Provision of training programmes and resources as well as c- skills development) of the current Chapter. In this regard Carroll (1991:40) stated that it is important for businesses to provide assistance to private and public educational institutions. The findings indicate that the Indalo group is committed to empowering its employees, their families and surrounding communities by increasing the education and skills base. These activities have both an indirect and direct influence on the Indalo group as outlined in Section 5.3.4.4.

5.3.4.3 The Guest Experience

Respondent A2 best indicates this concept by stating that “through the guest experience we make the tourists part of our tradition...and we make them aware of communities around the reserve and the environment.”

- Respondent A1, “Guests comes to that community centre and there is a woman who manages it and she shows the guests around, they sit and have roosterkoek (traditional bread) and that old traditional coffee and if they want to they can help in making some of the local products, help in the gardening or play with the children in the schools there.”
- Respondent C1 and D1, “we had a Sterilization Campaign where we vaccinate and neuter the animals, we approached the local SPCA to set it up and we got 40 volunteers including some of our guests at the time, and it was scheduled over two days and we did it over one day.”
- Respondent D1, “The centre is not only to show our guests, you know, the role that it plays in the rescue of certain animals. We link that to an educational tool, to teach and inform our guests.”

The ‘guest experience’ has only been employed at Reserves A, C and D. The findings in this research indicate that the ‘guest experience’ goes beyond accommodation and tours, it is an approach aimed at educating tourists by involving them in the everyday environmental and cultural aspects of the reserves. The ‘guest experience’ is philanthropic in nature as guests volunteer to assist in various aspects of the reserve. In this way the ‘guest experience’ gives visitors the opportunity to learn about the social, political and environmental concerns of the region as suggested by Hansen (2010:1). The ‘guest experience’ is a means of creating awareness amongst visitors, which is one of the aims of ecotourism as outlined in Chapter Two, Section 2.5 (Hansen, 2010:1).

5.3.4.4 Summary of the Philanthropic Responsibilities of the Indalo Group

The construct pertaining to ‘assist voluntarily those projects that enhance a community’s quality of life’ was regarded as the most important philanthropic responsibility with a mean score of 4.73. This is evident in the above findings that Indalo group actively engage in extramural and educational activities with their workforce and the surrounding communities in order to enhance their quality of life. Sponsorship of the activities aimed at surrounding communities has an indirect influence on the Indalo group reserves as this allows for “reputation enhancement” as suggested by Ashley and Hayson (2004:4) which may bring

medium-term benefits, such as marketing appeal (Ashley and Hayson, 2004:4). Sponsorship of activities by means of training of employees and their families has a direct influence on the Indalo group as this is a means of 'adapting business practice' as put forward by Ashley and Hayson (2004:5) which allows for improvement of the triple bottom line (Ashley and Hayson, 2004:5).

In addition the 'guest experience' is an initiative that relates to the tourism experience and allows for increased awareness on the part of the guests, an aim of ecotourism. In this way the Indalo group builds pride and confidence amongst local communities who are given the opportunity to share their culture (DEAT, 2002). The 'guest experience' has both a positive influence on the aforementioned direct and indirect benefits.

It is evident from the findings in this research that the Indalo group managers of the ecotourism based PGRs recognise that for CSR to make a substantial impact in the long term to economic and social development, the members need to move beyond donations to 'adapted business practice' as outlined in Chapter Three, Section 3.6 (Ashley and Hayson, 2004:5). In this regard the Indalo group is committed to educating, and providing the workforce and surrounding communities with the skills as well as resources to better their quality of life and allow them to engage in productive activities.

5.4 CHALLENGES FACED IN FULFILLING CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The third objective of the current research was to identify, if any, the challenges faced by ecotourism based PGRs in the Eastern Cape Province with regard to the implementation of CSR initiatives. The questions regarding the aforementioned challenges (Question 18 of the managers' interview guide (Appendix A)) attempted to determine the challenges faced with regard to the adoption, implementation and continuation of strategies employed by the Indalo group in developing their involvement in each of the aforementioned responsibilities of CSR. The researcher identified four key challenges that emerged from the data. These are outlined in the following:

- a. The complex nature of CSR policies and guidelines as outlined in Section 5.3.3.1.

b. The lack of government support.

The lack of government support emerged as a challenge in the findings as indicated in the following responses:

- Respondent A8 stated that, “a lot of our work has been unlocking the government services which should be happening in those areas. We are very committed to working with government who have very good policies in many aspects but it is the application of those policies that isn’t happening.”
- Respondent C6 indicated that “Basic education, health services. Computer literacy and numeracy...we train...and they are put through...contract with the government to do a certain amount of training. But there, once again is one of the things with the government that is lacking.”
- Respondent B1 indicated that, “Both business and labour and government have a corporate responsibility to work together and set a good set of rules that are for the better of everybody and not just one industry. If one of those industries breaks down then the whole structure of society falls apart and it is critical that government understands that because they don’t in many areas at the moment and that is where the wheels in society are largely falling off.”

McGuire (1974) quoted in Certo (1980:515) argued against CSR by stating that organisations together with government equates to a monolith. The above findings indicate that the managers of the reserves spend much of their resources “unlocking the government services which should be happening in those areas” (A8) for example “basic education [and] health services” (C6). In this regard a lack of government support does not amount to a monolith when coupled with the Indalo group’s CSR involvement as their resources are committed to providing basic services to their employees and surrounding communities.

c. Culture and gender:

This aspect is highlighted in the following quotes:

- Respondent A1 indicated that “One of the challenges has been around gender because we work with whoever wants to work with us; there must be a willingness and if there

is not a willingness to work with us then we don't force anybody to work with us. What we have found is that it is the women who are willing to work. The women who carry development and it is the women who holds the family together. The interesting thing is if there is a committee to be chosen, the men are in the front row and put their hands up very quickly but they don't see a role for themselves unless it is in a committee or a senior leadership position."

- Respondent C1 stated that, "the Xhosa culture sometimes makes it difficult for them to accept leadership and, what do you call it, like the boss worker, within their own community, so we kind of have that lip here and we've walked quite a long road in the sense of social development and growth. The empowerment process we have tipped the gender thing in the opposite direction and that has created problems. Men don't get involved."
- Respondent D1 stated that "The first challenge that comes to mind is getting the people to complete the courses. I spoke earlier about learner-ship. Now it's...you know, often people go and attempt something and they see that it needs a little bit of effort from them. And it means they have to go home at night and study a little bit. And it's a cultural change for somebody to understand that if I need to be somewhere in life one day, that I have to put in from my side. It's a cultural change that we're struggling with. And we're pushing as hard as we can to get those people thorough and we're saying to them that we will do our utmost to create a position here for them, once they have completed their course."

The findings indicate that within the ecotourism based PGRs the culture and gender of local people affect the level of engagement in CSR activities of employees and surrounding communities. This is highlighted by responses such as "the Xhosa culture sometimes makes it difficult for [individuals] to accept leadership [from] within their own community" (C1); "we have found that it is the women who are willing to work. The women who carry development." As suggested by Visser (2005:47) research of CSR in Africa has the potential to add further evidence of the variability of CSR in different cultural contexts as is evident by the findings.

d. Finances

This aspect is highlighted in the following quotes:

- Respondent C1 stated that, “I think by far the biggest challenge is the economic challenge, because we had to build a Reserve starting from a farming background, convert the property in a visiting destination, so we had to build lodges, fences and repairs and in some instances clearing vegetation and we had to bring in animals and stock – so the expense of all of that on the back of the existing debt – a decade of it – has made our time in reaching it as profitable a very long hard road and I think without, even now years later, I can’t say that every company has reached a profit that I know, that our own company we’re still putting money into our own company so that makes it very difficult to spend money.”
- Respondent E3 indicated, “All of our staff have currently undergone a linguistics course, where the company has paid for all of our reserve staff to do an English Grammar skills development programme. That programme has since come to a halt due to funding.”
- Respondent B1 stated that, “What one has to understand about private game reserves is that they cost an enormous amount of money to set up and when you have a business that costs an enormous amount of money to set up your opportunity costs you cannot sell at cheap prices.”
- Respondent C6 indicated that, “Resources are an issue. First and foremost you have got to make a profit as you go...on the social responsibility side. And you know it’s a very competitive market.”

As indicated by Langholz and Kerley (2006:4) the total cost of establishing a PGR has risen R10 million compared to 2004, to a new median of R42 million. For this reason respondent B1 indicates that one cannot “sell at cheap prices” as the costs of establishing a PGR put a significant strain on the involvement of the Indalo group in CSR activities as indicated by the above findings.

5.4.1 Summary of the Challenges Faced in Fulfilling CSR Activities

Prior to the current research there was limited literature regarding the specific challenges faced by ecotourism based PGRs in fulfilling their CSR activities. In this regard the researcher identified four challenges that emerged from the findings, namely the complex nature of CSR policies and guidelines, the lack of government support, culture and gender as well as a lack of finances.

5.5 SUMMARY

This Chapter has discussed the findings of the current research in relation to the theoretical perspectives outlined in Chapter Two and Chapter Three. The main themes of the findings were derived from the literature discussed in Chapter Two and Chapter Three, and were aligned with the research objectives. In addition the subthemes presented in this Chapter were based on the research objectives as well as the researcher's own theoretical interests. Summaries pertaining to the findings with regard to the current practice of CSR at the Indalo group, the five responsibilities of CSR and the challenges faced in fulfilling CSR activities have been provided in the following Sections in this Chapter namely, 5.2.4, 5.3.1.5, 5.3.2.3, 5.3.3.6, 5.3.4.4 and 5.4.1.

In the concluding Chapter that follows, the findings are summarised and their potential value is assessed. Consequently the final research objective of providing pertinent conclusions and recommendations with regard to successful CSR strategies are put forward.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The purpose of this Chapter is to summarise the main findings of the current research, generate conclusions, provide recommendations to the Indalo Group and make suggestions for future research. In addition the potential value of this research within the ecotourism based PGR sector will be given. Before providing the summary and conclusions pertaining to the main findings of this research, the primary aim and objectives of this research will be restated as well as an overview of the research design and methodology followed.

As stated in Chapter One the primary aim of this research study was to determine the current state of practice of CSR within the ecotourism based private game reserve (PGR) industry in the Eastern Cape Province. More specifically to achieve the primary aim of this research the following objectives were stated:

- to describe and assess the current practice in implementing CSR within the ecotourism based PGR industry in the Eastern Cape Province
- to assess and evaluate the involvement of ecotourism based PGRs in the Eastern Cape Province in each of the five responsibilities comprising CSR namely, environmental, economic, legal, ethical and philanthropic responsibilities
- to identify the challenges faced by ecotourism based PGRs in the Eastern Cape Province with regard to the implementation of CSR initiatives
- to provide pertinent conclusions and recommendations with regard to CSR strategies within the ecotourism based PGR industry in the Eastern Cape Province

To achieve the abovementioned aim and objectives, a case study approach, which is located within the phenomenological research paradigm was used (Collis and Hussey, 2003:66). The unit of analysis is the Indalo group, the Association of Eastern Cape Private Game Reserves, consisting of 12 ecotourism based PGRs. A multiple case study approach, which included 8 of the 12 PGRs was used. The researcher used a combination of a descriptive and an illustrative case study design where the research attempted to cover the depth and scope of

the case under study as well as illustrate new and possibly innovative practices adopted by the Indalo group (Collis and Hussey, 2003:68).

Data was collected by means of in-depth interviews with the managers of each reserve. In addition the researcher conducted focus interviews with game rangers and nominated administrative staff. Additionally the managers of each reserve were requested to respond to a structured five point Likert scale questionnaire which is based on the research by Aupperle *et al.*, (1985) and reformulated by Viviers and Venter (2005). Following data collection at five of the eight reserves the researcher observed similarities in the findings in terms of the key themes and issues pertaining to the research. As stated by Boyce and Neale (2006:4) such repetition is an indication that a sufficient sample size has been reached and therefore the researcher did not collect data at the three remaining reserves.

The interviews were analysed by means of a qualitative content analysis supported by NVivo V8, a qualitative software programme (QSR International Pty Ltd. Version 8, 2009). The questionnaires were analysed using Statistica V8, a quantitative software programme (Statsoft, 2010a). In order to achieve the research objectives the findings of this research study were shaped around the five components of CSR framework (Chapter Three, Figure 3.2) and were analysed and grouped together for easy interpretation (Chapter Five).

As stated in Chapter Four, Section 4.4.2.1, the conclusions and recommendations of the current research relevant to 'internal generalisation,' which represents generalisations within the setting or group studied, namely the Indalo group (Onwuegbuzie and Leech, 2009:883). However due to data triangulation used in this research generalisations can be made from one setting to another as indicated in Chapter Four, Table 4.2 (Collis and Hussey, 2003:55).

6.2 SUMMARY AND CONCLUSIONS OF THE MAIN FINDINGS

The main findings of this research study and conclusions are presented according to the first three research objectives as follows:

Objective 1:

- Current practice of corporate social responsibility (CSR)

Objective 2:

- Environmental responsibilities
- Economic responsibilities
- Legal and ethical responsibilities
- Philanthropic responsibilities

Objective 3:

- Challenges in fulfilling CSR activities

With regard to the last stated objective of providing pertinent conclusions and recommendations with regard to CSR strategies within the ecotourism based PGR industry in the Eastern Cape Province, conclusions are integrated into the summaries of the findings. Consequently recommendations to the Indalo group are made in Section 6.4.

6.2.1 Current Practice in Corporate Social Responsibility

The conclusions pertaining to the first objective of this research namely, to describe and assess the current practice in implementing CSR within the ecotourism based PGR industry in the Eastern Cape Province are provided in this section.

The current CSR practice at the Indalo group is driven by managers' understanding of CSR. In this regard the managers of the reserves have been instrumental in cultivating their own culture of CSR based on their experience in the tourism industry and what they believe is the 'right thing' as suggested by Frangialli (2004:1). Despite the limited use of tourism policies that guide CSR involvement, the managers have a good understanding of CSR as a concept aimed at "improving the quality of life of the workforce and their families as well as the local community and society at large" (The World Business Council for Sustainable Development, 2009:1).

The reserves' employees, their families as well as surrounding communities are involved in the various initiatives undertaken by the reserves in each of the five components of the CSR framework namely, environmental, economic, legal, ethical and philanthropic responsibilities. The essence of the current practice of CSR of the Indalo group is 'empowerment,' a feature common in all aspects of the CSR framework at the reserves.

'Empowerment' at the reserves is achieved through education. Consequently the Indalo group nurtures an environment of 'continuous learning' through its provision of training and educational programmes aimed at increasing the knowledge and skills of employees and surrounding communities. An environment of 'continuous learning' stresses the proactive nature of the Indalo group with regard to entrenching CSR in their business model.

Furthermore managers understand the importance and 'urgency' of CSR to be rooted within the business model so as to ensure sustainability (Hamann *et al.*, 2010:50). The concept of sustainability at the reserves addresses all aspects of the organisation including the protection of the environment, innovation and creativity in conserving resources and reducing pollution, the support of local economic and social development as well as increased stakeholder engagement. It is evident that sustainable development impels the Indalo group towards active engagement in CSR activities.

The current practice of CSR at the Indalo group is towards a more strategic, long-term approach to CSR. In this regard the Indalo group is moving beyond mere donations to 'adapted business practice,' a concept put forward by Ashley and Hayson (2005:5). 'Adapting business practice' means changing one or more elements of normal organisational operations so that the organisation function is still fulfilled in a way that improves the triple bottom line (Ashley and Hayson, 2005:5) as well as contributes to sustainable development.

Based on the findings it can be concluded that the goal of the Indalo group is to develop into a 'sustainable organisation.' Hamann *et al.* (2010:95) indicate that the "sustainable organisation recognises that long-term business success is intimately tied to the success of the communities and societies in which it operates and it makes systematic, strategic contributions to this mutual interrelationship". The current research provides guidelines for the successful implementation of strategies that can aid similar ecotourism based PGRs in their shift towards becoming a 'sustainable organisation'. These guidelines are as follows:

- Top level management is responsible for creating an environment that facilitates the creation and successful implementation of CSR strategies in order to create a culture of 'sustainable development' in the reserve.

- It is important to include and involve surrounding communities in the various CSR initiatives undertaken by the reserve. In this regard the successful implementation of CSR strategies as well as the overall success of the reserve is dependent on the communities in which they operate.
- In order to increase sustainability in all facets of the reserve it is important to 'adapt business practice' to ensure that the reserve's function is still fulfilled in a way that is more sustainable.
- The essence of all CSR activities should be 'empowerment.' Empowerment entails nurturing an environment of 'continuous learning' by means of effective training and educational programmes as well as activities that increase the welfare of employees and the surrounding communities. In this regard the findings suggest that an environment of 'continuous learning' allows for the creation of an 'enabling environment' for productive CSR strategies as stakeholders are aware of the CSR initiatives of the reserve as well as their role in facilitating successful strategy implementation.

The above guidelines aid in the successful implementation of CSR in the Indalo group. The conclusions pertaining to the five responsibilities of CSR framework namely, environmental, economic, legal, ethical and philanthropic responsibilities are outlined in the next Section.

6.2.2 Involvement in the Five Responsibilities of CSR

The second objective of the current research aimed to assess and evaluate the involvement of ecotourism based PGRs in the Eastern Cape Province in each of the five responsibilities comprising CSR, namely environmental, economic, legal, ethical and philanthropic responsibilities.

It can be concluded that based on the five components of CSR framework (Chapter Three, Figure 3.2), the Indalo group are actively involved in each of the aforementioned five responsibilities comprising CSR. The main findings and conclusions pertaining to the involvement of the Indalo group in each of the aforementioned responsibilities are summarised in the following Sections.

6.2.2.1 *Environmental Responsibilities*

The current research provides strategies implemented by the Indalo group which similar ecotourism based PGRs could draw on to increase their involvement in environmental responsibilities. These strategies are as follows:

- Ensuring the landscape is restored, regenerated and rehabilitated by means of the removal of alien invasive species as well as adequate monitoring of the ecosystem.
- Managing the introduction and safeguarding of wildlife species as well as ensuring that the carrying capacity of the land is not exceeded.
- Conserving resources and reducing pollution are aspects that are emphasised throughout the reserve.
- Educating the reserves employees as well as surrounding communities about the importance of minimising the impact on the environment.
- Engaging stakeholders in activities aimed at minimising the impact on the environment.

In terms of environmental responsibilities, the strategies employed by the Indalo group are aligned with the Global Sustainable Tourism Criteria (Chapter Three, Table 3.1) in minimising the impact on the environment. Consequently it can be concluded that the Indalo group is committed to minimising their impact on the environment through initiatives aimed at conserving the ecosystem, biodiversity and landscapes as well as conserving resources and reducing pollution. In addition resource conservation and pollution reduction are emphasised in every facet of the organisation. In this regard it can be further concluded that the Indalo group members recognise that the ecotourism business relies on the natural environment to remain successful, therefore the environment should be kept intact and relatively pristine in state (Sesega, 2001:13), and that the Indalo group is proactive in their efforts to design and implement a financially viable business model that is environmentally friendly.

In addition 'environmental education' emerged as a key aspect and innovative tool in ensuring the reduction of negative impacts to the natural environment. Environmental education takes place in three areas namely, the reserves' rangers, the reserves' guests as well as the surrounding communities. Environmental education undertaken by the reserves

highlights the crucial role of both society and organisations in engendering more committed forms of sustainable activities. It encourages individuals and equips them with the necessary knowledge to conserve and protect the environment. In this way the benefits of environmental education are widespread and have the potential to contribute to extensive sustainable development.

Based on the findings the overall conclusion pertaining to environmental responsibilities is that the natural environment is not a responsibility of the Indalo group alone but of both the Indalo group and its stakeholders. Hence, the importance placed by managers on the environment to ensure overall success for both the reserve and its stakeholders, as well as for future generations as indicated by the findings. The findings clearly establish that “without the environment, it would not be possible to sustain business operations, nor life itself” as suggested by Superti (2005:18) and Visser (2005:46). For this reason it can be further established that environmental responsibilities are too important to be omitted from the CSR context as originally proposed by Carroll’s (1991) pyramid of CSR (Chapter Three, Figure 3.1). It can be further concluded that the environment is the foundation upon which all other components of CSR rest.

6.2.2.2 Economic Responsibilities

In order to enhance similar ecotourism based PGRs involvement with economic development, the current research provides strategies implemented by the Indalo group from which similar ecotourism based PGRs could learn. These strategies are as follows:

- Maintaining a strong competitive position by managing those aspects of the organisation that contribute significantly to achieving a competitive edge. In this regard the aspects of importance in achieving a competitive advantage, as promulgated in this research pertain to marketing, wildlife as well as ensuring a high quality ecotourism service.
- Establishing local linkages that harness the core competencies of the reserve which lead to economic multipliers that allow for widespread economic development Local linkages, as well as the resulting economic multipliers as indicated in Chapter Three, Section 3.3, formed at the Indalo group are as follows:

- Provision of jobs (economic multiplier 'd')
 - Provision of training programmes and resources that allow for skills development (economic multiplier 'c,' 'e' and 'g')
 - Provision of various products and services from the local communities to the reserves (economic multiplier 'b')
 - Provision of physical infrastructure (economic multiplier 'h')
- Ensuring communication between parties involved in the local linkage to guarantee overall quality in the goods and services provided and success of the local linkage established.

In terms of the economic responsibilities, the strategies employed by the Indalo group are aimed towards maintaining a competitive advantage as well as ensuring widespread local economic development. 'Marketing,' 'wildlife,' and a high quality product were recognised as essential to ensure a competitive advantage as well as an increase in revenue. Based on the findings it can be concluded that an increase in revenue ensures that an organisation has both the means and resources to actively engage in CSR activities as suggested by Langholz and Kerley (2006:2).

In addition the findings indicate active involvement on the part of the Indalo group in contributing to local economic development. This involvement suggests that the key to unlocking widespread local economic development is through the establishment of local linkages (economic multiplier 'a') which allows for the creation and maintenance of sustainable relationships with the local community. Local linkages as described by Ashley *et al.*, (2005b:3) aid in the faster delivery of higher quality local economic and social benefits, to a broader number of people or more sustainably than could be achieved by acting alone or through contractual relationships.

A key aspect in maintaining local linkages, as found in this research is communication. Communication at the reserves takes place on a regular basis due to the open door policy managers have with their employees, in addition managers ensure communication with surrounding communities with regard to the local linkages formed between them. Communications aids in the nurturing of the aforementioned environment of 'continuous

learning' by allowing both parties of the local linkage to learn from each other and improve their skills.

Based on the findings of this research it can be concluded that the economic responsibilities, if managed well, are key to unlocking the CSR potential of a reserve as well as ensuring widespread economic development.

6.2.2.3 *Legal and Ethical Responsibilities*

The main finding regarding legal and ethical responsibilities is that despite the extensive tourism policy framework available at both the national and international level (Sustainable Tourism Network, 2010:1), the Indalo group managers are not up to date with policy details, and, in some instances of policy existence. Despite the limited use of tourism policies the Indalo group is active in the following legal areas which, in turn, provide insight into the ethical responsibilities of the Indalo group:

- **Broad Based Black Economic Empowerment (BBBEE):**
In this regard although BBBEE scorecards are used, their application is on an ad hoc basis with the Indalo group's preference to focus on their own employees in developing their career paths.
- **The Occupational Health and Safety Act Number (No.) 181 of 1993:**
In terms of health and safety the reserve managers employ various measures to ensure employees remain healthy and productive, over and above the services provided by government.
- **Skills Development Act No. 97 of 1998:**
Skills development at the Indalo group PGRs takes place through numerous training programmes provided for employees and surrounding communities.

It was found that despite the limited use of tourism policies the managers of the reserves have been instrumental in cultivating their own legal culture of CSR based on their experience in the tourism industry and their ethical stances.

In this regard the aspect of 'empowerment' is further highlighted by the Indalo groups' efforts in encouraging employees to take charge of their health and well being as well as their responsibilities at the reserves. In terms of health the Indalo member reserves are dedicated towards educating employees and ensuring they remain healthy and productive as well as increasing the awareness of HIV/AIDS through various innovative initiatives employed at the reserves. To further empower employees, they are encouraged to resolve a grievance informally prior to undertaking the steps in a grievance procedure. The open communication policy aids in the effective resolving of grievances as employees feel comfortable to communicate with each other as well as their managers.

Despite the well intentioned efforts of the Indalo group in promoting a legal and ethical culture, it was found that there is a limited use of formal ethical codes of behaviour and conduct. The researcher attributes the lack of adoption of formal codes of ethics to the lack of knowledge with regard to tourism policies as well as the cultivating of an open culture whereby employees understand the 'underlying' ethical code of conduct. In this regard a formal code of ethics is important as it combines the diverse values and ethical approaches of individuals in an organisation to ensure fairness and consistency (Hellriegel *et al.*, 2008:128).

It can thus be concluded, based on the findings in this research, that tourism policies both at the national and international level have not aided in the development of a CSR agenda of the Indalo group. Furthermore managers of the member reserves rely on their own ethical stances in cultivating their own legal culture. In this regard the adoption of a formal code of ethics by the Indalo group is recommended in Section 6.4.

6.2.2.4 Philanthropic Responsibilities

The following strategies as implemented by the Indalo group could be considered by similar ecotourism based PGRs in order to increase their involvement in philanthropic responsibilities, namely:

- Sponsoring of extramural activities to aid in enhancing the employees' and communities' quality of life.
- Sponsoring of various educational programmes.
- Involving guests in the traditions of the reserve and the reserves' employees by means of voluntary participation in various cultural and environmental activities (termed the 'guest experience').

In terms of the philanthropic responsibilities, the 'guest experience' emerged as a key aspect and innovative educational tool in ensuring the involvement of guests in philanthropic activities. The 'guest experience' is a means of creating awareness of the social, political and environmental concerns of the region.

In addition the philanthropic responsibility strategies employed by the Indalo group are aimed towards building pride and confidence amongst employees and the surrounding communities as well as contributing towards increasing the general quality of life. Although the findings in this research suggest that the sponsorship of extramural and educational activities has direct benefits for both the Indalo group and its surrounding communities, indirect benefits also arise. The indirect benefits include reputation enhancement and marketing appeal as suggested by Ashley and Hayson (2004:4). The direct benefits of the Indalo group engaging in philanthropic responsibilities allows for improvement of the triple bottom line. This could be attributed to employees being attracted to socially responsible organisations and being motivated by their involvement in activities that aid surrounding communities as suggested by Hellriegel *et al*, (2008:107). In this regard the nature of the philanthropic responsibilities of the Indalo group is strategic rather than purely altruistic.

It was found that the strategic nature of the philanthropic responsibilities of the Indalo group contribute to their 'adapting of business practice' as outlined in Section 6.2.2.1. It can thus be concluded, based on the findings in this research, that long term strategic philanthropic activities allow for direct and indirect benefits to all parties involved.

6.2.3 Challenges in Fulfilling CSR Activities

The level of commitment from top management in implementing CSR activities is well illustrated by the extent to which the Indalo group is involved in each of the five components of the CSR framework (Chapter three, Figure). However Hamann (2006:190) points out that different sectors face different challenges and opportunities with regards to the implementation of CSR. Prior to the current research there was limited literature regarding the specific challenges faced by ecotourism based PGRs in fulfilling their CSR activities. Based on the findings of this research it can be concluded that the following four challenges emerged:

Firstly, in terms of national CSR policies and guidelines, the findings in this research suggest that managers are not aware of policy detail and in some instances of policy existence. In addition the researcher had difficulty in accessing applicable national tourism policies when outlining the legal responsibilities in Chapter Three, Section 3.4. This reflects on the poor availability and communication of these policies to the public as well as the relevant parties.

Secondly, a lack of government support with regard to the availability of basic services such as water, housing and education has meant that the reserves contribute their resources to providing these services. This limits the Indalo group's involvement in more innovative and more engaging CSR activities.

Thirdly, the impact of culture and gender of local people affect the level of engagement in CSR activities. In this regard it was found that women are more willing to participate in CSR activities than men. Furthermore it was found that the Xhosa culture makes it difficult to accept leadership from within a community.

Lastly, despite the high prices of the ecotourism service the high costs of establishing a PGR make it difficult to breakeven at an early stage of the business cycle, thereby placing significant financial strain on the involvement of the Indalo group in CSR activities.

In addition to highlighting the potential challenges faced by similar ecotourism based PGRs, the value of the current research is outlined in Section 6.5. The limitations of the current research are discussed in the next Section.

6.3 LIMITATIONS OF THE CURRENT RESEARCH

Limitations pertaining to this research are noted below.

- It was requested by the 2009 and 2010 Chairpersons of the Indalo group that in this research there should be no distinction between large PGRs (>17, 000 ha) and small PGRs (<6,500ha) with regard to the CSR practices employed by each. The researcher acknowledges that it would have been interesting to undertake a comparative analysis of the Indalo group PGRs' CSR strategies.
- The main respondents were five managers who have been instrumental in the Indalo group's move towards CSR initiatives. Although administrative employees were also interviewed the researcher acknowledges that more managers may have yielded more data regarding the overall strategies employed.

6.4 RECOMMENDATIONS

With regard to the current practice and CSR strategies utilised by the Indalo group, it is recommended that:

- A formal code of ethics be utilised at each of the member reserves. A code of ethics is important as it combines the diverse values and ethical approaches of individuals in an organisation to ensure fairness and consistency (Hellriegel *et al.*, 2008:128). In addition a code of ethics sets out guidelines for both employers and employees and, in turn, ensures the complete wellbeing of an organisation's personnel (Swanepoel *et al.*, 2003:585). In this way a code of ethics can aid in the smooth transition towards establishing a 'sustainable organisation' as both employers and employees are aware of their responsibilities.
- Managers become familiar with tourism policies at the national level namely, the National Framework for Sustainable Development (2010) as well as the Responsible Tourism Guidelines (2002). In addition policies at the international level, namely the Global Sustainable Tourism Criteria (2010) may prove to be useful. These policies provide useful information and guidance in transforming a tourism organisation into a 'sustainable organisation.'

- Managers at each of the ecotourism based PGRs work together to combine local linkages, namely the provision of various training programmes and the provision of local products and services from surrounding communities. Currently these linkages are duplicated at each of the reserves, by combining the linkages the Indalo group can ensure a wider impact as well as a reduction in costs.
- Manager's communicate the changes involved in 'adapting business practice' to employees to ensure their understanding and active contribution in CSR activities.
- Managers at each of the ecotourism based PGRS share the CSR strategies and initiatives used at their reserves with each other, to ensure learning and a transfer of knowledge as well as the opportunity to utilise the most successful CSR strategies.
- Achievable and concrete goals are put in place in terms of each of the five responsibilities of CSR so as to encourage employees towards promoting a sustainable environment. In addition goals provide a form of measurement against which the development of the Indalo group's CSR agenda could be assessed.

With regard to future research it is recommended that:

- Research focusing solely on the economic multipliers, utilising Figure 3.3 in Chapter Three be conducted in the Indalo group.
- Research is conducted on the Indalo group to investigate the issues related to culture and gender affecting engagement in CSR activities.
- Research is conducted on the role and effectiveness of CSR policies and guidelines, at both the national and international level, in the ecotourism industry.
- The present research is extended to ecotourism based PGRs in South Africa.

6.5 THE VALUE OF THE CURRENT RESEARCH

Sustainability is considered the 21st century business paradigm, as well as the price of entry for organisations wanting to compete in the long run (Quinn and Baltes, 2007:4). CSR is the umbrella concept for sustainability issues as indicated by Ebner and Baumgartner (2006:13).

In this regard Hamann (2006:192) points out that the need for research on CSR and the role of organisations in developing CSR in the African context is great because existing research is scarce and inconclusive. Furthermore Visser (2005:47) suggests that CSR and sustainable development research outside the contexts of America has the potential to add further evidence of the variability of CSR in different cultural contexts.

In this regard the current research provides insight into how CSR manifests itself in the ecotourism based PGR industry in the Eastern Cape Province in South Africa. In addition this research provides a basis for further understanding of CSR in the ecotourism based PGR industry in South Africa.

Finally, organisations worldwide have a key role to play in the protection of the environment as well as economic and social development through CSR.

REFERENCES

AFRICA NEWS, 10 March. 2009. 9.5 million tourists visited South Africa in 2008. *Afrique En Ligne*. [Online]. Available: <http://www.afriquejet.com/news/africa-news/9.5-million-tourists-visited-south-africa-in-2008-2009031123533.html> [Accessed 19 March 2009].

ALLEN, R.E., 1990. The Concise Oxford Dictionary of Current English. In: COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

ANSHEN, M., 1980. *Corporate strategies for social performance*. New York: Macmillan.

ASHLEY, C. and ELLIOTT, J., 2003. Just Wildlife? Or a Source of Local Development? *The Overseas Development Institute*. 1, 85:1-6.

ASHLEY, C. and HAYSON, G., 2004. *From philanthropy to a different way of doing business: strategies and challenges in integrating pro-poor approaches into tourism business*. Paper delivered at the conference on destination and development management. Pretoria: Atlas Africa Conference.

ASHLEY, C., POULTNEY, C., HAYSON, G., MCNAB, D. AND HARRIS, A., 2005a. Tips and tools for South African tourism companies on local procurement, products and partnerships: Executive summary. [Online]. Available: <http://www.odi.org.uk/resources/download/1515.pdf> [Accessed 15 March 2010].

ASHLEY, C., POULTNEY, C., HAYSON, G., MCNAB, D. AND HARRIS, A., 2005b. Tips and tools for South African tourism companies on local procurement, products and partnerships: Building local partnerships. [Online]. Available: <http://www.odi.org.uk/resources/download/1519.pdf> [Accessed 15 March 2010].

ASHLEY, C., POULTNEY, C., HAYSON, G., MCNAB, D. AND HARRIS, A., 2005c. Tips and tools for South African tourism companies on local procurement, products and partnerships: Stimulating local cultural and heritage products. [Online]. Available: http://www.capetown.gov.za/en/tourism/Documents/Responsible%20Tourism/Tourism_how_to_stimulate_local_products.pdf [Accessed 15 March 2010].

AUPPERLE, K.E., CARROLL, A. B. and HATFIELD, J.D., 1985. An empirical examination of the relationship between corporate social responsibility and profitability. *Academy of Management Journal*. 28, 1: 446-463.

BARLUND, K., 2004-5. Sustainable Development – concept and action. *United Nations Economic Commission for Europe (UNECE) Annual Report*. [Online]. Available:

http://www.unece.org/oes/nutshell/2004-2005/focus_sustainable_development.htm [Accessed 2 April 2010].

BARNETT, 2010. Corporate Social Responsibility. *Encyclopedia for business*. [Online]. Available: <http://www.referenceforbusiness.com/management/Comp-De/Corporate-Social-Responsibility.html> [Accessed 10 April 2010].

BILLINGTON, R., CADOPPI, V. and CARTER, N., 2006. *Stakeholder Involvement, Culture and Accountability in the Blackstone Valley*. A Work in Progress. Unpublished work in progress. Girona: University of Girona.

BLUMBERG, B., COOPER, D. R., and SCHINDLER, P. S., 2005. *Business research methods*. Berkshire: McGraw-Hill.

BOSCH, J., TAIT, M. and VENTER, E., 2007. *Business Management: Introduction to Business Management and Entrepreneurship*. Port Elizabeth: Lectern.

BOWEN, H.R., 1953. Social Responsibilities of the Businessman. In: CARROLL, A.B., 1999. Corporate Social Responsibility: Evolution of a Definitional Construct. *Business Society*. 38, 3: 268-295.

BOYCE, C. and NEALE, P., 2006. Conducting In-depth Interviews: A guide for designing and conducting in-depth interviews for evaluation input. *Pathfinder International Tool Series. Monitoring and evaluation*. 2, 1: 1-16.

BURTON, B. K., FARH, J.L. and HEGARTY, W. H., 2000. A Cross-Cultural Comparison of Corporate Social Responsibility Orientation: Hong Kong vs. United States Students. In: VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

BYRNE, M., 2001. Linking philosophy, methodology, and methods in qualitative research. *AORN Journal*. 73, 1: 207-210.

CARROLL, A. B., 1979. A Three Dimensional Conceptual Model of Corporate Performance. *The Academy of Management Review*. 4, 4: 497-505.

CARROLL, A.B., 1991. The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*. 34, 39-48.

CARROLL, A. B., 1994. Social issues in management research. *Business & Society*. 33, 1: 5-29.

CARROLL, A. B., 1999. Corporate Social Responsibility: Evolution of a Definitional Construct. *Business Society*. 38, 3: 268-295.

CARROLL, A.B. and BUCHHOLTZ, A.K., 2000. *Business and Society: Ethics and stakeholder management*. Georgia: South Western.

CARROLL, A. B. and SHABANA, K. M., 2010. The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews*. 12, 1: 85-105.

CERTO, S.C., 1980. *Principles of modern management functions and systems*. New York: Wm. C. Brown Company Publishers.

CLONT, J. G., 1992. The concept of reliability as it pertains to data from qualitative studies. In: GOLAFSHANI, N., 2003. Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*. 8, 4: 597-607.

COHEN, L. and MANION, L., 1987. Research methods in education. In: REMENYI, D. 1996. So you want to be an academic researcher in business and management studies! Where do you start and what are the key philosophical issues to think about? *South African Journal of Business Management*. 27, 1: 22-33.

COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

COOPER, D. R. and SCHINDLER, P. S., 2006. *Business Research Methods* (9e). New York: McGraw-Hill/Irwin.

CRANE, A., 2000. Corporate greening as amoralization. In: VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

CRESWELL, J.W., 1994. *Research Design: Qualitative and quantitative approaches*. Thousand Oaks: Sage Publications.

CSI HANDBOOK, 2006. The CSI Handbook. In: SKINNER, C. and MERSHAM, G., 2008. Corporate social responsibility in South Africa: Emerging Trends. *Society and Business Review*. 3, 3: 239-255.

CSI SOLUTIONS, 2010. The what and why of CSI. [Online]. Available: <http://www.csisolutions.co.za/why-csi.php> [Accessed 20 September 2010].

DAVIS, K., 2001. The case for and against business assumption of social responsibility. *Academy of Management Journal*. 16, 2: 312-322.

DE ALESSI, M. 2005. Conservation through private initiative: Harnessing American ingenuity to preserve our nation's resources. In: LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

DENZIN, N. K., 1970. The Research Act in Sociology. In: COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

DENZIN, N.K. and LINCOLN, Y.S., 1994. *Handbook of qualitative research*. Thousand Oaks: Sage Publications.

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM (DEAT), 2002. National Responsible Tourism Development Guidelines for South Africa. [Online]. Available: http://www.capetown.gov.za/en/tourism/Documents/Responsible%20Tourism/Tourism_RT_SA_Responsible_Tourism_Guidelines_2002.pdf [Accessed 18 March 2010].

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM (DEAT), 1996. White Paper on the Development and Promotion of Tourism in South Africa. [Online]. Available: <http://www.environment.gov.za/PolLeg/WhitePapers/tourism96.htm> [Accessed 18 March 2010].

DEPARTMENT OF LABOUR, 2010. Occupational Health and Safety Act. [Online]. Available: <http://www.forestry.co.za/uploads/File/legislation/labour/Amended%20Occupational%20Health%20and%20Safety%20Act.pdf> [Accessed 18 March 2010].

DODDS, R. and JOPPE, M., 2005. CSR in the Tourism Industry? The Status of and Potential for Certification, Codes of Conduct and Guidelines. In: BILLINGTON, R., CADOPPI, V. and CARTER, N., 2006. *Stakeholder Involvement, Culture and Accountability in the Blackstone Valley*. A Work in Progress. Girona: University of Girona.

EBNER, D. and BAUMGARTNER, R. J., 2006. *The relationship between Sustainable Development and Corporate Social Responsibility*. Paper delivered at the conference on sustainability management in a diverse world. Dublin: Corporate Responsibility Research Conference.

ECONOMIST INTELLIGENCE UNIT, 2005. The importance of corporate responsibility. [Online].

Available: http://graphics.eiu.com/files/ad_pdfs/eiuOracle_CorporateResponsibility_WP.pdf
[Accessed 2 April 2010].

EDMONDSON, V. C. and CARROLL, A. B., 1999. Giving Back: An Examination of the Philanthropic Motivations, Orientations and Activities of Large Black-Owned Businesses. In: VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

EISENHARDT, K.M., 1989. Building theories from case study research. In: COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

ENCARTA, 2008. Game Reserve Definition. [Online]. Available: http://au.encarta.msn.com/dictionary_1861702054/game_reserve.html
[Accessed 20 September 2008].

EUROPEAN COMMISSION DIRECTORATE GENERAL FOR ENTERPRISE, 2009. Awareness Raising Questionnaire. [Online]. Available: http://ec.europa.eu/enterprise/csr/campaign/documentation/download/questionnaire_en.pdf
[Accessed 20 September 2008].

FAMILY HEALTH INTERNATIONAL, 2010. Qualitative research methods: A data collector's field guide. [Online]. Available: <http://www.fhi.org/nr/rdonlyres/eprvylcljxmbssmuizj3rcnycde2pnlowtoa7nxedbjl23jqipitifmwv6v2tmsmyocepirpjpfrd/interviews1.pdf> [Accessed 20 March 2009].

FRANGIALLI, F., 2004. Ethics and tourism. [Online]. Available: <http://www.rollinggrains.com/archives/000427.html> [Accessed 2 April 2010].

FRASER, B. W., 2005. Corporate Social Responsibility. In: BILLINGTON, R., CADOPPI, V. and CARTER, N., 2006. *Stakeholder Involvement, Culture and Accountability in the Blackstone Valley*. A Work in Progress. Girona: University of Girona.

FREEMANTLE, A. and ROCKEY, N., 2004. *The good corporate citizen: pursuing sustainable business in South Africa*. Cape Town: Triologue.

FRIEDMAN, M., 1962. Capitalism and Freedom. In: CERTO, S.C., 1980. *Principles of modern management functions and systems*. New York: Wm. C. Brown Company Publishers.

GARRIGA, E. and MELE, D. 2004. Corporate Social Responsibility: Mapping the Territory. *Journal of Business Ethics*. 53, 1: 51-71.

GIBBS, G. R. and TAYLOR, C., 2005. How and what to code. [Online]. Available: http://onlineqda.hud.ac.uk/Intro_QDA/how_what_to_code.php [Accessed 20 April 2010].

GLOBAL SUSTAINABLE TOURISM CRITERIA, 2010. About the criteria. [Online]. Available: <http://www.sustainabletourismcriteria.org/> [Accessed 4 September 2009].

GOLAFSHANI, N., 2003. Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*. 8, 4: 597-607.

GUBA, E.G. and LINCOLN, Y.S., 1994. Competing paradigms in qualitative research. In: DENZIN, N.K. and LINCOLN, Y.S., 1994. *Handbook of qualitative research*. Thousand Oaks: Sage Publications.

GUBRIEM, J. F. and HOLSTEIN, J. A., 2001. *Handbook of Interview Research*. London: Sage Publications.

HALL, D. and BROWN, F., 2006. *Tourism and Welfare: Ethics, Responsibility and Sustained Well-being*. Wallingford: CABI.

HALL, D. and BROWN, F., 2008. The Tourism Industry's Welfare Responsibilities: An Adequate Response? *Tourism Recreation Research*. 33, 2:213-218.

HAMANN, R., 2006. Can business make decisive contributions to development? Towards a research agenda on corporate citizenship and beyond. *Development Southern Africa*. 23, 2: 175-195.

HAMANN, R., KAPELUS, P. and NDLOVU, N., 2010. Sustainable Organisation. In: *Strategic Management: Developing Sustainability in Southern Africa*. Edited by L. Louw and P. Venter. (2e). Cape Town: Oxford University Press. pp. 47-98.

HAMANN, R., WOOLMAN, S and SPRAGUE, O., 2008. *The Business of Sustainable Development in Africa*. Pretoria: Unisa Press.

HANSEN, P., 2010. What does ecotourism involve? *Trails.com*. [Online]. Available: http://www.trails.com/list_2177_what-does-ecotourism-involve.html#ixzz14a3sTsFV [Accessed 15 September 2010].

HELLRIEGEL, D., JACKSON, S., SLOCUM, J., STAUDE, G., AMOS, T., KLOPPER, H.B., LOUW, L. and OOSTHUIZEN, T., 2008. *Management* (3e). Cape Town: Oxford.

HUDSON, S. and MILLER, G., 2005. Ethical orientation and awareness of tourism students. *Journal of Business Ethics*. 62, 4: 383-396.

HSIEH, H. F., and SHANNON, S.E., 2005. Three approaches to qualitative content analysis. In: ZHANG, Y. and WILDEMUTH, B. M., 2009. *Qualitative Analysis of Content*. [Online]. Available: http://www.ischool.utexas.edu/~yanz/Content_analysis.pdf [Accessed 1 October 2010].

HUPPERTS, P., 2004. Corporate Social Responsibility in the Southern Countries: the other context. [Online]. Available: <http://www.jussemp.org/Resources/Corporate%20Activity/Resources/CSRSouthLivingwage.pdf> [Accessed 15 September 2010].

INTERNATIONAL INSTITUTE OF SUSTAINABLE DEVELOPMENT, 2004. The ISO and Corporate Social Responsibility. [Online]. Available: http://inni.pacinst.org/inni/corporate_social_responsibility/standards_definitions.pdf [Accessed 16 May 2010].

INTERNATIONAL TRADE FORUM, 2010. Eastern Cape province in South Africa. [Online]. Available: http://www.tradeforum.org/news/fullstory.php/aid/1239/Eastern_Cape_province_in_South_Africa.html [Accessed 4 September 2010].

JOHNSON, J. M., 2001. In-depth Interviewing. In: GUBRIEM, J. F. and HOLSTEIN, J. A., 2001. *Handbook of Interview Research*. London: Sage Publications.

JOOSTE, B., 2009. Foreigners flock to SA shores. Pretoria News. pg 4. 10 March.

KOEMAN, A., 2010. Sustainable Tourism and Eco-Tourism. [Online]. Available: [http://www.mekonginfo.org/mrc_en/doclib.nsf/0/1A03035194C194664725692800174AC3/\\$FILE/FULLTEXT.html](http://www.mekonginfo.org/mrc_en/doclib.nsf/0/1A03035194C194664725692800174AC3/$FILE/FULLTEXT.html) [Accessed 22 June 2010].

KOTLER, P. and LEE, N., 2005. *Corporate social responsibility: doing the most good for your company and your cause*. Hoboken, N.J: Wiley.

KRAMER, R., LANGHOLZ, J., and SALAFSKY, N. 2002. The role of the private sector in protected area establishment and management: A conceptual framework for analysing effectiveness. In: LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

KRIPPENDORFF, K., 2004. *Content Analysis: An Introduction to Its Methodology (2e)*. Thousand Oaks: Sage Publications.

KROMREY, H., 1998. Empirische Sozialforschung (8ed). In: MAYER, C., 2008. *Managing conflict across cultures, values and identities: A case study in the South African Automotive Industry*. Marburg: Tectum Verlag.

KRUG, W. 2001. Private Supply of Protected Land in Southern Africa: A Review of Markets, Approaches, Barriers and Issues. In: LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

LANGHOLZ, J. and LASSOIE, J. 2001. Perils and promise of privately owned protected areas. In: LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

LANTOS, G.P. 2001. The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*. 7, 18: 595-563.

LEEDY, P.D. and ORMROD, J.E., 2005. *Practical research: planning and design*. New Jersey: Pearson Prentice-Hall.

LINCOLN, Y. S. and GUBA, E.G., 1985. Naturalistic Inquiry. In: GOLAFSHANI, N., 2003. Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*. 8, 4: 597-607.

LINGS, K., 2010. SA Unemployment Rate Q1 2010. [Online]. Available: http://www.stringfellow.co.za/publications/SA_Unemployment-Q12010.pdf [Accessed 5 September 2010].

MADER, 2009. Tourism Definitions. [Online]. Available: <http://www.planeta.com/ecotravel/tour/definitions.html> [Accessed 4 September 2009].

MAYER, C., 2008. *Managing conflict across cultures, values and identities: A case study in the South African Automotive Industry*. Marburg: Tectum Verlag.

MBAIWA, J. E. and STRONZA, A. L., 2009. In: *The Sage Handbook of Tourism Studies*. Edited by T. Jamal and T. Robinson. London: Sage. pp. 333-354.

MCGUIRE, J.W., 1974. Contemporary Management. In: CERTO, S.C., 1980. *Principles of modern management functions and systems*. New York: Wm. C. Brown Company Publishers.

MCWILLIAMS, A., SIEGEL, D.S. and WRIGHT, P.M., 2006. Guest editors introduction – Corporate social responsibility strategic implications. *Journal of Business Ethics*. 43, 1: 1-18.

MINISTRY OF TOURISM, 2009. Domestic tourism still buoyant in the face of challenges. [Online]. Available: <http://www.info.gov.za/speeches/2009/09072216151001.htm> [Accessed 4 September 2009].

MIRCHANDANI, D. and IKERD, J., 2008. Building and maintaining sustainable organizations. *Organization Management Journal*. 5: 40-51.

MITCHELL, B., 2006. Editorial. In: LANGHOLZ, J.A. and KERLEY, G.I.H., 2006. Combining conservation and development on private lands: An assessment of ecotourism – based private game reserves in the Eastern Cape. *Wilderness Foundation Report*. Report Number 56.

MOISANDER, J., MAKINEN, J. and GARCIA-ROSELL, J.C., 2007. Ethical framework for understanding corporate social responsibility. [Online]. Available: <http://www.hse.fi/NR/rdonlyres/CEA66C62-75C2-4D6E-A4A1-189365A9243A/7030/framework.pdf> [Accessed 2 April 2010].

NATIONAL DEVELOPMENT AGENCY, 2009. Eastern Cape eco-tourism counters unemployment rate. [Online]. Available: http://www.mediaweb.co.za/Journalist/mnews_j.asp?id=3745 [Accessed 4 September 2009].

NATIONAL FRAMEWORK FOR SUSTAINABLE DEVELOPMENT, 2010:1. The National Framework for Sustainable Development. [Online]. Available: <http://www.environment.gov.za/HotIssues/2008/nfsd/nfsd.html> [Accessed 10 June, 2010].

NELSON, 2003. In: VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

NUNALLY, J. 1978. *Psychometric Theory* (2e). McGraw-Hill: New York.

ONWUEGBUZIE, A. J. and LEECH, N. L., 2009. Generalization practices in qualitative research: a mixed methods case study. *Quality and Quantity*. 44, 5: 881-892.

OVERSEAS DEVELOPMENT INSTITUTE (ODI), 2006. Briefing Paper. [Online]. Available: <http://www.odi.org.uk/resources/download/1944.pdf> [Accessed 15 March 2010].

PARTNERSHIP FOR GLOBAL SUSTAINABLE TOURISM CRITERIA, 2009. About the criteria. [Online]. Available: http://www.sustainabletourismcriteria.org/index.php?option=com_content&task=view&id=58&Itemid=188 [Accessed 2 October 2009].

PATTON, M. Q., 2002a. Qualitative evaluation and research methods (3e). In: GOLAFSHANI, N., 2003. Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*. 8, 4: 597-607.

PATTON, M.Q., 2002b. Qualitative Research and Evaluation Methods. In: ZHANG, Y. and WILDEMUTH, B. M., 2009. Qualitative Analysis of Content. [Online]. Available: http://www.ischool.utexas.edu/~yanz/Content_analysis.pdf [Accessed 1 October 2010].

PINKSTON, T. S. and CARROLL, A. B., 1994. Corporate Citizenship Perspectives and Foreign Direct Investment in the US. In: VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

PROMOTIONAL PRODUCT SOLUTIONS, 2010. Glossary of Socially Responsible Terms. [Online]. Available: <http://ppsolutionsllc.com/social-responsibility/glossary-of-socially-responsible-terms.aspx> [Accessed 20 September 2010].

QSR INTERNATIONAL PTY LTD, VERSION 8, 2009. NVivo qualitative data analysis software. [Online]. Available: http://www.qsrinternational.com/support_faqs_detail.aspx?view=11 [Accessed 15 October 2009].

QUINN, L. and BALTES, J., 2007. Leadership and the Triple Bottom Line. [Online]. Available: <https://www.ccl.org/leadership/pdf/research/tripleBottomLine.pdf> [Accessed 20 September 2010].

REMENYI, D. 1996. So you want to be an academic researcher in business and management studies! Where do you start and what are the key philosophical issues to think about? *South African Journal of Business Management*. 27, 1: 22-33.

REMENYI, D. 1998. Central ethical considerations for masters and doctoral research in business and management studies. *South African Journal of Business Management*. 29, 3: 109-119.

RILEY, M., WOOD, R. C., CLARK, M. A., and WILKIE, E., 2000. *Researching and Writing Dissertations in Business and Management*. London: Thompson Learning.

ROCKEY, V., 2004. *The CSI Handbook* (4e). Cape Town: Trialogue.

ROCKEY, V., 2005. *The CSI Handbook* (8e). Cape Town: Trialogue.

RODWELL, R., 2006. Social responsibility moves up the agenda companies are realizing the value of adopting core principles following much corporate disgrace. In: BILLINGTON, R., CADOPPI, V. and CARTER, N., 2006. *Stakeholder Involvement, Culture and Accountability in the Blackstone Valley*. A Work in Progress. Girona: University of Girona.

RYAN, A. B., 2006. Methodology: analysing qualitative data and writing up your findings. [Online]. Available: <http://eprints.nuim.ie/871/1/methodology.pdf> [Accessed 10 September 2010].

SABINETLAW, 2009. Tourism Minister Welcomes Gazetting of Tourism Sector Code. [Online]. Available: <http://www.sabinetlaw.co.za/economic-affairs/articles/tourism-minister-welcomes-gazetting-tourism-sector-code> [Accessed 10 November 2010].

SAinfo., 2009. Wildlife and Wilderness. [Online]. Available: <http://www.southafrica.info/travel/> [Accessed 2 March 2009].

SA-Venues, 2010. Eastern Cape Game Reserves. [Online]. Available: http://www.sa-venues.com/accommodation/ec_game_lodges.htm [Accessed 10 June 2010].

SEALE, C., 1999. Quality in qualitative research. In: GOLAFSHANI, N., 2003. *Understanding Reliability and Validity in Qualitative Research*. *The Qualitative Report*. 8, 4: 597-607.

SEKARAN, U., 1992. *Research Methods for Business: A Skill Building Approach* (2e). New York: John Wiley.

SESEGA, S., 2001. *Ecotourism and the Pacific Islands Environment – impacts, potential and implications for management*. Paper delivered at the Seminar on the Sustainable Development of Ecotourism in the Pacific Islands. Suva, Fiji.

SHAH, A., 2002. World Summit on Sustainable Development. [Online]. Available: <http://www.globalissues.org/article/366/world-summit-on-sustainable-development> [Accessed 20 September 2010].

SHARMA, A., SHARMA, J. and DEVI, A., 2009. Corporate social responsibility: the key role of human resource management. *Business Intelligence Journal*. 2, 1: 205-213.

SHWARTZ, M. S. and CARROLL, A. B., 2003. Corporate Social Responsibility: A three-domain approach. *Business Ethics Quarterly*. 13, 4: 503-530.

SIMS-CASTLEY, R. KERLEY, G. I. H., GEACH, B and LANGHOLZ, J., 2005. Socio-economic significance of ecotourism-based private game reserves in South Africa's Eastern Cape Province. *Parks*. 15, 2: 6-18.

SKINNER, C. and MERSHAM, G., 2008. Corporate social responsibility in South Africa: Emerging Trends. *Society and Business Review*. 3, 3: 239-255.

SNOWBALL, J. D. and ANTROBUS, G. G., 2008. Ecotourism and Socio-economic development: The impact of the conservation, economic and social activities of private game reserves in the Eastern Cape. Report commissioned by Indalo. Department of Economics. Grahamstown: Rhodes University.

SOUTH AFRICAN TOURISM, 2009. Domestic Tourism 2008 Performance. [Online]. Available:
http://www.satsa.com/Downloads/Domestic_tourism_performance_2008_22072009.pdf
[Accessed 4 September 2009].

SOCIAL PERFORMANCE MAP, 2009. The Business Case for Corporate Social Responsibility. [Online]. Available:
http://www.seepnetwork.org/Resources/6035_file_SPMMap_02_Business_Case_for_CSR.pdf
[Accessed 16 May 2010].

SOUTH AFRICAN GOVERNMENT INFORMATION, 2009. White Paper on the Development and Promotion of Tourism in South Africa. [Online]. Available:
<http://www.info.gov.za/whitepapers/1996/tourism.htm#3.4> [Accessed 6 September 2009].

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC), 2010. Fact Sheet: HIV and AIDS and Tourism. [Online]. Available:
<http://www.sadc.int/sadcaidsinfo/docs/techdocs/HIV%20and%20AIDS%20and%20Tourism.pdf> [Accessed 20 July 2010].

STATSOFT, 2010a. Statistica Version 8 Update. [Online]. Available:
<http://www.statsoft.com/support/download/statistica-software-updates/> [Accessed 29 November 2010].

STATSOFT, 2010b. Basic Statistics. [Online]. Available:
<http://www.statsoft.com/textbook/basic-statistics/> [Accessed 29 November 2010].

STEINKE, I., 2000. Gutekriterien qualitativer Forschung. In: MAYER, C., 2008. *Managing conflict across cultures, values and identities: A case study in the South African Automotive Industry*. Marburg: Tectum Verlag.

STEMLER, S., 2001. An overview of content analysis. *Practical Assessment, Research & Evaluation*. 7, 17: 1

STOEKER, R., 1991. Evaluating and rethinking the case study. In: YIN, R.K., 2003. *Case study research: Design and Methods* (3e). Thousand Oaks: Sage Publications.

SUPERTI, C., 2005. Corporate responsibility – driven towards standardization? Unpublished MCOM Thesis. Bedfordshire: Cranfield University.

SUSTAINABLE TOURISM NETWORK, 2010. South Africa. Eco and Sustainable Tourism. [Online]. Available: <http://www.sustainabletourismnetwork.co.za/country-info/south-africa/> [Accessed 20 April 2010].

SWANEPOEL, B., ERASMUS, B., VAN WYK, M. and SCHENK, H., 2003. *South African Human Resource Management: Theory and Practice* (3e). Cape Town: Juta.

TAYLOR, S.J. and BOGDAN, R., 1998. *Introduction to qualitative research methods: A guide book and resource* (3e). New York: John Wiley & Sons.

TELLIS, W., 1997. Information Technology in a University: a case study. *Campus-wide Information Systems*. 14, 3: 78-91.

THACHAPPILLY, G., 2009. Environment Strategy and Responsible Business: Environment Issues are Gaining Importance in Business Strategy. [Online]. Available: <http://www.suite101.com/content/environment-strategy-and-responsible-business-a141215> [Accessed 4 September 2010].

THE INTERNATIONAL ECOTOURISM SOCIETY (TIES), 2010. Our Mission. [Online]. Available: http://www.ecotourism.org/site/c.orLQKXPCLmF/b.4835251/k.FF11/Our_Mission_The_International_Ecotourism_Society.htm [Accessed 20 September 2010].

THE SUSTAINABLE TOURISM GATEWAY, 2009. Eco and Sustainable Tourism. [Online]. Available: <http://www.gdrc.org/uem/eco-tour/eco-sust.html> [Accessed 19 July 2009].

THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT, 2009. Corporate Social Responsibility. [Online]. Available: <http://www.wbcsd.org> [Accessed 2 March 2009].

UNITED NATIONS DEPARTMENT OF ECONOMIC and SOCIAL AFFAIRS, 2010. Agenda 21. [Online]. Available: http://www.un.org/esa/dsd/agenda21/res_agenda21_00.shtml [Accessed 20 September 2010].

UNITED NATIONS GENERAL ASSEMBLY, 1987. Report of the World Commission on Environment and Development 42/187. [Online]. Available: <http://www.un.org/documents/ga/res/42/ares42-187.htm> [Accessed 28 February 2009].

VAN DEN ENDE, L., 2004. Corporate social responsibility in South Africa: Fact or Fiction. Unpublished Masters Thesis. Johannesburg: Rand Afrikaans University.

VAN MAANEN, J., 1983. Title. In: COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

VAN NIEKERK, P. du P., 2003. Product positioning as part of a positioning strategy for the hunting industry in the Eastern Cape. Unpublished D.Tech thesis. Port Elizabeth: Port Elizabeth Technikon.

VAN NIEKERK, P. du P., 2006. The growth and development of the game industry in the Eastern Cape. Holistic Management Conference. Grahamstown. 13 – 16 March 2006.

VISSER, W., 2005. Revisiting Carroll's CSR Pyramid. [Online]. Available: http://www.waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf [Accessed 4 September 2009].

VIVIERS, S. and BOUDLER, J. M., 2008. Corporate social responsibility in the mining sector: critical issues. International Society of Business, Economics and Ethics. [Online]. Available: http://www.isbee.org/index.php?option=com_docman&task=cat_view&gid=25&Itemid=39&order=name&dir=ASC [Accessed 28 February 2009].

VIVIERS, S. and VENTER, D. J. L., 2005. Corporate social responsibility: An SMME perspective. *African Journal of Business Ethics*. 1, 1: 21-30.

WELMAN, C., KRUGER, F., and MITCHELL, B., 2005. *Research methodology* (3e). Cape Town: Oxford University Press.

WORLD TRAVEL AND TOURISM COUNCIL, 2002. South Africa: The impact of travel and tourism on jobs and the economy. [Online]. Available: http://www.gt.co.za/files/publications/archive_tourismtalke.pdf [Accessed 16 May 2010].

YIN, R.K., 1989. Case study research: Design and methods. In: BLUMBERG, B., COOPER, D. R., and SCHINDLER, P. S., 2005. *Business research methods*. Berkshire: McGraw-Hill.

YIN, R.K., 1994. Case study research: Design and methods. In: COLLIS, J. and HUSSEY, R., 2003. *Business Research: A practical guide for undergraduate and postgraduate students*. Houndmills, Basingstoke: Palgrave Mac Millan.

YIN, R.K., 2003. *Case study research: Design and Methods* (3e). Thousand Oaks: Sage Publications.

ZHANG, Y. and WILDEMUTH, B. M., 2009. Qualitative Analysis of Content. [Online]. Available: http://www.ischool.utexas.edu/~yanz/Content_analysis.pdf [Accessed 1 October 2010].

ZIKMUND, W.G., 2003. *Business research methods* (7e). Ohio: Thompson South-Western.

APPENDIX A - MANAGERS' INTERVIEW GUIDE

Question 1

Thinking about your time at the reserve, what do you understand by the term corporate social responsibility?

Question 2

How do you use scarce resources optimally?

Question 3

How do you maintain a strong competitive position?

Question 4

Please describe the socio-economic networks that have been established with local communities and associations. (i.e. do local communities provide primary or support activities that aid your reserve in adding customer value?)

Question 5

Please explain the steps you have taken to ensure that all forms of discrimination both in the workplace and at the time of recruitment are eliminated.

Question 6

Please describe your reserve's arrangements for health, safety and welfare that provide sufficient protection for your employees.

Question 7

Which policies or guidelines at the international or national level have aided you in fulfilling CSR activities successfully?

Question 8

Please describe the grievance procedure put in place for employees.

Question 9

How has your reserve's code of ethics aided in fulfilling the social responsibilities?

Question 10

What are your organisation's values?

Question 11

Please describe the communication within your organisation, between employees and management.

Question 12

Please describe the communication between your organisation and the surrounding community.

Question 13

*Please provide examples of how your reserve actively supports the surrounding community.
(i.e. projects)*

Question 14

Explain the initiatives your reserve has in place in order to increase the awareness of HIV, AIDS and related diseases.

Question 15

Please explain the measures you have in place to conserve resources and reduce pollution.

Question 16

With regard to the wildlife how have you conserved biodiversity, ecosystems and landscapes?

Question 17

To what extent has the National Framework for Sustainable Development or the National Responsible Tourism Guidelines in South Africa aided you?

Question 18

What challenges have you encountered in fulfilling your social responsibilities?

Question 19

In conclusion, I would like to ask how important you think it is for organisations in South Africa to be socially responsible?

Questionnaire

In addition the managers will be asked to fill out a 5 point Likert scale questionnaire.

APPENDIX B – ADMINISTRATIVE EMPLOYEES' INTERVIEW GUIDE

Introduction

Please briefly describe your responsibilities at the reserve.

Question 1

During your time at the reserve what skills have you developed and how have you developed these skills?

Question 2

How effective are the communication channels between you and your employer?

Question 3

What activities are you involved in with your surrounding community? (Corporate social responsibility (CSR) activities)

Question 4

How do you ensure a reduction in pollution/ or that scarce resources are used optimally?

Closing question

In conclusion, how do you feel about your organisation giving back to the community? / or being involved in CSR initiatives and activities?

Game rangers will be asked the following additional questions:

Question 5

Please explain the measures you have in place to conserve resources and reduce pollution.

Question 6

With regard to the wildlife how have you conserved biodiversity, ecosystems and landscapes ?

APPENDIX C – CONSENT FORM



RHODES UNIVERSITY

Established 1904 • 100 Years • 2014

DEPARTMENT OF MANAGEMENT • Tel: (046) 603 8738 • Fax: (046) 603 8913 • e-mail: l.louw@ru.ac.za

Dear Sir/Madam

Corporate social responsibility (CSR) is “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large.” Companies worldwide have been placed under increasing pressure by stakeholders to perform business activities in a more socially responsible manner. The question can therefore be asked – What is the involvement of ecotourism private game reserves in socially responsible activities?

This study investigates the CSR of private game reserves in the Eastern Cape. In particular the researcher aims to explore the involvement of ecotourism based private game reserves in each of the five responsibilities comprising CSR, namely economic, legal, ethical, philanthropic and environmental responsibilities; to assess the current practice in implementing CSR initiatives within the private game reserve sector and to identify, if any, the challenges faced by this sector in implementing CSR initiatives.

The interviews, which form part of the research conducted for the purposes of completing a Masters of Commerce degree in Management at Rhodes University, Grahamstown, are voluntary.

Thank you for your cooperation.

Yours sincerely

Amina Motala

Research Participant: Informed Consent

I..... (Full Name),
do hereby declare:

- I am over the age of 18 and employed at a member reserve of the Indalo group.
- I agree to participate in a Management Masters research project entitled ‘The Corporate Social Responsibility of Private Game Reserves in the Eastern Cape’ and that data will be collected from me in a one-on-one interview.

I understand that:

- I do not have to divulge information of a personal nature.
- My participation is voluntary and I am free to withdraw personally, or to withdraw my data, from the research at any time.
- I conduct the research sensitively, responsibly and ethically.
- I also undertake to act ethically and will not name any person whose perceptions or behaviours I speak about.
- I am free to approach the project supervisor and Head of Department, Professor Lynette Louw, with any questions or issues related to this research and to have these addressed to my satisfaction.
- I am satisfied that adequate steps will be taken to protect my privacy:
 - The interview will be audio-recorded, but I will choose a pseudonym before data are recorded so my real name will not be on the recording, nor will it appear on transcriptions.
 - This consent form will be kept in a safe place by the project researcher. The project supervisor will also keep a copy. Once the data have been transcribed/analysed additional copies will be erased.
 - After the research is completed, data may be used for presentations or journal articles. However information or data will not be traceable to me personally.

Signed (Participant).....

Date..... Place.....

Signed (Witness).....

**APPENDIX D - CORPORATE SOCIAL RESPONSIBILITY
QUESTIONNAIRE**

(Aupperle, Carroll and Hatfield, 1985 and Viviers and Venter, 2005)

Statements relating to Economic Responsibilities	Not important at all (1) ↔ Very important (5)				
	1	2	3	4	5
1. It is important to perform in a manner consistent with the expectations of the owners/shareholders of the business.	1	2	3	4	5
2. It is important for a business to maintain a strong competitive position.	1	2	3	4	5
3. It is important to be committed to being as profitable as possible.	1	2	3	4	5
4. It is important to maintain and expand market share.	1	2	3	4	5
5. It is important to try and ensure long-term survival by being a profitable business.	1	2	3	4	5
6. It is important that long-term return on investment is maximised.	1	2	3	4	5
7. It is important to regularly examine new product and market opportunities.	1	2	3	4	5
8. It is important to pursue those opportunities which will enhance profitability.	1	2	3	4	5
9. It is important to pursue investments solely on their ability to enhance profitability.	1	2	3	4	5
10. It is important that a successful firm be defined as one which is consistently profitable.	1	2	3	4	5
11. It is important to commit organisational funds primarily on the basis of ensuring improved profitability.	1	2	3	4	5
12. It is important that profit margins remain strong relative to major competitors.	1	2	3	4	5

Statements relating to Legal Responsibilities	Not important at all (1) ↔ Very important (5)				
	1	2	3	4	5
13. It is important to perform in a manner consistent with the expectations of government.	1	2	3	4	5
14. It is important for a business to maintain a strong affirmative action programme.	1	2	3	4	5
15. It is important to be committed to abiding by laws and regulations.	1	2	3	4	5
16. It is important to comply with various governmental regulations.	1	2	3	4	5
17. It is important to try and ensure long-term survival by being a law-abiding business.	1	2	3	4	5
18. It is important that information to which owners/shareholders are legally entitled is not kept from them.	1	2	3	4	5
19. It is important to comply promptly with new laws and court rulings.	1	2	3	4	5
20. It is important to provide goods and services that are legally safe and sound.	1	2	3	4	5
21. It is important to avoid discriminating on racial or sexual grounds.	1	2	3	4	5
22. It is important that a successful firm be defined as one which fulfils its legal obligations.	1	2	3	4	5
23. It is important to provide employees with a legally safe and secure working environment.	1	2	3	4	5
24. It is important that safety violations are not ignored in order to complete a project.	1	2	3	4	5

Statements relating to Ethical Responsibilities	Not important at all (1) ↔ Very important (5)				
	1	2	3	4	5
25. It is important to perform in a manner consistent with expectations of societal and ethical norms	1	2	3	4	5
26. It is important for a business to maintain a ensure customers/clients are not given preferential treatments in the form of large gifts or lavish entertainment.	1	2	3	4	5
27. It is important to be committed to moral and ethical behaviour.	1	2	3	4	5
28. It is important to recognise that the ends do not always justify the means.	1	2	3	4	5
29. It is important to try and ensure long-term survival by being a morally and ethically responsible business.	1	2	3	4	5
30. It is important that when securing new business, promises are not made which are not intended to be fulfilled.	1	2	3	4	5
31. It is important to recognise and respect new or evolving ethical/moral norms adopted by society.	1	2	3	4	5
32. It is important to advertise goods and service in an ethically responsible manner.	1	2	3	4	5
33. It is important to prevent social norms from being compromised in order to achieve corporate goals.	1	2	3	4	5
34. It is important that a successful firm be defined as one which satisfies the ethical expectations of society.	1	2	3	4	5
35. It is important to avoid compromising societal norms and ethics in order to achieve organisational goals.	1	2	3	4	5
36. It is important that "whistle blowing" is not discouraged at any level within the business.	1	2	3	4	5

Statements relating to Philanthropic Responsibilities	Not important at all (1) ↔ Very important (5)				
	1	2	3	4	5
37. It is important to perform in a manner consistent with the expectations of the community regarding charitable donations and activities.	1	2	3	4	5
38. It is important for a business to maintain a policy of increasing charitable donations and activities of the business over time.	1	2	3	4	5
39. It is important to be committed to black economic empowerment.	1	2	3	4	5
40. It is important to financially assist in the fine and performing arts.	1	2	3	4	5
41. It is important to try and ensure long-term survival by being a charitable corporate citizen.	1	2	3	4	5
42. It is important that the business supports HIV/AIDS initiatives in the community.	1	2	3	4	5
43. It is important to regularly investigate new opportunities which can improve the standard of living of all South Africans	1	2	3	4	5
44. It is important to provide financial assistance to private and public educational institutions.	1	2	3	4	5
45. It is important to support, assist and work with previously disadvantaged and women business owners.	1	2	3	4	5
46. It is important that a successful firm be defined as one which does more than what is expected from businesses in general.	1	2	3	4	5
47. It is important to give substantial managerial opportunities on a racial and/or gender basis.	1	2	3	4	5
48. It is important that the quality of the worklife of employees is improved voluntarily.	1	2	3	4	5