Original Research Article

CORPORATE SOCIAL RESPONSIBILITY (CSR) OF REPUTABLE HOTELS AND THE FIFTH MANAGEMENT VISION OF UNWTO

Abstract

The United Nations World Tourism Organization (UNWTO) is the leader for knowledge and innovation amongst the tourism organisations within its member states. It has five management vision pillars with the fifth one relating to Corporate Social Responsibility (CSR). For this reason, this study looks at how 14 reputable hotels in Ghana practice CSR in accordance with the fifth management vision of the UNWTO. The qualitative research method was adopted to attain answers for the study's formulated questions. Hotels were selected based on African Union's identified list of reputable hotels in Ghana. However, content analysis was used to attain the results of the study. It was identified that, majority of the hotels in Ghana failed to utilize their corporate websites to promote their CSR practices. However, the few that communicated their CSR practices through their corporate website did not fully meet the fifth management vision of the UNWTO. For policy, the study made it possible for hotels in Ghana to involve the vision of the UNWTO into their core activities. This study made it possible by establishing a simple framework that could be referred to during the formulation of CSR policies within every hotel in Ghana. Literature revealed that, the website of corporate bodies was mostly not utilized to introduce the CSR practices of corporate bodies. However, these studies mostly concentrated on the banking sector of Ghana. For this reason, there was a significant need to also understand how another

significant sector of Ghana illustrates their CSR practices on their websites. Therefore, hotels were used to understand how they utilize their website to identify their CSR practices.

Introduction

Organisations in the service industry are identified to be under pressure due to the rapid changes in the vision satisfaction of stakeholders (1). One of the ways service organisations are using to significantly satisfy their demanding stakeholders in a cost-effective way is the strategic management concept, Corporate Social Responsibility (CSR) (2). Business Consultants and Academics as well as practitioners and business owners have signified the discussion of this strategic concept (3). One of the reasons behind this is that, global sustainability is being advocated by most organisational stakeholders (4). Therefore, awareness towards corporate social responsibility has further increased and is easily made accessible through organisational websites. Thus, through technological advancements, stakeholders all over the world could now know and understand the CSR practices of an organisation without going through organisational documents. This level of global awareness towards the environment have influenced the decision structure of shareholders (4). As a result, a significant investment to CSR is important to align the vision of various stakeholders with that of one's business or organisation.

In the past few years, studies indicates that CSR significantly impacts the tourism sector of an organisation (5–8). Specifically, for Zupan and Milfelner (2014) the relevance of CSR is great to an extent that it influences the redesign of business practices so it aligns with their environment, economy and society. In the tourism industry, Withiam (2013) acknowledges that a hotel's ability to introduce CSR measures significantly increases the satisfaction of various stakeholders, therefore increasing the ratings of the hotel. As a results, the impact of CSR is relevant to the improvement of hotels.

One of the international stakeholders of hotels all over the world is the United Nations World Tourism Organisation (UNWTO). This organisation established that, the tourism industry is growing in a steadily manner, therefore, they expect that international arrivals in 2030 would reach 1.8 billion. Considering this expectation, Lenzen et al. (2018) signifies that, there is a need to establish a link between hotels and that of their environment so as to attain the expected international arrival figure postulated by the UNWTO. This therefore indicates that, hotels are to then follow the vision and guidelines of the UNWTO to meet the anticipated figure in the year 2030. Recognising the fifth management vision of UNWTO, hotels could use their CSR practices to meet this vision to follow the vision of the UNWTO.

In this study, the researcher investigates, through observation, how the CSR practices of hotels in Ghana align with one of their international stakeholders, UNWTO. Thus, how are hotels in Ghana ensuring that the fifth management vision of the UNWTO is attained. The researcher therefore achieved this by identifying the CSR practices of reputable hotels in Ghana. Therefore, through a qualitative method, the official website of the hotels was observed to identify their acknowledged CSR practices. Specifically, this observation was done using content analysis.

Furthermore, to attain this specific objective, the fifth management vision of UNWTO, which was identified by the researcher as the main CSR vision of the organisation, was used to attain four categorise that makes it possible to fully satisfy the fifth vision of the UNWTO when all four categories are met by a hotel. These categorise were, Cultural Protection, Natural Protection, Economic Support, and Social Support.

Therefore, the major contribution of this paper signifies the identification of CSR practices through the official website of reputable hotels in Ghana, and how these practices align with the fifth management vision of the UNWTO. Through this, the study contributes to academic

and practical implications of the CSR practices of reputable hotels in Ghana. More specifically, for tutors of Corporate Social Responsibility during strategic business courses in any tertiary institution in various business schools, this study would create knowledge to them to enhance their knowledge on how reputable hotels in Ghana are practicing CSR. Also, this study would significantly introduce a level of awareness towards the alignment of CSR practices and the vision of the UNWTO. Thus, it would be possible to identify how hotels in Ghana are helping to attain the vision of one of their international stakeholders, UNWTO. For this reason, this study makes it possible for hotels to practically establish CSR practices that fully aligns with the vision of every stakeholder.

LITERATURE REVIEW

Stakeholders Theory

In the 1980s, Freeman in the United States introduced a systematic approach for businesses to ethically and effectively deal with various constituencies they were affiliated with (11). This systematic approach is known as the Stakeholder Theory. In introducing a clear understanding of the theory, Chiu and Wang (2015), explained that the stakeholder theory is a systematic approach where the objectives of an organisation are achieved based on procedures that positively affect individuals or groups connected to the organisation. For this reason, Chiu and Wang (2015) indicated that this theory is very relevant to the understanding of Corporate Social Responsibility (CSR). Whereas Wu and Wokutch (2015), signify its general acceptance amongst scholars and practitioners of business and strategic management.

The stakeholder theory has been well used with the strategic concept of Corporate Social Responsibility. Chiu and Wang (2015) used the stakeholder theory to determine how organisations socially report the quality of operational activities in a developing country such as Ghana. In acknowledging the participation of the tourism industry with its communities,

Khazaei et al. (2015), used the Stakeholders theory to establish factors that could advance the community participation in the tourism industry. Again, in illustrating the importance of the stakeholder theory, Schaltegger et al. (2017) indicated that the stakeholder theory is one of the best theories to understand a profit-making entity such as a hotel, and its involvement with the community, therefore, a business case for every organisation to address.

The relevance of the stakeholder theory is numerous. However, the most relevant reason why the stakeholder theory is used by scholars and most practitioners of business entities is the necessary dimensions of ethics. Stakeholders have numerous expectations from an organisation, therefore there is a need for these firms to ethically satisfy these expectations (15). Teanpitthayamas et al. (2021) affirm this need by indicating that, the stakeholder theory significantly specifies appropriate ways in which an organisation involves and manages its stakeholders. For this reason, the stakeholder theory would be used to identify the nature of corporate social responsibility amongst hotels in Ghana. Thus, how do hotels in Ghana satisfy the vision of one of their international stakeholders, the United Nations World Tourism Organization (UNWTO)?

Corporate Social Responsibility

In understanding CSR from the executives of an organisation, Vaaland and Owusu (2012) indicated that it is an approach used by managers to handle specific social issues that surround their organisation. This strategic approach is conducted and perceived by managers as relevant due to the realization that every industry and market has a demand for ethical practices within the society (18). Therefore, managers, as well as department heads, are tasked to provide reports related to corporate social responsibility. In other words, it is regarded as mandatory for an organisation to not only provide financial reports but also include reports related to their positive contribution to their society.

Within organisations, corporate social responsibility has been duly referred to with various terms. According to Sternberg (2009), the name corporate governance has been associated with Corporate Social Responsibility (CSR) in most international and large local firms. The use of various phrases was also identified earlier by Tharp and Chadhury (2008). Tharp and Chadhury (2008) indicated that Corporate Social Responsibility is an idea that extended beyond the laws of an organisation, to uniquely include the society. Therefore, they signified that corporate social responsibility should be identified as corporate citizenship. Thus, being a citizen of a society indicates that, you need to follow the rules of the society and take care of the society since anything you do to it, in turn, affects you, therefore appropriate to announce CSR as corporate citizenship. Irrespective of the name given to Corporate Social Responsibility, it signifies the long-known idea of being a good and responsible neighbour to one's society (21).

Corporate Social Responsibility has been adequately identified by the hospitality industry. Defining Corporate Social responsibility (CSR) from the perspective of the hospitality industry, CSR is plainly seen as a firm's voluntary activities which include best practices of human resource management, reduction of dangerous chemicals, and community support (22). In making relevance to the financial aspect of CSR, Kang and Namkung, (2017) established that it is a necessary burden due to the amount of money needed to establish its relevance in an organisation. Therefore, is a concept that introduces long-term economic value to firms in the hospitality industry.

Considering another aspect of CSR, Zhang et al. (2018) signify the relevance of togetherness. To them, CSR is a concept that introduces a platform for customers to adequately participate in the affairs of the organisation. The hospitality industry recognizes the protection of the environment as well as improving the status of its environment. It also recognizes its

relevance toward the long-term economic value of the concept when adequately employed in the organisation.

In a developing country such as Ghana, there have been significant contributions toward the understanding of corporate social responsibility in Ghana. According to Ofori and Hinson, (2007), the concept of corporate social responsibility has significantly grown in this part of the world. They significantly indicated that CSR in Ghana is significantly beyond the maximization of profit and the inclusion of an organisation's stakeholders into its vision, mission, and values. Ghana being a resource-rich country, Brew et al. (2015) identified CSR from the perspective of the mining industry of Ghana. They indicated that corporate social responsibility is the ability of an organisation to understand the concerns within its community in order to incorporate these concerns into the organisation's activities. For instance, they recommended that the mining organisations are to add screening activities to their organisational goals in order to improve the health standard of their community. To satisfy all, Kuada and Hinson (2012) indicated that, CSR is the ability of an organisation to adequately perform its activities in order to appropriately be in accordance with all stakeholders of the organisation. Thus, none of the decisions of the organisation must negatively affect any of its stakeholders.

Corporate Social Responsibility In Africa

Corporate Social Responsibility has been dominant in the extraction sector of the continent. It is estimated that about 127.7 million barrels of oil could be attained from Africa alone and this accounts for about 9.6% of the total reserves of oil in the world (28). Irrespective of these numbers, Africa attains a little amount of the total profits attained from the barrels extracted. This made Hilson et al. (2019) acknowledge the negative impact of oil production on the continent. According to Tichý (2019), the introduction of terrorism in various sectors around

the energy sector of Africa became normal due to the existence of oil and gas. This, therefore, introduced the fashioning of illegal activities in the industry, making the industry look criminalized or related to corruption on the continent (31). Meanwhile, exploration of Africa's oil and gas is now a trend among investors from China and India (32). It is therefore relevant to make these investors accountable to the African community and its environment since the exploration of oil and gas within the continent significantly introduces unwanted social and environmental practices to the continent.

The negative effects caused by these environmental extractions have made corporate social responsibility increase on the continent. This has made it possible for most international organisations as well as stakeholders to increase the understanding of CSR within the context of Africa as against the grounded frame of CSR in the western world (33). Increased understanding of CSR in Africa has made it possible to identify specific aspects of CSR in Africa. Idemudia (2014), indicated that the use of CSR to appropriately develop a diverse economic sector such as Africa has just emerged since there has been enough analysis in literature to objectively use CSR to develop the continent.

In Africa, there had been a significant gap in the welfare of African workers in most foreign organisations established in Africa (35). To signify this, there has been a record of an increasing number of workers working but still poor. About 33.6% of workers in Africa were living in extreme poverty in 2016, earning approximately $1.90 after a day's work (36). This growing concern was well recognized by most governments on the continent, therefore appropriately making laws that would enhance the well-being of most workers on the continent (35). Meanwhile, the laws may not be enough to adequately protect the workers of the country, therefore a significant use of CSR by organisations to strategically comply with the law and gain acceptability with their community was needed.

Corporate Social Responsibility in Africa considered the economic and environmentally sustainable ways in which an organisation can improve its community. This improvement could be done through the installation of infrastructure and innovative ideas that could significantly ensure environmental protection. For this reason, corporate social responsibility in Africa is related to the protection of the economic standards of employees and the projection of the environmental areas that are related to the activities of the organisation.

Corporate Social Responsibility and Hotels In Ghana

Studies of corporate social responsibility of hotels in Ghana have been limited. With this being identified, the industries with more CSR literature in Ghana are within the extraction and the financial sector of Ghana. Ayisi and Akabzaa (2010) signified the need to understand corporate social responsibility issues within a mining firm known as Golden Star Resources. Hilson et al. (2019) also tasked themselves to significantly trace the origins of corporate social responsibility of large-scale mining of sub-Saharan African firms, which included firms in Ghana. Understanding the relationship between sustainable mining practices with corporate social responsibility, Andrews (2016) indicated that, two gold mining companies in Ghana were used to identify the positive link between corporate social responsibility and sustainable mining practices.

Again, Yankson (2010) identified that members of the Ghana Chamber of Mines, which includes Gold mining organisations, exhibit corporate social responsibilities in different ways. Thus, the extraction industry of Ghana has been well understood with CSR to the extent that differences in corporate social responsibility within the gold mining firms in Ghana have been identified. It could be indicated that the above variables being used to understand corporate social responsibility in the mining sector has substantial literature from the extraction sector of Ghana.

As indicated earlier, corporate social responsibility studies have also received more attention in the banking area as compared to the hotel industry of Ghana. In understanding the strategic use of Corporate Social Responsibility in Banks, Mensah et al. (2017) significantly indicated that there was a positive relationship between organisational commitment of employees of rural and community banks in Ghana. Using a sample size of 244 supervisors of rural and community banks, Boadi et al. (2020) indicated that, the perceptions of CSR of employees of these financial institutions were positively related to their performance and their organisational pride. Specifically, research on corporate social responsibility within the financial arena of Ghana has significantly acknowledged the relevance of employees as relevant stakeholders in the sector.

In Ghana, as indicated earlier, Corporate Social Responsibility studies amongst hotels in Ghana are substantial. Furthermore, specific literature on hotels in Ghana has been identified to be limited over the past decade. Using various industries, which included the hotel industry, Boakye (2014) examined the effect of employee perception and their organisational citizenship behaviour. With all his various findings, he signified that CSR must be intensified within the hospitality industry of Ghana. To address the importance of tourism sustainability in Ghana, Bill (2012) examined how multinational hotels could assist in the development of the local communities in Ghana. In understanding the relationship between corporate social responsibility and other organisational behaviours in an organisation, Atua-Ntow (2020) examined the nature and form of CSR in a leading hotel in Ghana. This signifies that the hotel industry alone has not been well understood by using Corporate Social Responsibility as the only variable for understanding.

Corporate Social Responsibility and Corporate Websites

In understanding the practices of CSR, some studies have utilized data from organisational websites. In understanding the nature of CSR communication amongst banks in Ghana, Hinson et al. (2010) indicated that banks that won CSR awards in the banking sector of Ghana had poor communication CSR content on their website. Thus, the website of the bank was not considered during the preparation of awards. However, they established that, the banks with the best CSR content were not given any form of CSR awards.

Also utilizing the corporate websites of organisations within the banking sector, Palazzo et al. (2020) established that, banks give less prominence to their Strategic Corporate Social Responsibilities. Using content analysis and the website of banks, reputable banks do not give much attention to their CSR contents on their website. This signifies that, banks are not really interested in promoting their CSR practices through their websites.

Furthering the use of websites contents with CSR, Ajayi and Mmutle (2020) also used content analysis approach to explore the communication channels organisations use to attain their CSR communication objectives to their stakeholders. Using ten banks from various industries, it was established that, seven of the ten organisations observed were using self-serving and society-serving motives in their CSR communication on their websites. This illustrates that, through the websites of organisations, CSR studies are successful, therefore adding to existing literature and promoting the essence of CSR within organisations.

United Nations World Tourism Organization (UNWTO)

The United Nations World Tourism Organization is a lead agency under the United Nations. It is responsible for the promotion and sustainability of globally accessible tourism issues in the world. As a leading world organisation for tourism, it fuels all possible drivers within the tourism industry to attain economic, developmental, and environmental growth and sustainability.

The United Nations World Tourism Organization (UNWTO) carries out its leadership role by supporting the tourism sector with advanced knowledge and tourism policies for worldwide acknowledgement. It, therefore, has Five pillars that serve as its guide to the attainment of its vision as a world leader. Its first and second vision intends to make tourism attractive through technology while making the industry competitive. The third and fourth attend to socio-economic problems by creating jobs and having safe traveling experiences. The fifth pillar, which is the focus of this study, intends to bring to the realization of how tourism could uniquely protect the culture and the environment of every touring community.

The fifth pillar captured the relevance of corporate social responsibility. Specifically, it stated that the vision of the organisation is to harness tourism's unique potential to protect cultural and natural heritage and to support communities both economically and socially.

As indicated earlier, the UNWTO provides leadership initiatives to address related tourism issues over the world. However, in Ghana, this leadership initiative is championed by the Ghana Tourism Federation. This organisation acts as a private-sector advocate to promote the vision of the UNWTO. In other words, the body that ensures the activities of the UNWTO in Ghana is the Ghana Tourism Federation (GHATOF).

RESEARCH QUESTIONS

Hotels in Ghana could be identified with various international stakeholders. The United Nations World Tourism Organisation (UNWTO), is one of the international stakeholders of hotels operating in United Nations states. Ghana being a United Nations Member state, it is important the vision of the United Nations World Tourism Organisation (UNWTO) is appropriately met through its member states.

The hotel industry is one of the biggest sectors of the tourism industry in Ghana (45). Therefore, hotels in Ghana are to do well to comply with the vision of international

stakeholders such as the United Nations World Tourism Organisation (UNWTO). This indicates that, hotels in Ghana are to contribute towards the management vision of the United Nations World Tourism Organisation (UNWTO).

Concentrating on a new management idea as identified by Tharp and Chadhury (2008) , Corporate Social Responsibility (CSR) is a unique management idea used by most organisations. Therefore, this study sought to identify the Corporate Social Responsibility practices that contributes towards the fifth management vision of the United Nations World Tourism Organisation (UNWTO). For this reason, the following is the first research question.

Research Question One: How does CSR Practices of Hotels in Ghana Aligns with the Fifth Management Vision of the UNWTO?

Admitting the importance of CSR practices of hotels in Ghana, there is little to no clear-cut framework that guides hotels in Ghana. This makes it impossible for hotels to follow the Corporate Social Responsibility (CSR) vision of the UNWTO. To appropriately make it possible for all hotels in Ghana to follow the fifth management vision of UNWTO, which significantly indicates the CSR vision of the organisation, there is a need to identify a simple framework that could make it easier for hotels in Ghana to align their CSR practices with the vision of the UNWTO. This therefore prompt the second research question.

Research Question Two: What CSR framework could hotels in Ghana follow so they fully contribute towards the fifth management vision of the UNWTO?

METHODOLOGY

In examining 14 hotels in Ghana, specific research strategies and channels were employed to make known the CSR practices of the hotels used for this study. These practices were specifically CSR practices that aligned with the management vision of UNWTO. For this

reason, this study made use of one method for data analysis. The existing textual materials available by the 14 hotels in Ghana were analysed, therefore the use of content analysis.

The researcher believe during the study was aligned with the naturalistic paradigm. Therefore, during analysis, the directed approach of content analysis was appreciated. This approach was used because, the fifth vision of the UNWTO formed the basis of the qualitative research method employed.

The basis of the analysis were four codes that were generated from the fifth management pillar of the UNWTO. They were, Cultural Protection, Natural Protection, Economic Support and Social Support. This makes it important to indicate that, using these codes as the basis for analysis through the qualitative approach, this study was naturally deductive since content categorise were pre-established by the researcher through the UNWTO's fifth management vision (46).

The 14 hotels in Ghana were selected from the African Unions recommended list of hotels in Ghana. This list has been compiled by The African Union Commission Specialised Technical Committee (STC). As a leader in Conference for African ministers and other significant leaders of a country who come together to discuss the development of Africa, the STC has carefully listed 27 accommodations for these stakeholders.

The 14 hotels identified by the STC, which were the selected hotels for this study, were the Accra City Hotel, Alisa Hotel (Labone and Ridge), Best Western Premier Hotel, Byblos Hotel, Central Hotel, Coconut Grove Regency Hotel, Golden Tulip Hotel, Kempinski Hotel, Labadi Beach Hotel, La Palm Royal Beach Hotel, Mövenpick Hotel, Roots Hotel, Urbano Hotel and Villa Angelia Hotel.

As indicated earlier, there were 27 accommodations listed by the STC. However, the researcher selected accommodations identified as hotels. For this reason, accommodations

referred to as guest house, or seen as an apartment building were not selected. In other words, names of apartments or accommodations without the word "Hotel" were not selected. Also, hotels without an official website were not selected for this study. For this reason, 14 hotels were selected from the recommendation list provided by STC.

As identified earlier, the content categories for analysis of the 14 hotels identified are: Cultural Protection, Natural Protection, Economic Support and Social Support. The researcher therefore identified the presence of cultural and natural protection, and economic and social support in words, phrases or sentences from the website of the 14 hotels used for this study. This then identified the practices of CSR by the hotels, considering the vision of the UNWTO.

To address the second research question, the researcher first developed a simple framework that satisfies the CSR vision of UNWTO through hotels. This was then analysed to identify which hotel significantly fulfilled all four identified CSR vision established by the fifth management pillar of the UNWTO.

RESEARCH RESULTS

Amongst the fourteen (14) hotels observed, six (6) of the hotels were identified to be engaging in CSR activities while eight (8) were identified not to have any known CSR practice identified on their website. This therefore indicates that, 42.9% of the hotels observed for this study acknowledged the practice of CSR on their website. Meanwhile, a larger percentage of 57.1% of observed hotels did not have any message on their CSR activities. This signifies that, majority of observed hotels have no information on CSR on their website.

Based on the four themes formulated from the fifth management vision of UNWTO, it could be identified from Table 1 below that out of the 42.9% that acknowledge the practice of CSR,

four (4) hotels acknowledged their practice towards Social Support. two (2) of the observed hotels acknowledged the practice of Economic Support. Again, two (2) of the observed hotels acknowledged the practice of Natural Protection, while three (3) of the observed hotels acknowledged their support towards Cultural Protection. This further acknowledges that the few hotels who observed CSR practices acknowledge more support towards Social Support than the other three themes established from the fifth management vision of the UNWTO.

Considering the formulated themes from the fifth management vision of the UNWTO, none of the hotels fully contributed to the fifth vision of the UNWTO. From Table 1 below, it could be identified that, Alisa hotel, was half way towards the fulfilment of the fifth vision of the UNWTO. Kempinski and Movenpick followed by passing the half way mark by satisfying three of the identified themes from the fifth management vision of UNWTO. Contrary to these hotels, Best Western Premier hotel and Labadi Beach hotel satisfied only one aspect of the fifth management vision of the UNWTO.

TABLE 1

CORPORATE SOCIAL RESPONSIBILITY PRACTICES OF HOTELS IN GHANA

	NAME OF HOTELS	CULTURAL PROTECTION	NATURAL PROTECTION	ECONOMIC SUPPORT	SOCIAL SUPPORT
1	**Accra City Hotel**	*	*	*	*
2	**Alisa Hotel**	*	*	"Over the years, Alisa Hotels have consistently embarked on Corporate Social responsibility (CSR) programmes that impact positively on the social and economic well-being of the people in communities the company operates in"	
3	**Best Western Premier Hotel**	*	*	*	"Best Western International is committed to upholding the rights of employees and aims to provide a safe and healthy workplace". "Best Western International condemns all forms of child exploitation"
4	**Baylos Hotel**	*	*	*	*
5	**Central Hotel**	*	*	*	*
6	**Coconut Grove Hotel**	*	*	*	*
7	**Golden Tulip Hotel**	*	*	*	*
8	**Kempinski Hotel**	"Kempinski also believes there is more to life than all work and no play: arts and culture are a necessity for the soul"	"Kempinski has partnered up with "CLEAN THE WORLD", an organisation who collects and recycles soap bars and bottled amenities discarded by the hospitality		"Kempinski believes it can be part of spreading health in the communities where it operates hotels" "The Linens For Life face masks

			industry"		programme provides free masks, made from discarded (clean and hygienic) hotel linens, to people in the local community who are in need of face masks"
9	**Labadi Beach Hotel**	"The Labadi Beach Hotel also has a tour desk that organizes excursions in the area"			
10	**La Palm Royal Beach hotel**	"La Palm Royal Beach Hotel exceeds your expectations with a perfect medley of great service and intriguing facilities with a unique Ghanaian touch"			
11	**Movenpick Ambassador Hotel**		"Our refreshing approach to nourishing the environment, our people and the local communities where we operate our hotels and resorts, serving them with care and respect and nurturing them with dedicated best-in-class programmes"	"To top up supplies, the resort puts community first, sourcing produce farmed on local islands and working with fisherman to purchase their catch of the day" "The hotel has joined the Too Good to Go programme, using its unsold food to make and sell discounted meals and tasty treats through a dedicated app, with profits donated to people in need"	"We support local communities with kindness, the most powerful way there is to make change" "Working in partnership with Green Globe, our goal is to top our achievements, feeding the planet and its people with even more care and commitment now, and in the future".
12	**Roots Hotel Ghana**	*	*	*	*
13	**Urbano Hotel**	*	*	*	*
14	**Villa Angelia Hotel Ghana**	*	*	*	*

Note: * - No information on website relating to theme.

Source: Author's Analysis (2022)

DISCUSSIONS

Based on the expectations of the UNWTO in 2030 as signified by Lenzen et al. (2018), and UNWTO's fifth management vision, this study intends to establish how hotels in Ghana are supporting the vision of the UNWTO through their Corporate Social Responsibility (CSR) practices. For this basic reason, the study queried the CSR practices of relevant hotels in Ghana. This was to find out how these practices were in alignment with the fifth management vision of the UNWTO.

From the above, it was identified that a significant majority of the observed hotels used for this study had no CSR practices identified on their websites. This study was significantly aligned with that of Palazzo et al. (2020). They identified that; the corporate websites of banks introduced less attention to their CSR practices on their website. In as much as this study is within the hotel sector of Ghana, it could be indicated that, most organisations hardly utilize their corporate websites to propagate their CSR practices. However, in Ghana, Hinson et al. (2010) earlier established that, most reputable banks in Ghana had no structured CSR content on their corporate website. This study went contrary to this finding since most of the hotels with a CSR practice quote on their websites were five-star hotels. They include, Kempinski and Movenpick Hotel. Furthermore, this study had extreme similarity with another tourism sector, the aviation sector. According to Okumus et al. (2020), the Turkish Airlines publishes reports highlighting all their CSR activities and also identifying all their CSR activities in their report. This was the same with the hotel sector of the tourism Industry in Ghana. The Hotels either had a section for sustainability or a specific section for Corporate Social Responsibility. However, only a few of the observed hotels had this unique feature.

To address the first question of this study, it could be established that, CSR is practiced by a few hotels in Ghana. However, known CSR practices on the website of most hotels are made

available by few hotels. Also, based on the fifth management vision of the UNWTO, the CSR practices acknowledged on the website of hotels did not fully meet all the dimension of the fifth management vision of the UNWTO. Thus, the four dimensions established based on the fifth management vision of the UNWTO, Cultural and Natural Protection, and Economic and Social Support, were not fully met by any hotel in Ghana. This illustrates that, the fifth vision of the UNWTO is not fully supported by most hotels in Ghana, as suggested by the results obtained from this study.

This then leads to answering the second question of the study. For hotels to fully recognize and support the fifth management vision of the UNWTO, there is a need for a simple framework that could appropriately guide them to support the vision of their international stakeholder. For this reason, the answer to question two of this study is a proposed answer by the researcher. The website of hotels in Ghana should do well to appropriately associate their CSR practices with the Culture and Natural Protection of their operating environments, and at the same time practice economic and social support activities for their society. Thus, all CSR practices of hotels should appropriately satisfy the cultural and natural protection of the society, and the economic and social support of the same community. For a pictorial representation of how hotels could meet the vision of the UNWTO, below is a simple framework for that purpose.

CSR Model For Hotels

Corporate Social Responsibility Elements

Cultural Protection
Natural Protection

Corporate Social Responsibility

Figure 1: *CSR Framework for Hotels In Ghana*

CONCLUSION

Corporate Social Responsibility programmes could be identified as a core programme that needs continuous attention within the hotel industry of Ghana. While the core activities of hotels are being implemented, the stakeholders of these hotels are also to be satisfied to attain relevant and expected reviews. However, most reputable hotels in Ghana do well to meet the expectations of some stakeholders, while there is a need to fully meet the expectations of all stakeholders. More problematic is the fact that, there seem to be no pictorial framework for all hotels to follow to satisfactorily satisfy the community needs of customers.

For hotels to fully contribute to their stakeholders they are to first be aware of their practices. One way of being aware of their CSR practices is by aligning it with that of international organisations, such an organisation is the UNWTO. Following the vision of UNWTO makes it easier for a hotel or an organisation in the tourism industry to fully satisfy the societal needs of the environment.

Corporate Social Responsibility being a delicate concept to both organisations, customers and investors, it is important that hotels fully align their CSR practices with international standards to avoid any form of scepticism from prominent stakeholders. One of the major ways to fully make CSR practices available to all stakeholders is the ability to consistently promote them on corporate websites. This makes it easier for all stakeholders to easily identify an organisation's CSR practices to make timely decisions.

Based on the current findings of this study, it could be identified that more than 50% of reputable hotels in Ghana do not acknowledge their CSR practices on their corporate websites. However, the few who clearly state their CSR practices on their website acknowledge their attention towards Social Support of their community. It was also indicated that, most of the hotels did not fully satisfy the fifth management vision of the UNWTO.

RECOMMENDATIONS

To fully contribute to practice, this study suggests that, reputable hotels in Ghana should utilize their corporate websites to promote their CSR practices since this is the easiest way for one to know the CSR practices of the hotel. Also, to fully satisfy all stakeholders based on the fifth management vision of the UNWTO, all hotels should follow the simple framework in Figure 1 above to fully align itself with the UNWTO and in turn, balance the satisfaction of all stakeholders.

LIMITATION AND FUTURE RESEARCH

With limited resources, this study used only the textual messages on CSR practices from the corporate website of hotels. Harnessing more resources, it is encouraged that, other physical documents would be analysed to understand how hotels practice CSR in Ghana, and how these practices align with the fifth management vision of the UNWTO.

However, with the little resources used by the researcher, this study has significantly contributed to theory and practice. Findings of this study is significant to all organisations within the tourism industry in Ghana and internationally. This is because, it identifies how hotels utilize their corporate websites to identify their CSR practices. It further establishes how these practices contribute to the general vision of the UNWTO. To theory, this study has contributed to the creation of awareness on the fifth vision of the UNWTO, and how there is a collective need for all tourist organisations to support and follow.

COMPETING INTERESTS DISCLAIMER:

Authors have declared that no competing interests exist. The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

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