A STUDY OF HOME-STAY IN GHANA: IMPROVING SMALL AND MEDIUM TOURISM ENTERPRISE (SMTE) PERFORMANCE WITHIN A SUSTAINABLE DEVELOPMENT FRAMEWORK

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A Study of Home-Stay in Ghana: Improving Small and Medium Tourism Enterprise (SMTE) Performance within a Sustainable Development Framework

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CERTIFICATE OF ORIGINALITY

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ELIZABETH AGYEIWAAH

Abstract

The performance issues of small and medium tourism enterprises (SMTEs) are multi-dimensional, cutting across economic, social, cultural and environmental issues. Given this multi-dimensional nature, a sustainable development approach that integrates all issues is crucial to propose holistic strategies to address SMTE performance. However, to achieve a sustainable performance of SMTEs such as a home-stay, it is pertinent that owners are fully aware, concerned, willing and practising sustainability. Little however is known about awareness of this relationship and practices among SMTEs. This thesis examines how the Ghanaian home-stay sector can perform better within a sustainable development framework.

An exploratory, sequential and convergent parallel mixed methods were used, leading to the collection of both qualitative and quantitative data. The qualitative data involved structured interviews with 26 home-stay owners in southern Ghana. Following this qualitative data, a quantitative survey of 118 home-stay owners was undertaken in both southern and northern Ghana. Since the qualitative data explored owner sustainability knowledge, three knowledge groups were identified –“Don’t know”, “Have heard” and “Superficial”, using the Qualitative Data Analysis (QDA) Miner software. While many of the owners have heard of the term, at best only seven (27%) out of 26 owners had any basic knowledge of the term. Nonetheless, they all seem to be practising certain dimensions of sustainability to a greater or lesser extent often because of pragmatic reasons to save cost, legitimise their relationship with other stakeholders and for lifestyle reasons. Further analysis of the owners’ care and willingness indicate that, home-stay owners are concerned and are willing to be sustainable even if they have limited knowledge of the concept. The owner concern and willingness can be explained by the motives behind their actions and these motives

are connected to their business characteristics. Three motives for engaging in sustainability were identified: lifestyle, cost reduction and societal legitimization.

Based on the literature argument that business reasons play a role in sustainability practices supported by the study objectives, business reason variables were used to investigate further the different sustainability practices among owners using the statistical package for social sciences (SPSS) software. Thus, using business reason variables, the quantitative section clustered respondents into four groups of "Income seekers", "Social interaction seekers", "Culture exchange seekers" and "Altruism seekers". The results showed that all four groups, to some extent apply sustainability practices specifically social, cultural, and environmental actions and such practices were not significantly different among the identified groups. For the most part, there is no clear-cut role of business reasons on sustainability application. Thus, owners' business reasons do not always play a significant role in their practice such that those owners with income seeking reasons were not applying economic sustainability practices even though they applied socio-cultural actions. The quantitative results revealed five broad performance issues, viz. improper guest behaviour/attitude (48.1%), community related issues (23.7%), owner personal issues (22.9%), NGOs and government related issues (9.3%) which were not significantly different for home-stay owners with different start-up reasons (i.e. Income seekers, Social interaction seekers, Culture exchange seekers and Altruism seekers).

The results show that there are certain performance issues all owners (i.e. "Income seekers", "Social interaction seekers", "Culture exchange seekers" and "Altruism seekers") are capable of addressing and those they cannot address. Capable actions include educating clients on culture differences, providing mosquito nets, and providing alternative local foods to enhance cultural experiences. Most of these

actions were simple and socio-culturally oriented. However, there were certain constraints that owners felt they were not capable of addressing – examples are community-wide issues such as potable water, unreliable electricity and NGO issues such as inadequate payment. Further analysis of obstacles revealed that there are no major obstacles to addressing the performance constraints raised by all owners (i.e. income seekers, social interaction seekers, culture exchange seekers and altruism seekers). Nevertheless, some minor social (e.g. gender issues and clients dissatisfaction) and economic (e.g. difficulty in accessing loans) obstacles need to be overcome. Based on the preceding constraints raised, strategies suggested include sustainability orientation of the home-stay clients by NGOs and sustainability education and training of home-stay owners by the Ghana Tourism Authority. A research framework is developed to explain the range of factors on how the home-stay sector can perform better within a sustainable development framework. In addition, implications of the study findings to tourism practitioners and academia seeking to apply sustainable development at the micro level are discussed.

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ACRONYMS

ANOVA	One-way analysis of variance
B&B	Bed and breakfast
CIEE	Council for International Educational Exchange
DSP	Dominant Social Paradigm
ECU	European Currency Unit
EVD	Ebola Virus Disease
GDP	Gross Domestic Product
GIPC	Ghana Investment Promotion Centre
GTA	Ghana Tourism Authority
GTB	Ghana Tourism Board
IDI	In-depth interviews
MERS	Middle East respiratory syndrome
NBSSI	National Board for Small Scale Industries
NGOs	Non-governmental organisations
NEP	New Ecological Paradigm
PDF	Portable document format
PANAFEST	Pan-African Historical Theatre Festival
QDA	Qualitative data analysis
SADA	Savannah Accelerated Development Authority
SMEs	Small and medium enterprises
SMTEs	Small and medium tourism enterprises
SPSS	Statistical Package for Social Sciences
TBL	Triple bottom line
UNWTO	United Nations World Tourism Organization

WCED	World Commission on Environment and Development

CHAPTER ONE: INTRODUCTION

1.0 Background to the study

Small and medium tourism enterprises (SMTEs) play a dynamic role in the development of tourism in many regions (Buhalis & Cooper, 1998; Ahmad, 2015; Jamali, Lund-Thomsen, & Jeppesen, 2017; Rogerson, 2018). SMTEs foster local participation, satisfy the needs of a tourism niche, nurture local skills, provide direct incomes and employment, and promote local and regional development (Zhao & Getz, 2008; Ahmad, 2015). Enhancing SMTE performance is a significant way to reduce unemployment and poverty in every region (Halabi & Lussier, 2014). Thus, SMTEs are the backbone of the tourism economy and their improved performance is significant.

The relevance of SMTE performance to every economy has led most governments to support SMTEs through investment incentives (Wanhill, 2004; Gartner, 2004). Notwithstanding these efforts, market failures for SMTEs still persist (Gabriele, Tundis, & Zaninotto, 2018). This is because governments have taken a parochial approach to solving SMTE market failures. For example, Wanhill (2004) reports how financial investments by governments have been inadequate in addressing SMTEs' failures in the European Union region and the author proposes a multi-tasking programme that empowers SMTE owners to manage their market failures. Consequently, despite the incentives to sustain the SMTE key role in economic development of every tourism economy, the performance of small firms in tourism and hospitality is below expectation leading to failure. The poor performance has been echoed in the broader small and medium enterprise (SME) literature (Ihua, 2009; Halabi & Lussier, 2014). Accordingly, performing better to ensure a successful business is the main dilemma for SMTEs and an understanding of how these firms can perform better is crucial to the stability and healthy tourism economy in both developed and developing economies.

The performance level of developing countries is even much lower compared to developed countries where governments provide some supporting role for the SMTE sector (Buhalis & Cooper, 1998; Wanhill, 2004). This is because small tourism firms in most developing countries are bedevilled by contextual factors that thwart performance leading to high failure rates. Such factors include inadequacy of knowledge, management skills and experience (Gartner, 2004; Chen & Elston, 2013; Pusiran & Xiao, 2013; Ahmad, Jabeen, & Khan, 2014), low financial resources/capital (White, 2012; Ahmad, 2015), seasonality (Zhao & Getz, 2008), inadequate government support (Chen & Elston, 2013), poor access to finance (White, 2012; Ahmad, 2015), poor technological infrastructure (Zhao & Getz, 2008), and poor facilities (Ahmad, Jabeen, & Khan, 2014). However, a discussion of strategies to address these issues for small tourism firms to perform better is missing in scholarly debates.

An analysis of existing studies on small firms in tourism reveals that a plethora of studies tends to identify SMTE challenges and failure rates (Pusiran & Xiao, 2013; Ahmad, Jabeen, & Khan, 2014; Ahmad, 2015). Numerous studies such as Lynch (1998), Ateljevic and Doorne (2000), Getz and Carlsen (2000), Morrison and King (2002), Wanhill (2004), Getz and Petersen (2005), Lynch (2005a), Garay and Font (2012) and King, Breen and Whitelaw (2014) revealed that contextual studies in developed countries dominate with few studies in developing countries of Asia and the Middle East (e.g. Zhao & Getz, 2008; Chen & Elston, 2013; Purisan & Xiao, 2013; Ahmad, 2015). There appears to be a dearth of studies on Africa seeking ways small firms in tourism can perform better to increase their success rate. Despite the factors identified generally in the literature, it may be misleading to assume that they are the only factors accounting for the poor performance of small tourism firms in developing countries since unique places in a region may encounter unique performance challenges which may require tailor-made strategies to address them. Hence, further study is warranted in developing countries (Zhao & Getz, 2008). This study addresses this gap by examining SMTEs in the developing African country of Ghana.

Supporting the need for research on SMTEs in Ghana is the fact that SMEs in Ghana constitute 92% of all businesses in the country and employ 85% of the population, accounting for 75% of Gross Domestic Product (GDP) (News Ghana, 2014). Nevertheless in Ghana, SMEs' survival rate is only 30 percent within the first three years of establishment due to poor performance (White, 2012). Although specific figures of SMTEs are non-existent, they are classified with mainstream SMEs. This could be explained in part by the limited studies on SMTEs in Ghana compared to those in other industries where research has soared in recent times (e.g. Abor & Biekpe, 2006; Dana, 2007; Chea, 2008; Mahmoud, 2011). Thus, there is a paucity of research on small tourism firms in Ghana. The literature on SMTEs confirms that developing countries, especially in Africa, have been largely ignored by researchers until recently when they caught the attention of global institutions like the World Bank (Thomas, Shaw & Page, 2011). Future prospects are foreseen for tourism in Africa (United Nations World Tourism Organization [UNWTO], 2015a & b), despite the recent past unprecedented Ebola Virus Disease (EVD) that affected tourism in the region. Given its prospects, research on small tourism enterprises that are taking the leading role in the provision of tourism services is crucial to such long term expansion of the tourism industry in Africa. Ghana, a West African tourism hub, is making a significant contribution to the region and continuous research in the area will provide a necessary base of knowledge for the growth of the tourism industry and its sustainable development.

But for SMTE research to contribute significantly to the sustainable development of a region, there is the need to examine performance from a multi-dimensional angle (Morrison & Teixeira, 2004). As Wanhill (2004) argues, a more holistic performance approach for SMTEs is preferable to purely financial approaches which do not eradicate market failures and thus, a better and/or sustainable performance should be sought. This is because SMTE performance comprises interwoven relationship among business reasons, goals, internal organisational factors, regional issues and external relationships (Morrison & Teixeira, 2004). Dewhurst and Rhodri Thomas (2003) point out that the characteristics of small tourism businesses influence their performance and the kind of practices they adopt. Others have commented for instance that business reasons/motivations play a key role in owner business practices (Font, Garay & Jones, 2016). Business reasons thus play a key role in sustainability performance and so merit empirical attention.

Essentially, not all performance interventions are sustainable and small firms should seek performance that is entrenched in the concept of sustainability since it offers both objective and subjective indicators which are critical to an industry that sells intangible experiences (Reichel & Haber, 2005). Consequently, performance within a sustainable development framework (i.e. sustainable performance) is the success or failure of a business to meet its unique economic, socio-cultural and environmental needs (Castellani & Sala, 2010) concurrently which differs from classical performance which emphasises the ability of enterprises to satisfy the needs of their stakeholders (Smith & Reece, 1999; see detailed performance discussion in

Chapter Three). Thus, a better performance based on a sustainable development framework means achieving specific economic, socio-cultural and environmental goals of the business.

Such multi-dimensional approach to examining business performance is still limited with the majority of indicators being financially skewed (Jarvis et al., 2000; Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018). For example, a study by Morrison and Teixiera (2004) in Glasgow and Aracaju reveal that performance indicators used by owners are based on only economic (i.e. bed-room occupancy, annual revenue, and break-even point) and social factors like guest satisfaction (Morrison & Teixiera, 2004) with no environmental performance indicators. SMTE owners' narrow understanding of the interwoven nature of performance leads to failure. Thus minimising failure is possible through improving performance within a sustainable development framework since better performance driven by sustainable development addresses holistically, economic, socio-cultural and environmental needs concurrently (Castellani & Sala, 2010) and progresses towards these dimensions gradually in a continuous manner (Farrell & Twining-Ward, 2004). Nonetheless, the concepts of sustainability and SMTE performance have been dealt with separately for decades (e.g. Morrison & Teixiera, 2004; Thomas, Shaw & Page, 2011; Garay & Font, 2012), although there exists some research in mainstream tourism literature seeking sustainable performance indices for tourism policy development (e.g. Castellani & Sala, 2010). Thus, for SMTEs to survive and overcome failure, performance should be based on the principles of sustainable development.

Driving SMTE performance with the principles of sustainable development is an important area of research because continuous performance benefits tourism actors including the owners, local communities, and government through income generation, payment of taxes and redistribution of wealth within the local economy. Empirical research providing credible evidence for academia and government will aid governments playing supporting roles in developing relevant strategies to address the sector issues. Consequently, the current research can help strengthen the small tourism business sector through a sustainable performance which will create benefits, namely sustainable income, employment, local participation, private sector development, economic development of tourism and environmental awareness.

Although ensuring such benefits requires an initial identification of the causes of poor performance, seeking ways the identified causes could be addressed for SMTEs to perform better within a sustainable development framework is more pertinent to the sector. A gap of better SMTE performance exists in the avalanche of literature on SMTEs in tourism and little has been done to bridge the gap between theory and practice on how SMTEs can practically incorporate the principles of sustainability to address their poor performance and perform better. Thus, there exists a dissonance between the theory of sustainability and SMTE performance despite the foregoing argument that SMTE performance should be dealt with in a multi-dimensional manner which is a significant feature of sustainable development. Thus, SMTE performance and sustainable development nexus provide a significant way to understand performance in a multi-faceted manner.

1.1 Problem statement

The small and medium tourism enterprise (SMTE) sector comprises many types of businesses ranging from small to large family-owned enterprises (Wanhill, 2004; Peters & Kallmuenzer, 2018). In the accommodation sub-sector, such businesses may range from guest houses to simple home-stay facilities where families share their accommodation, social life, and culture with guests (Lynch, 1998). Such socio-cultural oriented tourism accommodation facilities have attracted most governments around the world as a means of increasing local involvement in tourism. Such local-centred agenda is also at the heart of developing countries like Ghana where the government is keen to improve the tourism industry.

Ghana as a developing country has resorted to tourism since the early 1980s to increase private sector participation in its economic activities. Hence, tourism plays a significant role in the Ghanaian economy contributing USD 1,737.6million (7.2% of GDP) and providing 311,000 jobs (5.8% of total employment) in 2013 (World Travel & Tourism Council, 2014). The quest to increase private sector participation and local community development at a larger scale has led the government to introduce home-stay programme as a means to spread the benefits of tourism to the majority of Ghanaians. This is because home-stay programmes do not require any huge capital investments, unlike other accommodation types. Thus, home-stay offers the cheapest mode for local residents to be involved and benefit from tourism (Agyeiwaah, 2013).

Home-stay provides a home environment which is an important component of the tourism experience for visitors and a platform for socio-cultural exchange for the host. For some owners, the home-stay business provides a means to combine child caring and business activities simultaneously by establishing such small businesses in urban areas where their children can get the desired level of education while owners make extra income (Morrison & Teixeira, 2004; Shen, Miao, Lehto, & Zhao, 2018). Home-stay business also provides a form of lifestyle for owners who seek a second career as well as enjoy meeting new people (Ateljevic & Doorne, 2000). Essentially, home-stay business owners believe that services in their own homes are more personalised and distinctive; offering guests participatory and authentic experiences that cannot be found in standardised accommodation facilities (McIntosh, Lynch & Sweeney, 2010). Hence operating a business from home has innumerable advantages of combining home duties with commercial activities, mutual cultural exchange, and authentic experience.

Consequently, successful performance of the home-stay initiative is important not only to the government but also to local owners involved, in terms of creating employment and revenue as well as preserving cultural resources through sharing with guests local traditions including religion, language and food (Agyeiwaah et al., 2014). Similar to the broader SMTEs, challenges of poor performance and subsequent failure are inevitable as home-stay accommodation is challenged with innumerable business issues which are prevalent in most developing countries (Pusiran & Xiao, 2013; Ahmad et al., 2014).

In a developing country like Ghana such home-stay issues include poor management skills, training and experience, lack of financial resources, access to finance (White, 2012), low government support, external conditions (e.g. Ebola), technology adoption (Gartner, 2004), intermediary activities (Agyeiwaah, Akyeampong & Amenumey, 2013), seasonality (Agyeiwaah, 2013) and unreliable electricity supply in Ghana which affects businesses nation-wide (British Broadcasting Corporation News, 2015). All these factors affect the performance level of home-stay businesses as their performance is below expectation. While the above studies provide a stepping stone for subsequent examination of the home-stay sector, they do not help owners to perform better. Such problem identification studies become significant to home-stay owners when interventions to minimise or if possible eliminate such challenges are known.

Such intervention-based research is limited and, perhaps, non-existent for

SMTEs in Ghana. Hence, despite the poor performance of small tourism enterprises in Ghana and many other developing countries, sustainable ways to address SMTE challenges for them to perform better are left unexamined. This is because existing studies and models of both SME and SMTE performance emphasise profit as a major performance indicator (e.g. Roger & North, 1995; Sadik, 2012; Halabi & Lussier, 2014) with a few using a mixture of both economic and social indicators (e.g. Morrison & Teixeira, 2004; Reichel & Haber, 2005) without inclusion of environmental factors. This is due to the lack of recognition of the multi-dimensional issues of SMTE performance and the need to address it based on the multi-dimensional framework of sustainable development. The lack of recognition of multi-dimensionality has led to a myopic examination of the sector issues. Thus, existing research has been problem identification-oriented, one-dimensional and bi-dimensional in nature.

A more holistic approach (i.e. sustainable development approach) for integrating all issues and finding a common ground to address them is crucial. The outcome of such approach will have significant benefits for home-stay owners, government, local community, investors, the tourism attraction and the economy. Hence, achieving better performance through sustainable development framework is critically important to the home-stay sector. But questions arise on the sector knowledge, care, willingness, and practices of sustainability and how better performance could be achieved through sustainable development, given owners' business reasons. The answers to these questions are the central purpose of this study.

1.2 Main research question

Based on the business performance issues of SMTEs in developing countries, the main research question is: *How can the Ghanaian home-stay sector perform better within a* *sustainable development framework?*

Specific research questions

1. What do home-stay owners know about sustainable development?
2. Do home-stay owners care about sustainable development and willing to be sustainable?
3. Do owners apply sustainable practices as part of their business operation?
4. What is the role of business reasons on sustainable performance of the home-stay sector?
5. What are the performance issues/constraints, capabilities and obstacles of the home-stay sector of Ghana?

1.3 Research objectives

Research outcome: *Achieve a better home-stay sector performance.*

Specific objectives:

1. Explore home-stay owners' knowledge about sustainable development;
2. Explore home-stay owners' care and willingness to be more sustainable in the future;
3. Ascertain whether owners apply sustainability practices as part of their business operation;
4. Examine the role of business reasons in the application of sustainability practices; and
5. Examine the performance issues/constraints, capabilities and obstacles of the home-stay sector of Ghana.

1.4 Significance of study

SMTEs play significant roles in tourism development. Buhalis and Cooper (1998) affirm that in Europe they serve a wide range of markets with diverse backgrounds. For that reason, attention has been directed toward SMTEs by both governments and researchers. The role played by SMTEs is not only limited to developed economies but also developing countries (Rogerson, 2018). Conclusions of academic work on SMTEs in Indonesia support such beneficial roles (Dahles, 1999). The literature also confirms increased demand for indigenous house boat tourism in India (Kokkranlkal & Morrison, 2002), farm tourism in Australia (Ollenburg & Buckley, 2007) and bed and breakfast in the UK (Lynch, 1998). The growing market demand of such small scale enterprises shows their relevance to destinations and governments as a tool to transform their economies. From the above analogy, any research that seeks a better performance of small tourism is a laudable study to industry and academia.

The above-mentioned growing market demand of SMTE products has propelled numerous studies on SMTEs in recent years to better understand this market (Zhao & Getz, 2008). Essentially, most researchers have aligned their interest with the major factors inhibiting small firm performance in tourism. Despite this trend, a comprehensive review of the literature shows a limited attempt to seek pragmatic ways to help SMTEs perform better within a multi-dimensional framework. Such an approach has been suggested in the literature as the key way to address SMTE business failure (Wanhill, 2004). Consequently, the present study represents a pragmatic attempt to address the weakness in existing literature and practically assist SMTEs to improve their performance. Thus, the study provides strategies and interventions for the home-stay sector in Ghana to improve performance in a sustainable manner. Clearly, home-stay owners are the primary beneficiaries of the current study.

The present study contributes to existing knowledge on SMTEs in developing economies which is limited due to inaccessibility of data in some remote areas. Both Zhao and Getz (2008) and Ahmad (2015) emphasise that current knowledge should be extended towards SMTEs in different regions since inconsistencies exist between developed and developing countries and further research is significant to the body of knowledge on SMTEs. Thus, the present study fills the gap of addressing SMTE issues in a developing country in Africa which offers lessons for neighbouring regions that share similar characteristics. The present study also provides insights for policy-makers and destination management organisations in Ghana. Thus, it serves as a guideline for the government of Ghana in seeking ways to improve the home-stay sector as well as investors interested in the area.

One of the unique contributions of the current study to knowledge in tourism is using sustainable development as the drive towards SMTE performance. Given the predominant focus on economic and social indicators like working capital, education, and management experience (Halabi & Lussier, 2014), as a measure of business performance, sustainable development adds an environmental aspect to the traditional measures of business performance. This study provides a fulcrum for integrating theory and practice in tourism which sets the stage for researchers and tourism practitioners seeking to apply sustainable development at the micro level. Hence, the study contributes to the theory and practice discussion on sustainable development and SMTE performance.

1.5 Scope of research

The present study examines issues related to SMTE sustainable performance (i.e. performance plus sustainability) in a home-stay setting. Given these key terms that are core in this thesis, home-stay businesses were the targets for this study, and home-stay owners were the target respondents of the study as part of seeking ways to improve their performance within a sustainable development framework.

In addition, this research was conducted in three regions of Ghana of which one is located in the north and two are located in the southern part of Ghana namely, Northern, Central and Eastern regions as these areas constitute the major volunteer tourism hubs of Ghana. Statistically, the Ghana Tourism Authority (GTA, 2011) reports that these three regions are areas with high volunteer tourists who use home-stay. Thus, the designation of the three regions as a notable home-stay concentration signals concerns about performance issues of small firms in tourism servicing clients. The specific study centres in the three regions where the study took place were Cape Coast (in the south), Akropong-Mamfe (in the south) and Tamale (in the north). Thus these settings in Ghana were considered due to their notable inflow of volunteer tourists who use home-stay facilities.

1.6 Structure of study

This thesis is arranged into nine chapters. Chapter One has been discussed already in this section and focuses on the background of the study, the overarching research objectives and questions driving the study. Chapter Two reviews related literature on SMTEs, business characteristics and business reasons. It examines home-stay characteristics, owner profile and business reasons which are considered explanatory factors of knowledge, willingness, care and practice of sustainability. Thus, such factors are based on existing literature which identifies business characteristics, owner profile and business reasons to explain owner behaviour in terms of care, as well as willingness and practice of sustainability making that section relevant to the study.

Chapter Three presents conceptual underpinning of the study. In detail, it provides a background to sustainable tourism and its associated conceptual challenges of definition, assessment and implementation which set the stage for the issues relevant to the present study and the specific dimensions and accompanied measures that merit data collection.

Given the influence of context on the issues to be addressed, Chapter Four describes the study context, Ghana. The purpose is to enlighten readers on tourism in Ghana by examining geographical characteristics of Ghana and factors of the region that affect SMTE performance. The final section of Chapter Four describes the north and south regions where the study was conducted.

Chapter Five is divided into two parts. The first part deals with philosophical issues behind the methods. It provides a detail justification for the use of mixed approaches grounded in the pragmatism philosophy. The second part of the chapter provides further detailed account of how the data collection was executed for both qualitative and quantitative methods including the instrument design, fieldwork and data analysis. The Chapter Six of the study is entitled "Sustainability knowledge, practices and performance" as it presents the qualitative findings on knowledge of sustainability as well as the willingness, concern, and motives behind sustainability practice. Since owner sustainability knowledge was an important part of Chapter Six, respondents were categorised into three knowledge groups and compared across variables of interests qualitatively (e.g. business reasons and sustainable tourism perspectives). In Chapter Seven which is entitled, "Business reasons, sustainability application and business performance", business reasons variables are used to cluster respondents and to investigate further by comparing across variables such as demographics, business goals, sustainability application, and sustainable tourism attitudes, environmental worldviews, environmental responsibility and business performance issues. Chapter Eight discusses the results based on both findings in Chapters Six and Seven. Based on the discussed results, the chapter develops a research framework to summarise the thesis outcome. Chapter Nine presents a review of the thesis, major findings and achievement of research questions, implications of the findings, contribution to knowledge and practice, and limitations. Moreover, areas of future research are suggested based on the outcome of the present study.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter examines related works on home-stay relevant to the objectives of the study. The purpose of this section is twofold. First is to examine the characteristics of small and medium tourism enterprises (SMTEs) and home-stay sector that explain some of the performance issues they face which warrant better performance through a sustainable development framework. Thus, from existing literature, some of the issues that the sector faces are as a result of the characteristics of SMTEs in general and before proceeding to such issues it is relevant to understand the characteristics of SMTEs and its sub-sectors to be able to grasp such issues. Second, the chapter identifies factors that influence the knowledge, willingness to care about sustainability and to act sustainably. Thus, sustainability knowledge, care, willingness and practices depend on some factors such as business reasons, goals, traits/attributes, and owner profile. It must be emphasised here that the detailed discussion on why knowledge, care, willingness and practice are relevant is presented later in Chapter Three.

This review of literature is divided into three sections. The first part examines the literature on the SMTE sector characteristics, owners' profile, business reasons and business goals. Given the limited literature on home-stay sector issues, SMTE studies are used to complement the review as it is the broader sector that includes home-stay sub-sector and, for that matter, shares a lot of characteristics that are useful in examining performance issues of home-stay. In the second section, the literature review investigates home-stay studies. The third section provides lessons learnt from the chapter under the heading "Chapter summary".

2.1 Small firms in tourism: General business characteristics, owner characteristics, and business reasons

General business characteristics of small and medium tourism enterprises (SMTEs)

One way to ensure a better performance of a business is to understand its characteristics and nature; as its performance issues are linked with its nature and operation. This is because business characteristics explain owners' behaviour in terms of willingness or unwillingness towards a better performance (Morrison & Teixiera, 2004; Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018). Thus, business characteristics are explanatory factors of a better performance and should be examined.

The literature reveals the term SMTEs is used interchangeably with small tourism firms (e.g. Wanhill, 2000; Morrison & Teixiera, 2004; Gartner, 2004; Ahmad, Wilson & Kummerow, 2011; Thomas, Shaw & Page, 2011; Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018), small-and medium-sized hotels (SMSHs, Ahmad, 2015) and many others. This is because the concept has a context dimension leading to varying criteria. Additionally, SMTEs embrace a varied scale of enterprises giving room for such variations although the purpose of this study is not to seek a uniform definition for such terms but to draw readers' attention to such synonyms. Thus what constitutes SMTEs has been contested in the literature (Thomas, Shaw & Page, 2011).

Prior to defining SMTEs, a definition of SMEs is relevant since most existing definitions emanate from the broader concept of SME (Buhalis & Cooper, 1998). From a developed country context, small and medium scale businesses are "enterprises with fewer than 500 employees, less than 75million European Currency Unit (ECU) net fixed assets, less than 38million ECU Net turn-over and less than one third of the company held by a larger firm" (Buhalis & Cooper, 1998, p.329). SMEs can be further grouped into micro (0-9), small (10-99), medium (100-499), SMEs (0-499) and large (500+) based on the number of employees (Buhalis & Cooper, 1998). Nevertheless, small businesses in Ghana are defined by the National Board for Small Scale Industries (NBSSI, 2015) as businesses that employ 29 or fewer workers. Using employee size, the following categories are observed in Ghana: micro (up to 5); small (6-29); medium (30-99) and large (over 100). From these categories, home-stay enterprises in the current study fit micro businesses within the framework of small and medium tourism enterprises. More specifically, SMTEs are tourism enterprises that embrace the characteristics of small and medium scale enterprises in terms of size, number of employees and assets (Buhalis, 1999; Thomas, Shaw & Page, 2011). Given the two above-mentioned varying definitions of SMEs for both developed and developing countries, it is noteworthy that the concept of SMTEs may mean different things to different people, and examining SMTE features in different regions becomes prudent in knowledge building.

The literature has found that SMTEs have unique characteristics. The characteristics could be a vector of both positive and negative outcomes to the sector. Some characteristics of SMTEs include a low barrier to entry and exit, high fragmentation, variability and inconsistencies of product quality and visitor experience, small size and resource constraints (Morrison & King, 2002). The size factor of SMTE means that they do not enjoy the advantages that come with large companies and businesses leading to challenges of increasing operational costs, insufficient capital and funding constraints which contribute to poor performance (Zhao & Getz, 2008; Chen & Elston, 2013; Ahmad, 2015). Thus, SMTEs' characteristics may pose a challenge to their performance.

Despite the above-mentioned performance issues, SMTEs play a key role in every economy. Their roles are crucial to both developed (Buhalis & Cooper, 1998; Shaw, 2004) and developing economies (Osei-Tutu *et. al.,* 2010; Nyakunu, 2012; Ahmad et al., 2014) through increasing private sector participation (King, Breen & Whitelaw, 2014), providing a viable economy and a useful asset for any destination (Morrison & King, 2002) and responding to the needs of specific markets (Buhalis & Cooper, 1998). Given SMTE roles, their poor performance may have adverse impact on a nation's output and as a result seeking continuous improved performance of the sector is important to governments around the world.

This direction however, seems lost among researchers interested in the area. This is evident in the gamut of research that focuses on small tourism and networking (e.g. Tinsley & Lynch, 2001; Copp & Russell, 2001), small tourism and e-commerce (e.g. Morrison & King, 2002), small tourism and communication (e.g. Clarke,1996), small tourism transitioning (e.g. Busby & Rendle, 2000), small tourism and entrepreneurial skills and leadership (e.g. Ateljevic & Doorne, 2000; Lerner & Haber, 2000; Peters, 2005), small tourism and training attitudes (e.g. Becton & Graetz, 2001), small tourism and business ambitions (e.g. King, Breen, & Whitelaw, 2014), small firm performance (e.g. Morrison & Teixeira, 2004), small firms and sustainability (e.g. Morpeth, 2004), small firms and environmental performance and practices (e.g. Schaper & Carlsen, 2004; Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018), small firms and quality assurance (e.g. Lynch & Tucker, 2003), small firms and government assistance (e.g. Wanhill, 2004) and determiners of profitability and growth of small firms (e.g. Glancey, 1998). Other studies have focused on specific geographical case studies (e.g. Gartner, 2004; Matlay, 2004; Mungall & Johnson, 2004; Augustyn, 2004; Fleischer & Felsenstein, 2004; Rogerson, 2004). From the above themes, there seems to be an overwhelming interest in the area, but with limited focus on sustainable performance. Existing studies have not connected SMTE performance and sustainability but have examined both issues separately despite the drive towards a sustainable global business. Such knowledge is relevant to the future survival of SMTEs. Thus, additional research on SMTE performance and sustainability appears to be warranted.

In addition to the above gap in the literature, limited research exists on SMTE owners' knowledge, care, willingness and practices of sustainability as part of performing better in a competitive market. This is, partly, due to the misconception that SMTEs by nature are sustainable (Clarke, 1997) and do not require further examination on their performance improvement. However, this misconception has been disproved since small businesses may have issues that may render them unsustainable justifying the need for a better performance within a sustainable framework (Zhao & Getz, 2008; Ahmad, 2015). Halabi and Lussier (2014) accentuate that most SMEs fail within their first few years of establishment. Hence, these businesses may not be performing as well as it is believed.

In short, the literature attests that SMTEs' characteristics may hinder their performance in the marketplace. Nevertheless, existing studies do not seek ways to help SMTEs perform better within a sustainable development framework. While research is needed, such performance improvement cannot be achieved without effort and owners should possess the knowledge, care, willingness, and practices of sustainability. In essence, knowledge, care, willingness and practices have determinants including owners' profile, characteristics, traits/attributes, business reasons and goals.

SMTE owner characteristics and profile

Research focusing on SMTE owners' profile and characteristics is still scanty although research on their business operations has soared (Ahmad, 2015; Peters & Kallmuenzer, 2018). The literature concurs that owners' characteristics are good indicators of a better performance of their business and such characteristics determine their willingness and care about sustainability (McKeiver & Gadenne, 2005). This is because the human capital of an entrepreneur in terms of their knowledge and capabilities allows them to make an up-to-date decision and planning to outwit their competitors and as a result, a relationship exists between the business performance and owner characteristics (Ahmad, 2015). Thus, owner characteristics affect their behavioural attitudes which imply the disposition to act in a particular way (Pickens, 2005). These behavioural attitudes have a significant impact on performance (Morrison & Teixiera, 2004). Examples of owner characteristics include working experience (Lafuente & Rabetino, 2011), education (Backes-Gellner & Werner, 2007), age, gender (Watson & Newby, 2005; Ahmad et al., 2011) and race (Robinson, Blockson & Robinson, 2007). These features therefore contribute to the successful performance of the business.

An avalanche of studies illustrates the relationship between owner profile and performance. For instance, age and education have been found to be strongly correlated to environmental management performance (McKeiver & Gadenne, 2005). Moreover, a positive relationship has been found between higher degree and business performance of SMTEs (Almus & Nerlinger, 1999); as owner profile is crucial for strategic business planning which is connected to a better performance. This also means people with higher education are aware of the prevailing issues around them and seek possible ways to improve performance. Hence, the level of education has a significant impact on knowledge, care, willingness and practice of sustainability.

In addition, gender has also been well-examined (e.g. Watson & Newby, 2005) but with limited focus on the relationship between gender and sustainable performance. For example, the literature has found the dominance of males in SMTEs which is believed to be due to traditional gender roles (Zhao & Getz, 2008; Chen & Elston, 2013; Ahmad, 2015). This is as a result of men's responsibility for financial decisions as against catering duties of females (Morrison & Teixeira, 2004). Gender is, therefore, an important demographic to be examined in terms of seeking a better performance.

The relevance of owner traits/attributes on performance has been examined (McGehee & Kim, 2004; Sadik, 2012; Ahmad, 2015). Such influential traits include risk disposition (Watson & Newby, 2005), creativity and innovation (Watson & Newby, 2005; Sidik, 2012), commitment (Akehurst, Comeche & Galindo, 2009), drive to achievement and locus of control (Watson & Newby, 2005). The results of these studies have led to the conclusion that SMTE owners are different from SMTE entrepreneurs since the latter is a risk-taker and more determined (Chen & Elston, 2013). Invariably, whether owners or entrepreneurs, the traits of owners influence their knowledge, care, willingness and practice of sustainability since their traits reflect some inherent attributes they bring to bear in their business which direct their decision-making process. These traits together with owner business reasons constitute important determinants of owners' sustainable performance.

Business reasons and goals of SMTEs

In seeking a better performance of SMTEs, examining owners' business reasons and goals becomes indispensable because both the reason and goals determine a business destiny (Chen & Elston, 2013). Business reasons are the cognitive factors that drive people to engage in a particular behaviour and are mostly used interchangeably with motivations in the SMTEs literature (Ahmad, 2015; Peters & Kallmuenzer, 2018). Business reasons give an explanation of "why" and also provide an indication of individual cognitive needs (Mill & Morrison, 1992). This cognitive dimension provides a channel to unravel entrepreneurial knowledge, care, willingness and practice of sustainability. Cognitive dimension also informs what kind of knowledge owners seek. An examination of owners' business reasons facilitates an in-depth understanding of their priorities and decision making process (Chen & Elston, 2013). Thus SMTE owners' business reasons help understand what they seek to know, care about and are willing to practise to satisfy those business reasons.

The relevance of business reasons has attracted research interest in different geographical regions. The outcome of the studies reveals that business reasons of small tourism business owners could be grouped under two broad themes of lifestyle orientation and business/growth orientation (Ateljevic & Doorne, 2000; Getz & Carlsen, 2000; Morrison & King, 2002; Getz & Petersen, 2005) or "family first" and "business first" reasons (Shaw, 2004). While growers are profit driven, lifestyle owners are interested in meeting new people. Lifestyle owners are thus socially driven but show a high level of commitment to the tourism trade (King, Breen & Whitelaw, 2014) with less financial suicide (Ateljevic & Doorne, 2000). Thus, SMTE owners have different business reasons which imply different business priorities.

Certainly, such business reasons are linked to owner goals which refer to what SME owners aim to achieve in their business. In most cases, owner's personal goals are inseparable from business goals (Kotey, 2005). Both business reasons and goals drive what SMTE owners care about and are willing to practise. Business reasons also affect what kind of knowledge matters to owners (Zhao & Getz, 2008). Studies by

Zhao and Getz (2008) affirm that profit-oriented entrepreneurs in China compromised lifestyle related goals to achieve growth-oriented goals. Accordingly, knowledge on issues connected to their business reasons is prioritised over others (Ahmad, 2015). This implies that SMTE owners are willing to take actions and perform better if those actions when taken will go a long way to satisfy their business reasons and goals. For the most part, business performance issues may be relevant if they are connected to business reasons and they hamper the achievement of such business reasons. For that reason, some business issues may be deemed crucial than others provided that addressing them satisfies the reasons for setting up the business. Both business reasons and business issues are contextual, varying from country to country and having three implications of cultural, industry-oriented and entrepreneurial behaviour process (Chen & Elston, 2013). In short, business reasons differ from place to place and they play a significant role in defining what is important to pursue in order to perform better.

While business reasons are context driven and vary from place to place, most of the existing studies are in developed economies (McKeiver & Gadenne, 2005; Chen & Elston, 2013; Ahmad, 2015). Perhaps, the difficulty in gathering data in developing countries may explain such limited interest (Chen & Elston, 2013). Thus, whereas research in data-accessible developed economies continues to proliferate (e.g. Ateljevic & Doorne, 2000; Getz & Carlsen, 2000; Morrison & King, 2002; Getz & Petersen, 2005; King, Breen & Whitelaw, 2014), there is little such research on developing countries (Zhao & Getz, 2008; Chen & Elston, 2013; Ahmad, 2015). Existing studies in both Australia (e.g. Morrison & King, 2002; Getz & Carlsen, 2000; King, Breen & Whitelaw, 2014) and New Zealand (e.g. Keen, 2004) found that lifestyle is the predominant business reason since such businesses represent second careers to most owners.

On the other hand, studies in developing countries found either financial (Ahmad, 2015) or non-financial reasons dominating (Ahmad et al., 2014). Some studies also reveal mixed reasons of lifestyle and business related factors (Zhao & Getz, 2008). The conclusions of research on SMTE reasons have been mixed, although a majority of the studies found a single reason dominating in a given context. The conclusions also imply that business reasons differ from country to country and may affect how well a firm performs. However, the business reason that leads someone in a developed economy where structures are in place is significantly different from those in developing economies and further research is significant.

Interestingly, some cross-cultural studies reveal significant differences between developed and developing countries (Zhao & Getz, 2008). A cross-cultural study on US and Ghanaian small business entrepreneurs reveal that while social and opportunistic reasons were of importance to Ghanaian entrepreneurs, finance and independence were prioritised by US entrepreneurs (Abbey, 2002). Additionally, a comparison between rural small firms in tourism in the southern province of China and Western Australia found that making lots of money and autonomy were of highest priority for those starting a small business in China which was different from Western Australia where environmental concerns and lifestyle reasons were rather important (Zhao & Getz, 2008). The findings in China also emphasised that despite the leading role of profit in China, lifestyle reasons were equally important contradicting earlier studies that put owners into two polarised groups of lifestyle/autonomy and profit oriented owners. This means owners may rate both business reasons relevant.

While the above business reasons have been identified in the SMTE literature, they may be similar or dissimilar to the home-stay sector given the fragmented nature of the tourism industry and its sub-sectors. It is therefore imperative to narrow the discussion to the home-stay sector to unveil common features and uncommon features with the broader SMTE sector. Thus, the next section examines what we know about home-stay.

2.2 What do we know about home-stay?

Overview of home-stay: Origin and definition

In seeking improved performance of the home-stay sector, it is essential to understand its roots and meaning. One way to improve performance is to understand the past, to comprehend the present, and move forward. It is when the meaning of this accommodation type is understood that its performance issues can be clarified for a better performance to be achieved. While some performance issues are context based, others are connected to the nature and type of accommodation making this section key to the objectives of the study.

Accommodation is one of the basic needs of travellers in the past and, perhaps, the present (Bhatia, 2006). The expectation of ancient travellers was the provision of basic accommodation services (Holloway, 1998). Local homes offer the most available accommodation for such travellers. Since tourism in ancient times was undeveloped, home-stay was the most available accommodation for ancient travellers (Weaver, 2006). Several ancient stories of travellers confirm staying with local residents as a common practice as found in Homer's Odyssey (Butler, 1998). The literature also confirms the use of homes of envoys by grand tourists during the 17th and 18th century (Rosenberg, 2015). The difference between the past and present home-stay is, perhaps, a matter of commercialisation which leads to demand for service quality by present travellers. Quality service does not come easy and home-stay owners must work towards satisfying their customers to perform better which can only be achieved when their market failures are addressed.

Home-stay refers to a homely accommodation which involves guests paying directly or indirectly to stay in local homes (Gu & Wong, 2006; Kwaramba, Lovett, Louw, Chipumuro, 2012; Agyeiwaah, 2013). From a demand perspective, home-stay is perceived as "an accommodation option which includes full boarding and lodging for students studying in a foreign country through which they may be exposed to the culture, language and social structures of that country" (Welsh, 2001, p. 4). The term is also used interchangeably with terms like bed and breakfast (Tinsley & Lynch, 2001; Keen, 2004; Morpeth, 2004; Hall & Rusher, 2004; Shen et al., 2018), farm stays (Clarke, 1996), health farms, country inns, stately homes, wilderness or nature lodges (Morrison et al., 1996), home-lodges (Agyeiwaah et al., 2013), guesthouses and boutique hotels or inns (McIntosh & Siggs, 2005; Lynch, 2005b). Home-stay provides a platform for host and guest to share facilities and interact for a participatory encounter. While the home component offers a unique attraction for users, it has several implications for service delivery and guest satisfaction. Every home issue no longer becomes private but public due to the introduction of a stranger (guest) and challenges of home-stay affects customer satisfaction (Tavakoli, Mura, & Rajaratnam, 2017). Thus, addressing the sector challenges for better performance is important to quality service delivery.

The literature confirms some unique characteristics of home-stay. Such characteristics include authentic and participatory experience (Lynch & Tucker 2003; McIntosh & Siggs, 2005), small size (Morrison et al., 1996; Morrison & Teixiera, 2004), personal interaction between host families and guests (McIntosh & Siggs, 2005), homeliness (Campbell & Xu, 2004), sense of novelty (Pearce, 1990) and historic buildings (Pearce & Moscardo 1992; McIntosh & Siggs, 2005). These factors distinguish home-stay from other accommodation types.

While the above features are tools for differentiation (Morrison & Teixiera, 2004), they may also thwart performance of the home-stay sector. For instance, small size and owner operations make decision making easier and reduce any bureaucracy in improving performance; even in cases of couple owners (also “copreneurs”) (Getz & Zhao, 2008), although small size may also mean small room capacity to accommodate increasing numbers. Thus, the characteristics of the business may pose challenges for a better performance.

Characteristics and profile of home-stay owners

Although research on owner characteristics and profile has appeared in many SMTE studies (Ahmad, 2015; Zhao & Getz, 2008; Chen & Elston, 2013), little attention has been directed towards that of home-stay owners as a subset of the broader SMTEs and the implications of such profile on their business performance, care, and willingness to practise sustainability. Owners’ profile including sex, education, and age may have a significant influence on their willingness and care about sustainability and the quest to seek improved performance (Schaper, 2002a; McKeiver & Gadenne, 2005) making this section important to the study. This is because SMTE performance is rooted in the owners’ social world and their behaviour may, in part, be as a result of their demographics (Morrison & Teixeira, 2004). For example, Schaper (2002a) found in his study that firms with younger managers display positive attitudes towards sustainable environmental performance. Additionally, females are more concerned about environmental sustainability. However, Petts et al. (1999) found a contradicting view with young managers (39 years and below) displaying lower concern of environmental sustainability. The results of willingness and care of sustainability and demographics have been mixed (Olli et al., 2001). Thus, to improve performance within a sustainable development framework, the characteristics of home-stay owners should be examined.

The literature on home-stay has found the prevalence of female owners in the sector (e.g. Gu & Wong, 2006; Osman et al., 2010; Acharya & Halpenny, 2013; Ahmad, Jabeen, Khan, 2014). The dominance of females, perhaps, relates to traditional gender roles where females handle most home management and for that reason, home business provides dual benefits of making supplementary income and taking care of children (Morrison & Teixiera, 2004; Kelley, Kelley, Evans & Kelley, 2010). The reasons why males do not dominate home-stay have not been well examined and no definite conclusions could be drawn in the present review. While such reasons are not the focus of the study, highlighting this trend is important.

With the exception of gender that seems to be common across context, the remaining demographics of age and education (e.g. Lynch, 1998; Gu & Wong, 2006; Ahmad et al., 2014) vary exceedingly from place to place which may be due to a mixture of socio-cultural and economic issues. Interestingly, some studies have revealed that owners in developing countries may have higher education than developed countries (Morrison & Teixeira, 2004). The factors that account for different owner profile is unclear in the literature and are mixed with no explanation. While such factors are not the focus of the current study, owners' profile is important to their willingness and care of sustainability and should be taken seriously.

The relevance of owner profile and sustainable behaviour has led to the examination of the relationship between environmental sustainability and owners' profile (McKeiver & Gadenne, 2005). The conclusion is that there is no relationship between gender and willingness of environmental sustainability, although age and education are significantly correlated to the willingness to be environmentally sustainable since well-educated people are aware and concerned about sustainable environmental practices (McKeiver & Gadenne, 2005). The literature on owner profile, willingness and care about sustainability is still scanty, such knowledge is relevant to improve the business within a sustainable development framework. Essentially, owner characteristics and their business reasons determine the willingness to perform better within a sustainable development framework since these factors determine the business destiny. Such business reasons are important for better performance within a sustainable development framework.

What are the business reasons of owners?

The literature confirms the relevance of business reasons in identifying business goals and successful performance. Similar to motivations, business reasons help unveil the behavioural needs that drive owner's action in a business (Swan, & Morgan, 2016). Morrison and Teixeira (2004) argue that owners' behaviours are consequences of their business reasons. For example, Zhao and Getz (2008) found that small tourism business owners in China who had profit reasons were more concerned about profit oriented behaviours. While existing home-stay studies have explored business reasons of owners (e. g. Lynch, 1998; Kayat, 2010; Razzaq, Hadi, Mustafa, Hamzah, Khalifah & Mohamad, 2011; Ahmad et al., 2014), little has been done to examine how these business reasons influence their knowledge, care, willingness and practice of sustainability. The relationship among owner business reasons, knowledge, care, and willingness and practice of sustainability cannot be overemphasised. Business reasons are connected to the needs of home-stay owners and they explain the care and willingness to perform better within a sustainable framework. Hence the connection among such variables warrants further examination of the role of business reasons on sustainable performance.

The literature on home-stay identifies several reasons that drive residents to engage in home-stay operations. Some of the reasons include the drive for extra income (Kayat, 2010; Ahmad et al., 2014), personal satisfaction (Ahmad et al., 2014), socio-cultural interactions/lifestyle (McIntosh & Siggs, 2005), psychological reasons (Lynch, 1998) and opportunities for children (Richardson, 2004). These business reasons mean that owners have a diverse aim for home-stay engagement which may influence their sustainable performance.

This diversity of business reasons has been found to be due to the different tourism life cycles of destinations (Morrison & Teixiera, 2004). For instance, Kayat (2010), and Razzaq, Hadi, Mustafa, Hamzah, Khalifah, and Mohamad (2011) found economic business reasons to be dominant for Malaysian owners; this was also confirmed in the UK (Lynch, 1998). However, other non-business factors have been found in other tourism settings, for example in Australia (Getz & Carlsen, 2000). From these findings, business reasons are context-based and different owners in different countries may have different reasons and unique needs leading to varied care and willingness to perform better within a sustainable development framework. This conclusion on home-stay business reasons is akin to the general business reasons of SMTEs which are also context-based. For that reason, research is needed in other regions to get a broader understanding of the sector.

2.3 Implications of the nature of SMTEs for sustainable performance - Knowledge, care, willingness, and practices

From the reviewed literature, the nature of SMTEs and business reasons have significant implications on sustainable performance. Essentially, SMTE owners' knowledge is likely to be based on their everyday business experiences and each owner is likely to possess a different degree of sustainability knowledge depending on individual personal profile and exposures.

For the most part, in the context of the nature of the home-stay business, all the dimensions of the triple bottom line sustainability which is discussed in great depth in subsequent sections may possess different degree of importance and practices for SMTE owners because of different reasons for starting a home-stay (Ateljevic & Doorne, 2000), nature of home-stay as a secondary/extra income source (Liu, 2006; Ahmad et al., 2014), and the nature of home-stay as a socio-cultural product (Tucker & Lynch, 2004). Thus, certain sustainability dimensions may be more relevant than others which may lead to selective practices. The degree of importance is based on the enumerated factors (e.g. business reason, secondary income and socio-cultural product). For instance, owners' reasons and goals reflect their philosophy and personal needs (Kotey, 2005) and any related issues (e.g. socio-cultural) may be prioritised over unrelated issues (e.g. economic). In this case, related practices, when done well, may lead to better performance of those sustainability dimensions. Nonetheless, the context may also ignite different importance placed on different sustainability actions.

In addition, the nature of home-stay as a secondary income generator may have a significant implication on the practice of sustainability actions. Certainly, the nature of home-stay as a secondary income source takes the business off the economic domain into a socially responsible product where the product delivery is characterised by social and cultural exchange (McIntosh & Siggs, 2005) since home-stay accommodation is "people people" product (Tucker & Lynch, 2004, p. 23). For that reason, owners will be more willing to practise actions that facilitate their core product delivery even if they are unable to maximise profit.

2.4 Chapter summary

This chapter has reviewed the literature on business characteristics, owner profile and business reasons of SMTEs. From the reviewed literature, several lessons have been learnt. First and foremost, certain factors may influence home-stay owners' knowledge, care, willingness, and practice to help the sector perform better. Such factors include their business characteristics, owner profile, business reasons, and goals.

For instance, business characteristics are important to understand the issue of size and the nature of the home-stay product and how it affects performance. Additionally, owner profile in terms of their education, age, sex is a key factor to help unravel their knowledge, care, willingness, and practice of sustainability and as a result needs to be reviewed in this section. Essentially, business reasons and goals inform the needs of owners and the needs determine what owners care and are willing to pursue in their business career. Thus, exploring business characteristics, owner profile, and business reasons become essential to this chapter.

It is noteworthy that these variables (e.g. business characteristics, owner profile, and business reasons) differ within SMTEs given the fragmented nature of the tourism industry. Hence, narrowing the discussion on a specific niche is important to identify the nuances of the home-stay sub-sector. This implies that some unique home-stay issues have to be addressed for the home-stay sub-sector to perform better which might differ from other businesses within the SMTE sector. For that reason, an appropriate sustainability model is required to ensure a better performance. This model choice is the focus of the next chapter entitled Conceptual Underpinning.

CHAPTER THREE: CONCEPTUAL UNDERPINNING

3.0 Introduction

This chapter presents the conceptual underpinning of the study by discussing definitional, performance/assessment and implementation issues of sustainability. The main objective is to identify relevant triple bottom line models that can help us to define, assess, and implement performance issues of the home-stay sector and seek ways to address these issues to enable the sector to perform better. In line with this objective, the section discusses issues related to the current knowledge on tourism sustainability and the various concepts associated with it. Conceptual issues identified in the literature and the specific objectives that empirically examine each of the conceptual issues are presented.

In addition, models of sustainability are examined to justify the choice of an appropriate one for the study as well as identify indicators to examine the issues of the sector in accordance with the chosen model. Finally, a summary of the chapter is provided.

3.1 The evolving paradigm of sustainable tourism: A critique

Tourism research has been dynamic, resulting in a number of theoretical underpinnings. One of the classical models that summarise the dynamism of our knowledge and understanding of the scholarship on tourism is the platform by Jafari (Miller & Twining-Ward, 2005). The four platforms which are not mutually exclusive explain how knowledge on tourism has evolved over the years. According to Jafari (cited in Miller & Twining-Ward, 2005), the platforms chronologically include *advocacy, cautionary, adaptancy, and knowledge-based.*

The advocacy platform which became popular after World War II, notably, around the late 1950s and early 1960s was the period when much of the literature was devoted to spreading the "good news" about tourism (Weaver, 2006). Most of the literature during this period focused on positive impacts of tourism and its ability to transform economies of the south. This was possible due to the emergence of a middle class in the West who were more inclined to travel. Consequently, the perceived benefits of tourism as a labour-intensive industry that generates incomes and preserves environmental and socio-cultural resources were heightened during this era (Jafari, 2001 cited in Weaver, 2006).

Alongside this popularity emerged a pessimist group by the end of the 1960s and early 1970s which questioned the overemphasised benefits of tourism as a tool for economic development, citing numerous negative impacts caused by tourism in various destinations of the world. The cautionary writers of the 1970s highlighted the ability of unplanned tourism to degrade the resources of destinations, thereby challenging the position of the adaptancy writers at the time. The two polarised positions demanded a way forward (*how*) to bridge the gap between the two extremes (Weaver, 2006).

Consequently, researchers and tourism developers advocated for what became known as alternative tourism in the adaptancy platform of the late 1970s and early 1980s which emphasised the need to adapt tourism that suits the local fabric of any destination (Weaver, 2006). This idea led to the introduction of new types of tourism, including eco-tourism, cottage tourism, soft tourism and indigenous tourism (Miller & Twining-Ward, 2005). By this time, the understanding of tourism was still polarised with a line drawn between mass and alternative tourism, as it was believed that mass tourism was detrimental to communities (Butler, 1992; de Kadt, 1992). The forms of tourism under this period were automatically perceived as sustainable. Thus, alternative tourism was synonymous with sustainable tourism (Clarke, 1997). The polarised nature of research during this era shows how tourism was perceived in that researchers had not recognized the complexity and multi-faceted nature of tourism and thus studied it from a reductionist perspective.

Subsequently, the development of knowledge led to an era of knowledge revolution where the understanding of tourism expanded to include the complex and dynamic nature of tourism. This period marked the knowledge-based platform of the late 1980s and early 1990s. Thus, the focus of tourism research during this era began the exploration toward the understanding of "how tourism works as a system, including its structures and functions" (Hardy, Beeton & Pearson, 2002, p.487), placing equal emphasis on every form and type of tourism. With in-depth knowledge of the ability of every tourism to be a vector of positive and negative impact, it became relevant to seek optimal ways for each form of tourism to survive. Hence, the early 1990s saw the adoption of the popular catch-phrase of *sustainability* defined by the Brundtland Report as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development [WCED], 1987, p. 43). Although the term sustainability is normally used interchangeably with sustainable development, the former refers to a goal while the latter refers to the process of moving closer towards that goal (Dovers & Handmer, 1992).

Accordingly, sustainable tourism, basically, refers to sustainability of tourism which is defined as any "means of tourism which is economically viable but does not destroy the resources on which the future of tourism depends, notably the physical environment and the social fabric of the host community" (Swarbrooke, 1999, p.13). Its basic premise is to seek the minimisation of negative impacts and the maximization of positive impacts as much as possible or practicable (Maclean, Jagannathan, & Panth, 2018). At present, it is perceived as a continuous philosophical position and a goal that should drive tourism businesses and sectors into the future (Farrell & Twining-Ward, 2004). This new interpretation has come about because researchers have come to a consensus that every tourism, no matter the size, has the potential to perform better and be sustainable when the right measures are put in place. Thus, sustainability in tourism is something firms should work towards gradually. This implies that businesses do not perform better overnight by addressing their performance issues, but rather, progress is a gradual process.

Given the acceptable philosophical position that firms are expected to seek to achieve sustainable development in a continuous manner (Farrell & Twining-Ward, 2004), Macbeth (2005) proposes a fifth and a six platform of sustainable development and ethics platforms. The fifth platform, sustainable development, is of importance to this study.

Some key issues need to be addressed in our knowledge of sustainable tourism. While emphasising sustainable tourism as a continuous process for businesses to align their operations with and work towards gradually, SMTE owners' knowledge, care, willingness and challenges of sustainable performance are left unexamined. Moreover, how SMTEs can work gradually towards this goal to improve performance is unknown. There is, therefore, a knowledge gap on SMTEs' performance and sustainable development.

For this study, as part of unravelling the knowledge gap on SMTEs' performance and sustainable development in subsequent sections, the terms sustainability and sustainable tourism are used interchangeably since the use of sustainability simply means its application in tourism. Thus, given the fact that the area of study is tourism, sustainability and sustainable development are used in the text to denote their application in tourism.

Sustainability of small tourism enterprises: Why should we care?

Concerns about sustainability have a long history dating back to pre-historic times (Mebratu, 1998). Yet, sustainability is one of the concepts that have suffered subjective abuse in recent times (du Cros & McKercher, 2015). There is probably no other concept that has been diverse and contested in recent times than sustainability (Upham, 2003). It "resembles a kaleidoscope with many facets which mirror variations in concepts" (Zinck & Farshad, 1995, p. 407). Every discipline seems to add a unique dimension to the concept, inflicting variation in time and scale for each dimension (Ko, 2005).

According to Zinck and Farshad (1995), three main issues characterise the concept of sustainability. They can be broadly categorised into definitional, assessment and implementation issues. The most popular and well written issues are the definitional ambiguities of sustainability. The definitional ambiguities stem from the inherent characteristics of sustainability as *multifaceted* and, therefore, dealing with many complex issues. Secondly, the definition of sustainability is affected by its *multidimensional* attribute, cutting across every length and breadth of human life and, therefore, concerning everyone. It is multidimensional because of the mutually interdependent nature of the human race, making sustainability everyone's responsibility toward each other (Van Marrewijk, 2003). For the most part, sustainability is *multi-scalar*. It has different interpretations at different scales. Hence, sustainability means different things to different people (Hopwood, Mellor & O'Brien, 2005). Moreover, its measurement criteria and techniques raise a lot of contention, perhaps, because of its obscurity (Miller, 2001). Connected to assessment criteria is the implementation of the concept to ensure the expansion of a sustainable global world. These challenges of sustainability have also characterised its derivative terms in other fields of study, including tourism (Weaver, 2006) where there has been a paradigm shift of the concept as an inert goal to one that is continuous for destinations and businesses to pursue (Clarke, 1997; Farrell & Twining-Ward, 2004).

Currently, the challenges of identifying and implementing sustainability strategies have been simplified with the advent of triple bottom line (TBL) audit tool which encapsulates all the major dimensions of sustainability. This useful tool is discussed later under the section 'theoretical perspective' but before that, there is the need to examine the literature based on *definition, assessment and implementation* issues of sustainability. The purpose is to understand what has been identified in the literature as dimensions to address the research gap of the current study. Accordingly, the following review themes are organised into the three major issues of sustainability namely definition, assessment, and implementation which are in accordance with the research questions.

3.2 Definitional issues

Small and medium tourism enterprise (SMTE) knowledge, care and willingness about sustainability

Knowledge is one of the contested terms in the literature. There is no concrete unit of analysis for the term (Prusak, 1996). 'Knowledge' simply refers to the state or fact of knowing. It deals with familiarity, awareness, or understanding gained through experience, although it may also mean capabilities or facts obtained through a study (Hunt, 2003). For this reason, "knowledge exists in the minds of knowers" (Prusak, 1996, p. 7). Knowledge as an awareness and understanding is the focus of the present study. On the other hand, 'care' means to be concerned or to put importance on something (The Oxford Dictionary, 2015) whereas 'willingness' means to actively respond to something or be prepared or to comply with something. Willingness is guaranteed for things people care about (Grellman, 2015). These variables are key in the drive to help the home-stay sector perform better within a sustainable development framework, although existing SMTE research has ignored such relevant driving variables.

Existing studies on knowledge conclude that knowledge is power since knowledgeable people are empowered people (Foucoult, 1975 cited in María & García, 2001). Hence, SMTE owners' performance is linked to their knowledge of sustainability, albeit few studies in mainstream SMTEs have examined knowledge of sustainability despite inadequate awareness among SMTE owners (Schaper, 2002a), making SMTE owners laggards in sustainability practice (Masurel, 2007). However, a study in Queensland, Australia reveals that owners had a reasonable understanding of environmentally sustainable business practices and understood it as practices that were not environmentally degrading. The considerable knowledge could be explained by the developed nature of the country where the majority are enlightened and are abreast of current trends, making such knowledge conspicuous (McKeiver & Gadenne, 2005). Invariably, development has a knowledge dimension such that inadequate knowledge may exist in underdeveloped regions. Hence, sustainability knowledge varies from destination to destination.

Akin to mainstream SMTEs, research on small accommodation enterprise owners' knowledge on sustainability is still in its infancy (Font & Harris, 2004; Tilley, 1999). Such outcomes are relevant to their progress towards a better performance within a sustainable development framework. This is because a better performance is connected to the social world of the owner, including his/her knowledge of surrounding issues. Thus, knowledge of sustainability is important for a better performance within a sustainable development framework. Accordingly, the consequence of low sustainability knowledge is poor performance (Schaper, 2002a). For instance, in the case of Ghana, the country's high illiteracy rate (Ghana Web, 2014) may affect performance. Such findings are relevant for the government to create more awareness to improve upon sustainability actions and business performance. As Schaper (2002a) emphasises, in instances where low knowledge of sustainability exists (i.e. ignorant owners), the key solution to improve upon performance is to show small business owners how to behave and act sustainably. This solution is appropriate for Ghana given the low knowledge of sustainability.

Shane et al. (2003) argue that willingness is a key ingredient of engagement and subsequent performance. Thus, a successful performance requires active involvement. Certainly, a better performance is incumbent on persons contributing their quota to such achievement. However, not all owners may care and be willing to adopt sustainable practices. The literature has found that some bed and breakfast (B&B) owners may possess inadequate knowledge about sustainability and as a result may not care about it (Morpeth, 2004). For other owners, it remains an expensive venture (Revell & Blackburn, 2007). However, it is possible for ignorant owners to care about sustainability (Anand, Chanan, & Singh, 2012). This is because owners whose culture and livelihoods are rooted in the concept of sustainability may naturally practise it without knowing (Font et al., 2016). Hence, while knowledge may affect sustainability engagement, it may not necessarily guarantee engagement, as some context issues may cause residents to care about sustainability.

The literature above can be summarised using Figure 3.1. Thus, high awareness of sustainability leads to concern about sustainability; concern about sustainability ignites willingness to act sustainably and higher knowledge leads to a willingness to act sustainably (Schaper, 2002a). All of the concepts above are key drivers of sustainability.

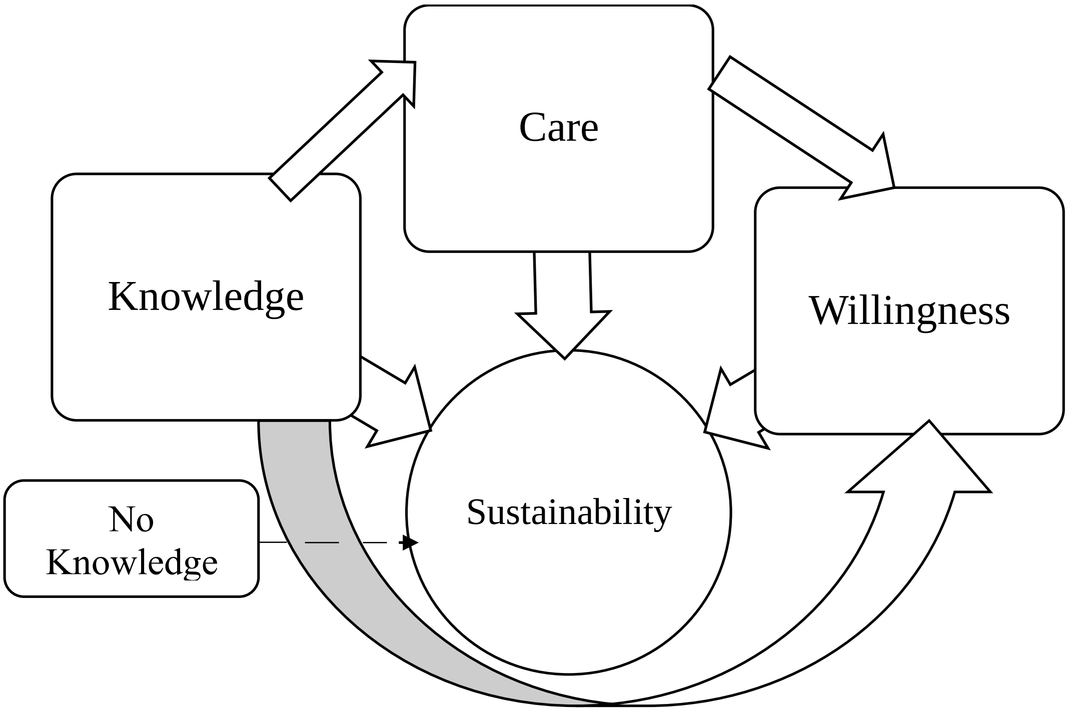

Figure 3.1: Relationship among knowledge, care, willingness and sustainability

***Source:* Author's construct**

While studies have explored knowledge, care and willingness in other parts of the world, developing countries' knowledge of the concept is still limited in the literature. For instance, in the case of Ghana and, particularly, the home-stay sector, little is known about owners' knowledge, care, and willingness of the concept. However, these issues are relevant in making the Ghanaian home-stay sector perform better within a sustainable development framework which is of interest to the current study. However, knowledge, care, and willingness are abstract concepts and to operationalise and enhance data collection, identifying key dimensions is relevant.

Such dimensions are summarised in Table 3.1. The conceptualised dimensions identified in Table 3.1 form the basis for data collection for the abstract variables of knowledge, care and willingness. For instance, knowledge of sustainability is conceptualised as owner awareness of sustainability. The willingness of sustainability is conceptualised as the desire to take actions. Care of sustainability is conceptualised as sustainability issues that are important and are of concern to home-stay owners.

Table 3.1: Conceptualised dimensions of knowledge, care, and willingness of sustainability

Item	Dimensions
Knowledge of sustainability	Awareness
Care of sustainability	Concern
Willingness to act sustainably	Desire

To complement the definitional challenges of sustainability in this section, assessment issues are discussed but not before the different sustainability knowledge groups discussed in the extant literature have been examined.

Different sustainability knowledge groups among SMTEs

Studies examining how sustainability is understood differently among SME owners is limited but the general literature on sustainability is replete with studies on students (e.g. Azapagic et al., 2005; Zwickle et al., 2014; Camargo & Gretzel, 2017), tourists (Lee & Moscardo, 2005; Wurzinger & Johansson, 2006; Dodds et al., 2010) and residents (Haron, Paim & Yahaya, 2005). Generally, conclusions from studies suggest different groups of sustainability awareness. A study by Camargo and Gretzel (2017) on sustainability knowledge among Latin American students identified three groups, namely extensive knowledge (6.9%), some knowledge (69%) and no knowledge (2.3%). Each group of knowledge possessed a different level of experience and year of study such that half of the first year students had no knowledge at all. For most students, the definition of sustainability was based on environmental perspectives. Despite the overall limited knowledge, the study suggests that students perceive sustainability and sustainable tourism as an important concept. Nonetheless, a study by Emanuel and Adams (2011) among college students of both Alabama and Hawaii found that there is a little knowledge gap despite a commitment gap among the students.

Tourist studies examining sustainability knowledge have focused mostly on eco-tourism as a sustainable product (e.g. Wurzinger & Johansson; 2006; Powell & Ham 2008) and environmental awareness (e.g. Lee & Moscardo, 2005). A study by Wurzinger and Johansson (2006) revealed that different types of tourists possess different environmental beliefs and knowledge of ecotourism. Comparing three different types of tourists, Wurzinger and Johansson (2006) concluded that knowledge of ecotourism is limited to environmental perspectives among city tourists, eco-tourists and nature tourists despite different environmental worldviews based on the revised New Ecological Paradigm scale. The majority of the eco-tourists (93%) had heard of the term, followed by the nature tourists (79%) and city tourists (58%).

From the findings of the studies above, it can be deduced that the understanding of sustainability is limited (Lee & Moscardo, 2005; Powell & Ham, 2008). Essentially, sustainability issues are usually perceived as environmental issues. Such perceptions have led some scholars to argue that environmental worldviews play a key role in sustainability knowledge and attitudes (Wurzinger & Johansson, 2006). Generally, people’s beliefs about the environment may be associated in some way with the sustainable tourism attitudes. However, Benckendorff, Moscardo, and Murphy (2012) examined the environmental attitudes of generation Y students based on the New Ecological Paradigm scale and concluded that Generation Y possessed high proenvironmental worldviews but no connection to sustainable tourism attitudes was examined. Indeed, previous studies have been inconclusive and further research is needed.

Following this sub-section, the theoretical perspective of the study is presented to identify appropriate sustainability framework and indicators that are needed for assessment. In line with this need, the next section examines relevant models and indicators that informed the assessment of sustainability in the present study.

3.3 Theoretical perspectives: Towards an assessment framework of sustainable performance

This section examines the theoretical model useful for the home-stay sector to perform better within a sustainable development framework. Given the ambiguity of sustainability and its accompanied issues of definitional, assessment and implementation, a model that helps to conceptualise the concept and translate it into a language understandable by home-stay owners is key to this section. Thus, a suitable TBL model to facilitate assessment and implementation is needed. The section is in two parts. The first part examines the triple bottom line metaphor which is a major framework to conceptualise sustainable development and further chooses one of the models that suits the objectives of this study. The second part discusses specific indicators of the TBL framework and adopts a list of suggested sustainable indicators in the literature that should guide the improvement of performance within a sustainable development framework.

Understanding triple bottom line (TBL)

The forerunners, *environmental excellence* and *green consumer*, which emerged towards the end of the 20th century were indications of the need for businesses to integrate sustainability into their performance report. Following this sensitisation, triple bottom line was introduced as a business terminology for integrating the three broad themes of economic, social (also socio-cultural) and environmental dimensions in the sustainability debate (Elkington, 2004) which is also known as the 3Ps [people, planet and profit] (Rogers & Ryan, 2001). The basic premise of TBL is that corporations should be examined based on a three-dimensional plane of economy, socio-culture and environment. The dimensions identified in the TBL reduce the abstractness of the concept of sustainability, making the identification of sustainability indicators and issues possible. Hence, dimensions are concrete concepts; indicators assess the concrete dimensions; measures are tools to obtain practical results (Agyeiwaah, McKercher & Suntikul, 2017) and issues are practical prevailing conditions/situations (Honeyman, 1996) that could be destination specific or general (UNWTO, 2004). Thus, TBL provides direction for examining sustainability in every field of study, bringing consensus to the ambiguity of sustainability.

Consequently, TBL has been adopted in diverse fields of *management* (Gopalakrishnan,Yusuf, Musa, Abubakar & Ambursa, 2012; Govindan, Khodaverdi & Jafarian, 2013), *finance* (Schaltegger, Bennett & Burritt, 2006), *economics* (Gimenez, Sierra & Rodon, 2012), *health* (Mahoney & Potter, 2004) and *tourism* (Sherwood, 2007; Pearcy & Anderson, 2010; Stoddard, Pollard, & Evans, 2012; Andersson & Lundberg, 2013) due to its ability to add some substance and focus to the vagueness of sustainability, thereby helping to shape the sustainability thinking in all disciplines, particularly, the tourism scholarship (Boley & Uysal, 2013).

Tourism shows the interrelationship among people (human capital), profit (revenues) and the earth (environment) and TBL provides a useful framework for examining the complex interrelationships among these variables (Jamrozy, 2007), culminating in competitive advantage by ensuring social equity, ecological integrity, and financial profitability in tourism businesses (Andriate & Fink, 2008). TBL provides a framework to examine the complex nature of tourism and its constituents. For that reason, it should form the basis for examining the successful performance of tourism businesses.

However, TBL was carved for corporate (large/formal) entities with different formalities and needs from SMTEs. For that reason, translating the concept in a manner understandable by SMTEs is very important to tourism academia. In addition to its translation, another important consideration is the different reporting time frames of each dimension. While economic dimension may require short term cycles (weeks, seasons, annually), that might not be the case for social and environmental dimensions that take decades for their effects to be realised (du Cros & McKercher, 2015). This is because it requires a shorter time to calculate the profitability and growth of a business. However, this is not the same as socio-cultural and environmental dimensions whose impacts are gradual and need considerable time to take effect. Additionally, some dimensions are objective, while others are subjective, and these features are due to the nature of those dimensions, making it difficult to find a single indicator for them. Such unique characteristics are among the challenges of TBL and its application to small tourism enterprises (Timur & Getz, 2009). Thus, while TBL is a useful approach to sustainability, its application to small tourism business performance is limited, in part, due to the macro origin, reporting time issues and suitable measurements.

Nevertheless, major themes in sustainability research have examined the performance of big companies through the application of sustainability principles (Goodman, 2000; Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018). But, only a few studies touch but tangentially on performance issues of small scale tourism enterprises and how they can perform better within a sustainable development framework (Thomas, Shaw & Page, 2011). Perhaps, the limited existence of suitable measures for small businesses makes it unattractive to many researchers (Roberts & Tribe, 2008). Therefore, further research is needed to unravel pragmatic ways for SMTEs to perform better within a sustainable development framework using suitable TBL measures. This is because TBL helps to identify practical issues and strategies and provides an understanding of the interrelationship among the sustainability dimensions and their influence on one another. This relationship inherent in the TBL models is discussed in the subsequent section.

TBL models

The triple bottom line has been modelled in different frameworks worth examining in this thesis. The model includes the three pillars, three circles, the egg of sustainability and prism of sustainability; with each one having a unique conceptualisation of sustainability dimensions and their interrelationships. Consequently, this section examines the different models used to explain TBL approach and chooses the appropriate model for the study.

Three pillars or legged stool framework

As part of translating sustainability into a simple language for the home-stay sector, it is important to understand how the dimensions relate to each other and how they impact on overall performance. This is a significant role of the model. The most common model of sustainability known in the literature is the three-pillar concept consisting of society, environment, and economy. The model is considered the simplest (Stanners et al., 2007). The model reveals three separate dimensions considered equally in sustainability studies without priority on any special dimension (Willard, 2012). However, one major flaw of this model is the neglect of the inter-linkages among the dimensions and the existence of trade-offs in sustainability achievement. The model assumes each dimension can be achieved on its own without any influence on another. This means a firm can perform better by addressing one dimension. Hence, the diagram perceives the models as three independent constructs with no interdependence (Figure 3.2).

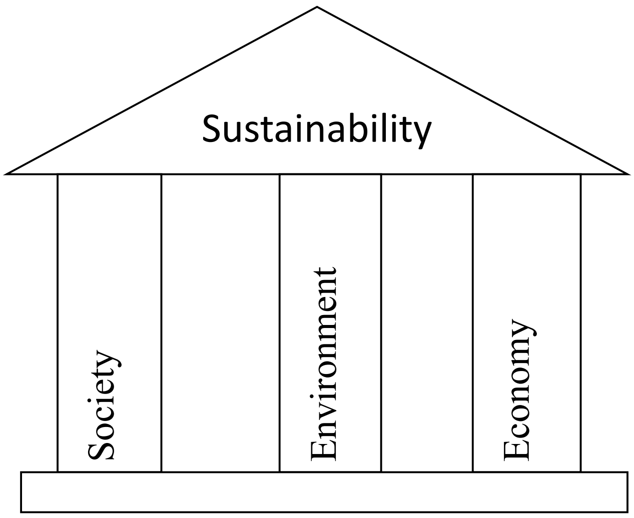

Figure 3.2: Three pillars/legged stool of sustainability (Stanners et al., 2007)

Three circles model

Similar to the three pillars, the three circles provide equal weights on the dimensions of sustainability but in addition, acknowledge the inter-linkages that exist among the dimensions (Young & Dhanda, 2013). This means that one can be connected to the other and achieving two or more dimensions may help firms make progress and perform better. Hence, the model perceives the dimensions have a considerable effect on one another. However, the model does not delve deeper into the kind of inter-linkages and interactions that exist among the three components of sustainability. This is because it assumes a small influence of each dimension on another and places less significance on the relationship. This model has been criticised in the literature as an *atomistic approach,* referring to its limited conceptualisation of sustainability (Stanners et al., 2007). For this reason, there is the need to apply a holistic model for reporting sustainability performance that considers all dimensions and their interactions concurrently (Figure 3.3). Thus, a better performance should be based on all dimensions and their resulting interactions.

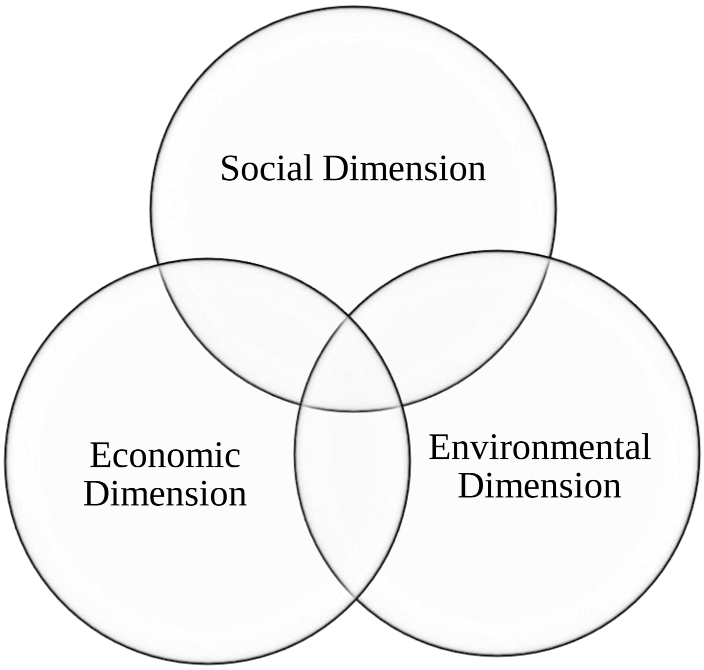

Figure 3.3: Three circles model (Young & Dhanda, 2013)

Egg (concentric circles) of sustainability

The need for a holistic approach towards sustainability studies has led to the proliferation of other models that claim to have corrected the loopholes of the earlier simplistic atomistic models. Among them is the egg or concentric model of sustainability which has a different approach to sustainability studies. It assumes sustainability as a complex system and as result arranges the dimensions in the order of complexity. Unlike previous models, it emphasises the environment on which the other social and economic dimensions depend. Thus, the basic premise of this model is that human beings dwell in the environment and the success of the environment yields profit and improved quality of life (Willard, 2012; Young & Dhanda, 2013). Hence, unless the whole system is sustained, sustainability cannot occur (Figure 3.4). Willard (2012) argues that, of the different models of sustainability, the three concentric circles provide a more practical approach to sustainability since the model recognises the complex and interdependence of systems and places high importance on the form of relationship. Thus, the egg of sustainability provides a holistic framework for examining the performance of a business. However, the model dimensions are limited to only three issues, although some external issues may affect the performance of a business.

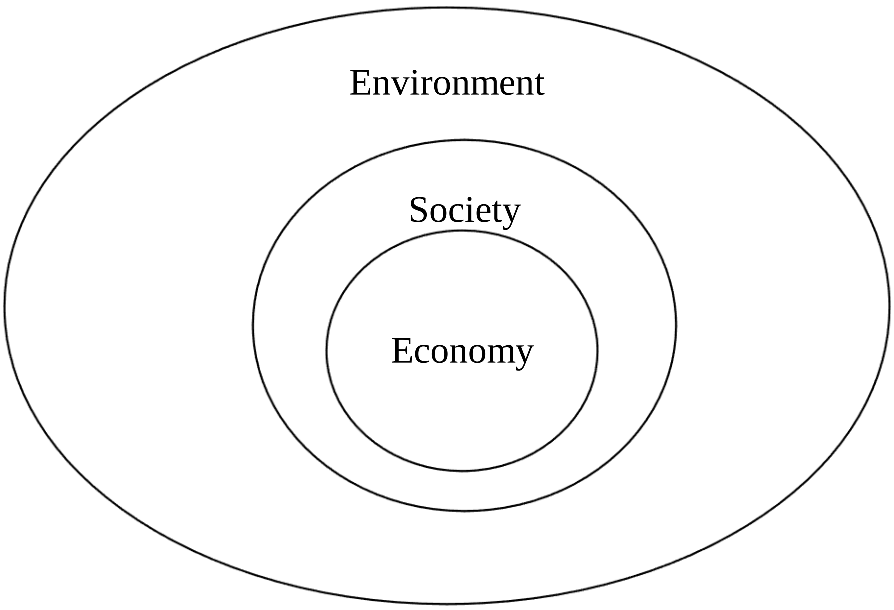

Figure 3.4: Egg of sustainability, Stanners et al. (2007)

Prism of sustainability (four pillars)

Several current studies have been underpinned by the prism of sustainability developed by Wuppertal Institute which has been extended by Valentin and Spangenberg (2000) and Spangenberg (2002). The model uses four main components to conceptualise sustainable development, including economy, environment, society and institution. Valentin and Spangenberg (2000) contend that the economic dimension refers to the income and profit dimension while the social dimension refers to the human capital. The institutional dimension focuses on the rules guiding human activities described as social capital. The environment emphasises the natural capital in the framework. Thus, performance examination is based on quadruple dimensions which put equal importance on interlinkages.

The inter-linkages of the model include access, democracy, burden sharing, care and total material requirement (Figure 3.5). However, how the dimensions affect the performance of a business as a whole is overlooked. Thus, when taken as a whole, how the achievement of one affects the performance of the other is unexamined. Some issues are unclear in this model since it does not apply a systems approach to the study of sustainability.

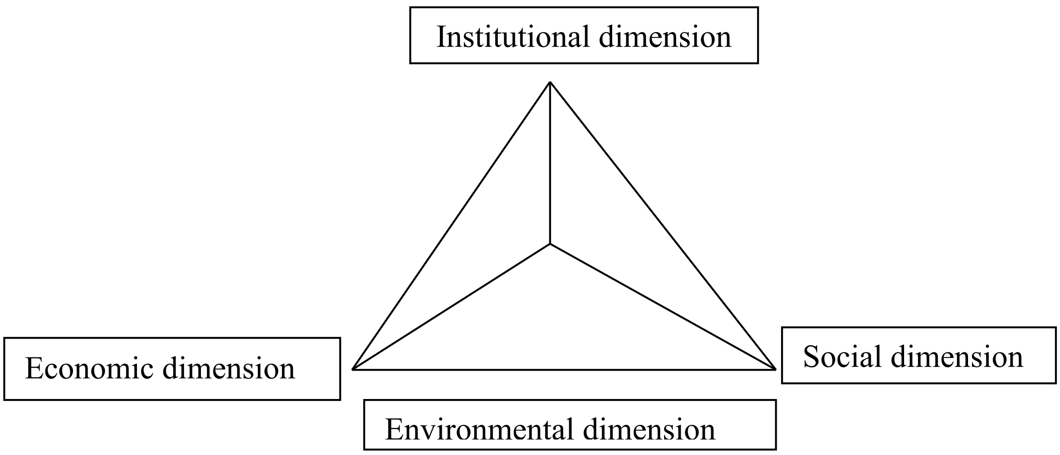

Figure 3.5: Prism of sustainability (Valentin & Spangenberg, 2000)

Having briefly reviewed the models above and their tenets, the egg of sustainability fits the study and is chosen since it recognises the interdependence of sustainability dimensions by introducing a systems approach to sustainable development. However, to be able to assess and implement this framework, indicators to measure the dimensions (i.e. economic, socio-cultural and environmental) of the framework are needed. Thus, the model of dimensions only provides direction and specific indicators are needed to complement their usefulness on the ground. Such applicable indicators are identified and discussed subsequently.

Linking sustainability theory and measurement indicators

Following previous section on triple bottom line sustainability models, this current section discusses the link between sustainability theory/concept and measurement indicators that have been proposed in previous studies and further adopts a list of simple key indicator themes that may guide home-stay owners on the path towards sustainable performance.

While sustainability theory remains a popular catch-phrase of what is good and desirable in society (Holden, Linnerud & Banister, 2014), it has been largely criticised on the basis of its ambiguity (Mebratu, 1998) and difficulty in transposing its principles for an individual sector such as tourism (Torres-Delgado & Saarinen, 2014). Dodds and Holmes (2011, p. 484) assert that for many tourism businesses, there has always been a "struggle to understand the jargon and vague definitions usually used for sustainability"; a condition which impedes sustainability implementation. Inevitably, for a particular tourism enterprise to operate in accordance with the principles of sustainability as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987), essential parameters are needed to measure the impact of tourism businesses such as home-stay. White (2013) argues that in pursuing sustainability, businesses and organisations require measurable and manageable objectives to make progress. In this sense, sustainability of tourism is meaningless without measurable indicators (Butler, 1999). In essence, indicators are fundamental tools for both research and practice of sustainability in tourism (Torres-Delgado & Saarinen, 2014).

Indicators represent “variables that can be measured and monitored to reveal the changing condition of a particular phenomenon” (Weaver, 2006, p. 26). Sustainability indicators provide an operative framework for tourism scholars and practitioners (Torres-Delgado & Saarinen, 2014). Hence, sustainability indicators have been widely used to measure the movement of a tourism product (Miller, 2001); to monitor sustainable tourism development in Island states (Twining-Ward & Butler, 2002); to guide tourism destinations towards the path of sustainable development (UNWTO, 2004); to manage community tourism (Choi & Sirakaya, 2006); to evaluate the contribution of small tourism enterprises to sustainability objectives (Roberts & Tribe, 2008); and to assess wetland tourism (Lee & Hsieh, 2016). Choi and Sirakaya (2006) argue that changes wrought by tourism could be effectively tracked by indicators when they are based on policy relevance, analytical soundness and measurability.

In addition, previous research argues that indicators should be multidimensional involving not only the traditional dimensions of economic, socio-cultural, and environmental (Mowforth & Munt, 1998), but also political, technological and institutional factors (Choi & Sirakaya, 2006). For instance, McCool et al. (2001) evaluated 26 multidimensional indicators at the state, regional and community level as part of unravelling the question, “What should tourism sustain?” in the state of Montana. Some of the evaluated indicators include hotel occupancy rate, visits to parks, recreation areas, and historic sites, crime rate, water pollution from sewage, presence of a sustainable tourism plan, resident attitudes towards tourism and state park management budget. Choi and Sirakaya (2006) criticise the lack of management framework and indicators that enable the tracking of socio-economic and political changes in tourism communities and further develop indicators to measure community tourism using a modified Delphi-technique. About 125 indicators involving economic (e.g. employment growth in tourism and percentage of income leakage from community), social (e.g. host community satisfaction towards tourism development and change in social cohesion), cultural (comparability of new construction with local vernacular and cultural site maintenance level), ecological (e.g. air quality index and level of protection), political (availability of development control policy and local resident participation in planning process), and technological indicators (accurate data collection and tourism information change) were developed for tourism communities.

The preceding studies on tourism destinations/communities provide evidence to support the argument that macro indicators for measuring sustainability abound with little emphasis on micro level indicators for small tourism enterprises that make significant sustainability contribution to the tourism industry. Recognising this existing literature gap, Roberts and Tribe (2008) developed 21 thematic sustainability indicator issues and 54 performance indicators under four broad dimensions namely economic (e.g. business performance/profitability and employment), environmental (e.g. environmental awareness and management and energy efficiency), management/institutional (e.g. management and staff training and access to finance), and socio-cultural sustainability (e.g. community involvement and resident access) which can be used to evaluate the contribution of small tourism enterprises to sustainability objectives. While the extant indicator literature is inundated with measures for tourism enterprises and destinations, the impressive long list of indicators make them largely unworkable and there is the need for simplicity. Recognising such need, other scholars have proposed a list of simplified indicators for tourism enterprises to make small progress and further work towards harder sustainability objectives (e.g. Tanguay, Rajaonson & Therrien, 2013; Agyeiwaah, McKercher & Suntikul, 2017). For instance, Agyeiwaah, McKercher and Suntikul (2017) argue that the tourism industry is overwhelmed with an overabundance of sustainability indicators and a rethink is needed for a smaller set of actionable sustainable dimensions and relevant indicator themes. Based on a meta-analysis of 27 studies that have identified sustainable tourism indicators, the authors suggest four key sustainable tourism dimensions (i.e. economic, social, environmental and cultural), and seven key indicator themes (employment, business viability, quality of life, water quality and management, solid waste management, energy conservation and maintenance of integrity of local communities) and possible measures (e.g. number, type and duration of jobs, profitability, residents empowerment, water treatment, and retention of local cultures and traditions) that can serve as a path forward for enterprises seeking to make progress towards sustainability. It is the simplicity approach and focus on key dimensions and indicator themes that make this current list appropriate in the context of small businesses such as home-stay.

Accordingly, the current thesis as part of improving small business performance within a sustainable development framework adopts the key dimensions and indicator themes suggested by Agyeiwaah, McKercher and Suntikul (2017). It is noteworthy that while sustainability indicators are fraught with contention (Roberts & Tribe, 2008) and no perfect indicator set exists (Manning, 1999), the key sustainable tourism dimensions and indicators adopted in the current study provide practical measures for identifying the necessary conditions to be fulfilled for home-stay businesses to improve their performance towards sustainability. Following the adoption of an existing indicator framework and measures for home-stay sustainability assessment, performance issues of SMTEs are examined.

3.4 Performance issues and assessment

This section seeks to examine some of the performance issues of SMTEs with the hope of illuminating key challenges of the sector. But before discussing the performance issues, understanding the distinction between performance and sustainable performance is essential in this section.

Performance versus better performance within a sustainable development framework

Business performance is one of the important aspects of every venture and it is even more crucial for SMTEs that are entangled with the lack of resources to start business ventures (Reichel & Haber, 2005). Business performance is defined as the ability of a business enterprise to satisfy the needs of its stakeholders (Smith & Reece, 1999). Business performance also refers to how good (success) or bad (failure) a firm is in terms of achieving its goals. Goals are, thus, the standard or yardstick for performance and could be either objective or subjective (Jarvis, Curran, Kitching & Lightfoot, 2000). Different small enterprises may possess distinct goals and as a result, different performance criteria may be required. However, consensus exists in the literature that businesses that perform well succeed and survive.

Success is therefore a significant component of performance and only businesses performing well could be described as successful (Reichel & Haber, 2005). Success has two indicators, including financial success and survival. While financial success focuses on profit, growth, and returns on investment (Wood, 2006), survival concerns itself with the continuous existence of the business and provides no insights on the financial position of the business (Stafford, Duncan, Dane, & Winter, 1999). Thus, performance is the outcome; success and failure are the components and financial success and survival are indicators of success. Such existing conceptualisation of performance provides only two key dimensions of economic and social measures of performance, thereby warranting a more holistic framework to examine and improve performance.

The above-mentioned bi-dimensional approach of measuring performance is still prevalent in recent studies on SMTE performance where some authors propose the inclusion of both subjective and objective indicators as a holistic way to address the flaws in existing frameworks (Jarvis et al., 2000; Reichel & Haber, 2005; Zulkiffli, 2014; Halabi & Lussier, 2014). This is because not all small businesses are driven by profit motives particularly in the context of home-stays where life-style motives are more central than money making motives (Ahmad, Jabeen, & Khan, 2014). This reinforces the egg of sustainability model that was explained earlier where the environment and society take precedence over economic. In addition, the recognition that businesses operate in a multi-faceted environment and that its inclusion in performance improvement is relevant is yet to catch up with recent SMTE performance studies.

In developing a sustainable performance index for the evaluation of local development policy in northern Italy, Castellani and Sala (2010) suggested a framework for conceptualising sustainable performance. According to the authors, sustainable performance should be comprehensive, capturing the essence of economic, social and environmental factors, and focusing on local situations, including typical destination characteristics. Thus, unlike classical performance, performance based on sustainable development brings to the fore additional environmental components and destination uniqueness which are missing in the existing measures of performance since sustainable performance provides economic, socio-cultural and environmental dimensions as well as other local issues to examine the performance of small tourism businesses. This holistic conceptualisation by Castellani and Sala (2010) is used in the current study. As Jarvis, Curran, Kitching and Lightfoot (2000) argue, SMTE performance measures should be exhaustive and tailored to meet the needs of small firms who have unique characteristics and challenges. Thus, sustainable development offers a holistic approach to ensure a better performance of SMTEs (Castellani & Sala, 2010).

But since classical business performance is measured against owners' personal goals, measuring performance based on sustainable development means making sustainability the goal such that it becomes the benchmark. Hence, improving performance based on sustainable development is dependent on the fact that business owners make sustainability their goal in order to overcome the performance issues that lead to failure. Such performance issues are discussed in the next section.

Performance issues of SMTEs

The purpose of this section is to outline the major performance issues of the SMTE sector that have to be addressed based on the chosen model of TBL. This is because the performance of SMTEs is interwoven with multi-dimensional issues (Morrison & Teixeira, 2004). Thus, a better performance requires understanding the challenges of the sector and the sustainability dimension that is affected by the identified performance issues.

Economic performance issues

Most of the issues of performance have focused on the economic dimension of SMTEs since this dimension measures growth and profit and hence, determines business viability (Stoddard et al., 2012). Thus, the indicator of economic dimension is business viability and employment (see Table 3.2). Nevertheless, research on the case of SMTEs in developing countries is still limited.

Such limited empirical examination in developing economies, in part, relates to the fact that some existing studies in developed economies revealed that most operators of small accommodation enterprises are lifestyle owners (Keen, 2004; Getz & Carlsen, 2000; King, Breen & Whitelaw, 2014), obscuring research in economic dimension in other developing regions. Indeed, not all owners are driven by lifestyle reasons in the small tourism sector as found in New Zealand and Australia (Keen, 2004; King, Breen and Whitelaw, 2014) and some may have dual business reasons (Zhao & Getz, 2008). Thus, business reasons might not necessarily be a single factor but a combination of two or more factors which also means willingness and care may cut across a number of issues.

Such performance issues include seasonality, occupancy rate (Getz and Nilsson, 2004; Zhao and Getz, 2008), intermediation (Gartner, 2004), competition and poor facilities (Ahmad, Jabeen, and Khan, 2014), reduction in demand, increasing operational cost, poor access to finance (Ahmad, 2015) and low financial resources/capital (White, 2012). However, a discussion of measures to address these issues for small tourism firms to perform better is missing in scholarly debates.

For instance, studies by both Getz and Nilsson (2004) and Zhao and Getz (2008) found the indispensable role of seasonality in SMTEs which impact on their performance. About 90.2% of respondents in Guangxi, China, confirm the destructive role of this phenomenon, making them resort to several strategies. Indeed, the tourism literature confirms the universal recognition of seasonality which results in fluctuations in tourism numbers over a particular period (Getz & Nilsson, 2004). This challenge, when not addressed can gradually lead to business decline (Shaw & Williams, 1997). In addition to economic factors that impact on performance, several socio-cultural issues are relevant and worth examining in the next section.

Socio-cultural performance issues

Sustainability is partly about people as a result of which the needs of humans are at its centre. The socio-cultural progress of small tourism accommodation businesses reflects ways by which they can improve upon their "people" component of the bottom line. Hence, the indicators adopted in this study for socio-cultural dimension are quality of life and maintenance of cultural integrity (see Table 3.2). Given the fact that humans are at the centre of this dimension, the socio-cultural component is a complex and subjective dimension to measure. This is because it deals with different people with different cultures, backgrounds, and needs (Hardy & Beeton, 2001). Consequently, progressing towards a socio-cultural sustainability may vary from one small firm to the other and research is needed on small accommodation enterprises in different regions. Socio-cultural performance should be addressed based on the issues and needs of the context. Hence socio-cultural strategies work better depending on the prevailing issues in a particular region.

Such prevailing issues include inadequate knowledge, management skills and experience (Gartner, 2004; Chen and Elston, 2013; Pusiran and Xiao, 2013; Ahmad, Jabeen, and Khan, 2014), lack of cross-cultural understanding, access to road, and lack of safety and security (Ahmad, Jabeen, & Khan, 2014). For example, a study on home-stay businesses in Malaysia revealed that SMTEs go through several socio-cultural performance issues that impede their performance rate (Ahmad, Jabeen, & Khan, 2014). A survey of about 853 home-stay owners revealed security issues as one of the critical social factors that hinder business operation and should be worked on in Malaysia for better performance. Essentially, other environmental factors have been identified in the literature as hindrances to business performance. Such environmental performance issues are discussed in the next section.

Environmental performance issues

The environmental dimension of sustainability focuses on nature. Its indicators adopted in this study include water quality and water management, solid waste management and energy consumption which are very important to every society (see Table 3.2). Nonetheless, studies focusing on how small tourism accommodation businesses can perform better by improving their environmental conditions are still limited. Of the few, some have concentrated on eco-labels (Font, 2002), challenges of environmental responsibility (Schaper, 2002b), environmental investment measures (Masurel, 2007) and environmental roles of small firms (Thomas et al., 2011). While each of the above studies helps advance knowledge on the sector, academic work has not further examined specific environmental issues of small accommodation enterprises that differ in sizes and context and pragmatic ways for small business owners to perform better. Yet as Schaper (2002a) argues, resolving environmental issues of small firms requires prior understanding of their environmental performance challenges and issues.

Such issues include lack of clean water, unreliable electricity supply (Purisan and Xiao, 2013), waste disposal, and fewer landfill sites (Simpson, Taylor & Barker, 2004). Essentially, existing studies have been slow to identify further environmental issues in the context of different developing countries. This is due to the assumption that SMTEs have limited environmental foot print and there seem to be no need to examine the challenges and practices of the sector (Schaper, 2002a; Lee, 2000). However, the tourism literature affirms the ability of small tourism entities to have significant environmental impacts (Morpeth, 2004). Hence, further research is needed in that direction.

Moreover, other non-environmental issues are also influential in small business operations (Gartner, 2004). Such issues include low technology adoption (Morrison & King, 2002; Zhao & Getz, 2008), low government support (Chen & Elston, 2013) and global factors like diseases that are beyond owners' control (Gartner, 2004). Such extra factors are considered in the present study.

Based on the performance issues discussed under the three dimensions of sustainability (economic, socio-cultural and environmental), the indicators adopted and used during data collection to examine the performance of SMTEs include business viability, employment, quality of life, maintenance of cultural integrity, water quality and water management, solid waste management and energy consumption. These indicators also guided the assessment of sustainability practices in the next section.

Sustainability practices of SMTEs

To understand the performance issues of the sector, it is prudent to examine the sustainability practices of SMTEs since performance issues are linked to the business practices of this sector. Despite the growing empirical argument of the need for a business case for sustainability in the broader SME literature, little has been done on small firms in tourism with a focus on their detailed sustainability practices (Collins, Lawrence, Pavlovich, Ryan, 2007). Bearing in mind that for any strategy to be identified, prior analysis of actions and practices at the micro level is key to ensuring better performance within a sustainable development framework (Schaper, 2002a), this section presents some conclusions in the literature regarding some of the sustainability practices based on the dimensions and indicators adopted for the current study.

Economic, socio-cultural and environmental sustainability practices of SMTEs

Studies conducted on sustainability practices sometimes ignore the economic sustainability practices of small tourism firms as most authors use sustainability practices interchangeably with environmental practices (e.g. McKeiver & Gadenne, 2005). This is also reflective in existing SME studies where practices are skewed to environmental and social practices (e.g. Collins et al., 2007). For instance, a study by Collins et al. (2007) that examined the sustainability practices of over 800 SMEs in New Zealand focused on only social and environmental practices. As the authors narrate how they obtained data, they stated that "…jargon was minimized. For example, the term 'sustainability' was avoided and reference was made to social and environmental practices" (p. 732). Given such reference to social and environmental dimensions, the study concluded that some social practices of SMEs include job training and contribution to charity whereas environmental practices among SMEs include waste reduction practices, recycling and being a member of an environmental association (networks). Thus, the study revealed no finding on economic practices of SMEs. Additionally, given the different sizes and markets used, it is possible for the practices of a particular size to dominate the finding; therefore, further studies on a specific market size are needed.

Garay and Font's (2012) study in Catalonia provides a comprehensive analysis of sustainability practices among SMTEs. According to the findings of their study, economic practices of SMTEs include promotion of local consumption, recruitment of workers from the same locality, choice of providers that promote local development and payment of high salaries. In terms of social-cultural dimension, the authors reported that promoting local language, gender equality, cooperating in social projects and installing disabled infrastructure are the key practices of the SMTE sector of Catalonia. The environmental practices included waste recycling, energy, and water savings, environmental accountability, use of alternative energy sources, use of ecological products and environmental promotional initiatives among customers. While these results are very useful and reflect the practices of SMTEs, they are responses from the developed economy with seemingly different views and knowledge of sustainability from developing countries. Thus, an examination of sustainability practices in developing countries is likely to reveal different findings.

Another study by Horobin and Long (1996) revealed specific environmental sustainability practices of small tourism firms in Yorkshire Dales National Park. Such practices include recycling waste materials like bottles, cans, and paper. Owners were also buying products that were labeled environmentally friendly and recycled products, reducing energy consumption and informing guests about sustainability practices of the environment. In addition to the above-mentioned practices, small tourism firm owners used refillable containers and reduced business vehicles to help minimise their environmental footprint. Essentially, preference was given to local building materials as a way of conserving environmental resources.

Similarly, Dewhurst and Thomas' (2003) study of small firms within the Yorkshire Dales National Park identified three distinct groups of small tourism firms, namely unconvinced minor participants (UC), anti-green pragmatists (AP) and committed actors (CA). The practices of these identified groups included ensuring resource conservation through the alternative water source, promoting local purchases among guests, burning waste and feeding animals with organic waste. Despite the ad-hoc nature of these practices, they represent small steps to move towards a sustainable path and perform better within a sustainable development framework. Essentially, the existing studies reveal some similarities and differences in the sustainability practices of SMTEs due to several factors, including the context and business size with most of the studies being skewed to the developed world. However, the above studies shared a little on the motivations behind sustainability practices among SMTEs.

Font et al. (2016) profiled small tourism firms in Europe based on their sustainability motivations and identified three types of firms, namely business driven firms, legitimisation driven firms and lifestyle and value driven firms. Each of these profiled firms has unique motivations for undertaking sustainability practices. For example, the business driven firms are motivated to practise sustainability for commercial reasons. Legitimisation driven firms are motivated to practice sustainability as a response to stakeholder pressure, and lifestyle and value driven firms are motivated to practise sustainability as part of their daily habit and routine (Font et al., 2016).

The literature is scanty on the relationship among sustainability knowledge, practices and motivations, even though an emerging stream of research has soared on sustainability practices and motivations among SMTEs (e.g. Font et al., 2016). Some of the few studies have found that small firm owners with considerable knowledge may do a variety of things even though they do not understand sustainability (McKeiver & Gadenne, 2005). In this case, such practices are motivated by owner personal needs, lifestyle, and other contextual issues. Nevertheless, sustainability practices must be accompanied by deep understanding and altruistic goals.

Based on the reviewed literature, Table 3.2 presents a list of key indicators adopted from Agyeiwaah et al. (2017) earlier in this thesis that guided the data collection and assessment of home-stay business sustainable performance. It is noteworthy that specific questions were designed for the structured interviews to fit the home-stay context since some practices are specific to Ghana. Similar to such uniqueness of practices, practical implementation of strategies is unique from place to place and, as a result, merits discussion.

Table 3.2: Key indicators adopted for structured interviews

Dimension(s)	**Key Indicators**
Economic	Business viability, and employment
Socio-cultural	Quality of life and maintenance of cultural integrity
Environmental	Energy consumption
	Water quality and management
	Solid waste management

Source: **Adopted from Agyeiwaah et al. (2017)**

3.5 Implementation issues: Strategies of sustainable performance

The growing concern of bridging theory and practice of the concept of sustainability has led to a discussion of how firms on the ground can practically implement sustainability strategies (Schaper, 2002a). Indeed, numerous empirical studies conclude that implementing sustainable strategies is a dilemma for most SMTEs and SMEs in general (Zinck & Farshad, 1995; Simpson et al., 2004). This is because many small accommodation owners are overburdened with the problem of choosing which sustainability issue is an appropriate option to pursue out of the overwhelming suggestions in the extant literature leading to choice overload (when choice options exceed individual decision-making ability) (Haynes, 2009). This situation is further exacerbated when small accommodation owners possess little understanding of the concept of sustainability (Dodds & Holmes, 2011) due to the non-alignment and non-dominant nature of sustainability issues (Agyeiwaah et al., 2017). Non-alignment happens when a set of discrete choices are largely unrelated (Gourville & Soman, 2005). On the other hand, non-dominance ensues when no single option is clearly perceived as being the best (Fasolo, McClelland, & Todd, 2007). Against this background, simple strategies that could be implemented by SMTEs are of relevance to home-stay businesses.

Nonetheless, existing studies have not gone further to seek strategies that could be implemented by SMTEs partly because of the strictly quantitative approach of most of the studies which do not situate the strategies in the social worlds of owners, making implementation difficult (e.g. Garay & Font, 2012; Horobin & Long, 1996) due to lack of ownership (Miller & Twining-Ward, 2005). Thus, despite the foregoing argument that implementation is a big challenge for both micro and, perhaps, macro tourism enterprises, practical strategies that are implementable by owners are limited. The purpose of this section is to highlight some of the strategies proposed by previous studies.

The literature confirms that the challenges of business performance require sustainable strategies that are implementable by SMTEs. Such strategies include increasing occupancy rate through online advertisements (Reichel & Haber, 2005), reducing cost through buying products in bulk products for servicing customers (Narrod, Roy, Okello, Avendaño, Rich, Thorat, 2009), expanding product lines (Acharya & Halpenny, 2013), marketing online to create more awareness and increase patronage (Morrison & King, 2002; Ahmad, 2015), forming cooperative unions to by-pass intermediaries, enjoying economies of scale (Wheeller, 1991; Shih, Harrington, Pizer, & Gillingham, 2004) and providing a business network system (Birchall &

Ketilson, 2009). Environmental strategies include recycling waste and saving energy and water (Garay & Font, 2012). Thus, several strategies abound for SMTEs to implement and make progress.

Such strategies, according to the literature, may be useful for improving the performance of SMTEs within a sustainable development framework. For instance, a study by Getz and Nilsson (2004) which examined the seasonal performance issue of small family business owners on the Danish Island of Bomholm found three key strategies of seasonality, namely coping, combating, and capitulating. Coping refers to the temporary closure of the business as a response to seasonality. Combating, on the other hand, seeks to defeat seasonality and the final strategy, capitulating, succumbs to the situation with possible termination of the business. Essentially, Zhao and Getz (2008) confirmed the application of coping strategies among most SMTEs in China as a strategic response to seasonality. The choice of any of the strategies depends on several factors which are beyond the focus of this section.

While the above strategies are easily applicable in some context, it may be misleading to assume that it could be implemented in a developing country context since strategies are problem-oriented and the given performance issue determines the appropriate and implementable strategies.

In addition to such uniqueness, small tourism firms may be bedevilled with several structural and operational challenges that impede the implementation of sustainability strategies (Dewhurst & Thomas, 2003). Some of the obstacles include lack of expertise (Simpson et al., 2004), lack of resources (Bramwell et al., 1996) and cost of implementation and time (Collins et al., 2007). Thus, implementing sustainability strategies may come at a cost for SMTEs and their ability to combat such obstacles depends on individual owner’s strength within the sector.

3.6 Chapter summary

This chapter has examined the conceptual underpinning of the study with the aim of choosing an appropriate TBL model to drive the study. A major takeaway from the chapter is that sustainability is a concept that businesses should work towards gradually. Three main issues affect sustainability, including definition, assessment and implementation issues. How this can be addressed at the micro level is still scanty in the literature. Nevertheless, some large firms have been successful in sustainability implementation using the TBL audit tool which offers a comprehensive way to develop useful dimensions, indicators, and measures for putting sustainability into practice, as it guides the identification of issues and development of useful strategies.

As part of identifying relevant indicators for examining the sustainable performance of SMTEs, previous literature on sustainability indicators were examined and a previous study on indicators by Agyeiwaah et al. (2017) was adopted as a key indicator list that should drive home-stay businesses towards a sustainable future. The key indicators of sustainable tourism were used in this study to evaluate performance issues and sustainability practices. Following this chapter, the thesis presents some contextual issues in Ghana relevant to this thesis in the next chapter.

CHAPTER FOUR: STUDY CONTEXT (GHANA)

4.0 Introduction

From the preceding chapters on the performance issues of the home-stay, context plays a major role and demands examination. Consequently, this chapter gives a detailed background of the context of the study. The chapter has two objectives. The first objective is to examine factors that affect SMTEs' performance in Ghana. The second objective is to describe study sites within Ghana where data collection took place. To help achieve these objectives, the review is in five parts. The first part provides a geographical description of Ghana with a map. The second part describes the official tourism body, Ghana Tourism Authority and accommodation options available in Ghana as specified by this governmental body. The third part examines the factors that affect SMTE performance in Ghana and the fourth part describes the three study areas within northern and southern Ghana where data collection took place. The final section summarises the chapter and lessons learnt. It must be emphasised here that specific statistics on home-stay in Ghana are limited. This is because owners do not keep proper records due to its nature. This major challenge has been confirmed in the literature (Hall & Rusher, 2004).

4.1 Geography of Ghana

Geographical characteristics of Ghana are of importance to the knowledge, care, willingness and practice towards sustainability. This is because even without knowledge residents that live with nature may be interested in preserving it as it forms part of their livelihood (Anand et al., 2012). Thus, it is relevant to understand the geographical features of Ghana (see Figure 4.1).

Ghana is located in West Africa and flanked by Burkina Faso on the north, the Atlantic Ocean on the south, Togo on the east and Côte d'Ivoire on the west. The country has an area of 238,537 square kilometres (Ghana Statistical Service, 2012) with a population of 28.6million as at 2017 (Worldometer, 2017). The country is made up of six agro-ecological zones namely, rain forest, deciduous forest, transition zone, guinea savanna, sudan savanna and coastal savanna. The distribution of rainfall in the country is bimodal in the forest, transitional and coastal zones, giving rise to a major and a minor growing season (The World Bank, 2015).

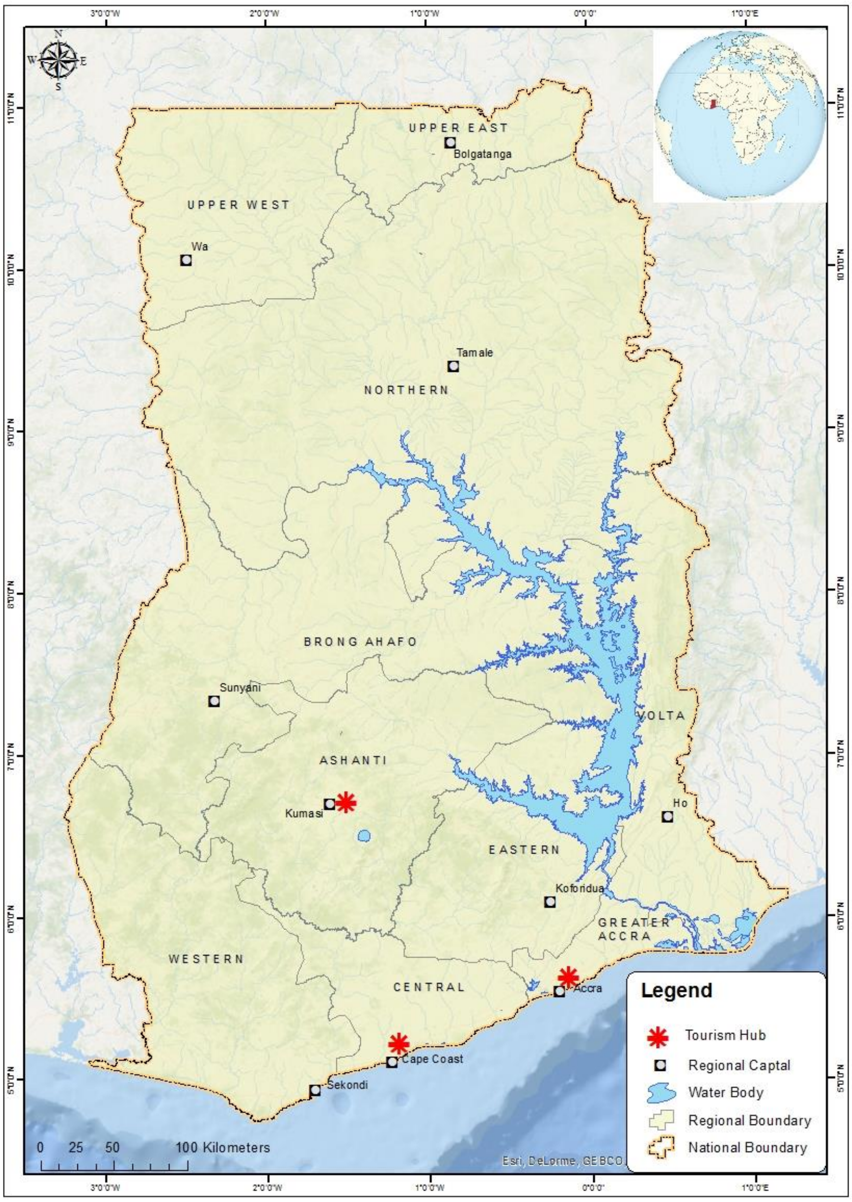

Figure 4.1: General Map of Ghana showing major tourism hubs

Ghana has a warm humid climate. Mean annual rainfall of the country is estimated at 1187mm. Mean annual temperatures range from 26.1 °C near the coast to 28.9 °C in the extreme north. The country has a low topography with a tropical and savannah regions split into ten regions (see Figure 4.1) namely Ashanti Region, Brong-Ahafo Region, Central Region, Eastern Region, Greater Accra Region, Northern Region, Upper East Region, Upper West Region, Volta Region and Western Region (AQUASTAT Survey, 2005). Within these 10 regions, all tourism activities are under the mandate of the Ghana Tourism Authority which is the key institutional body given the authority by the Ministry of Tourism, Culture and Creative Arts of Ghana to ensure sustainable tourism operations. The details of its objectives are described briefly in the next section.

4.2 The Ghana Tourism Authority

The Ghana Tourism Authority (GTA) is the former Ghana Tourism Board (GTB) created to oversee tourism activities in the country. In 2011, a bill was passed to replace the GTB with GTA purposely to give the tourism industry the power to operate as an autonomous body empowered to develop programmes/products. One of the major objectives of this new body was to set up a Tourism Development Fund with a levy of one per cent on all tourism products which took effect on October 2012 (GTA, 2011).

Objectives of the Ghana Tourism Authority

The GTA has the main objective of promoting the sustainable development of the tourism industry of Ghana internationally and within the country although specific sustainable development policy and targets for tourism are not known. Nonetheless, the country has a national target for sustainable development in line with Rio Summit and its regional collaboration in preparation towards Rio agenda (Ministry of

Environment Science & Technology, 2012).

Functions of the Authority include the following:

- Implement and ensure compliance with tourism regulations developed from time to time;
- Grant licences for the tourism industry, regulate and supervise tourism enterprises;
- Regulate and monitor the activities of licensees;
- Initiate, conduct, promote and encourage studies for the growth and development of the tourism industry;
- Oversee the administration of the Tourism Development Fund and ensure that the fund is utilised effectively;
- Ensure the management and development of appropriate designs for tourist sites;
- Ensure collaboration with other public, private and international agencies necessary for the performance of its functions;
- Investigate and take measures to eliminate illegal, dishonourable, unsound and improper activities in relation to any activity regulated under this Act;
- Establish standards, guidelines, and codes of practice in relation to carrying on or running a tourist enterprise and attractions;
- Ensure pro-poor, sustainable and responsible tourism; and
- Develop standards and guidelines for designs for use at tourist attractions and enterprises to reflect Ghanaian culture.

Source: **GTA (2011, p. 1-2).**

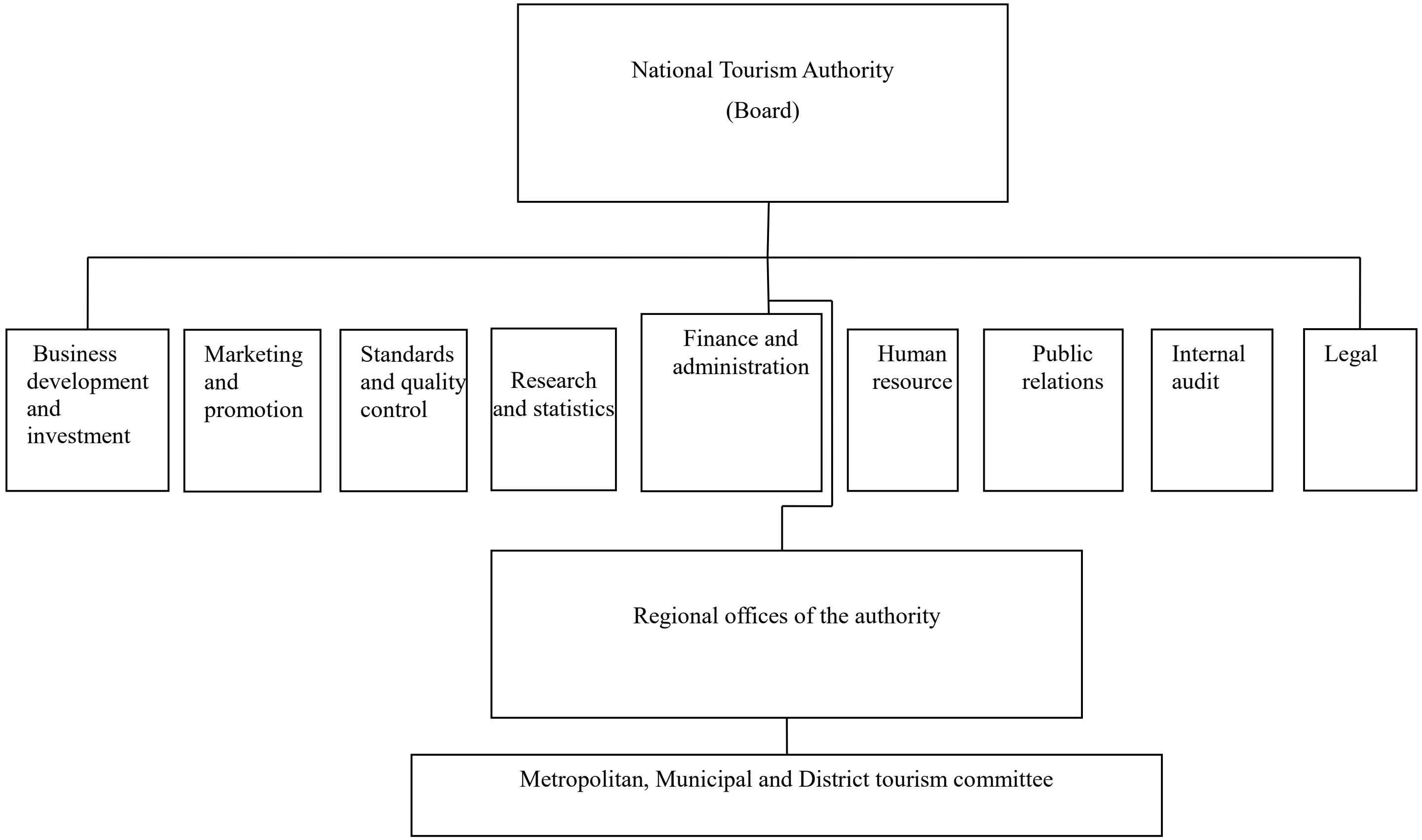

Figure 4.2: The new structure of the GTA

Source: Ghana Tourism Authority, 2011

Figure 4.2 is the organisational chart of the GTA. From Figure 4.2, the GTA has different departments that specialise in different aspects of tourism in Ghana. They include Business Development and Investment Department which ensures the development of business opportunities and investments into tourism. The Marketing and Promotion Department handles sensitisation of tourism products in and outside the country. Standards and quality control section ensure that tourism facilities operate within the required standards set by the Authority. Other departments include research and statistics, human resource, public relations and internal audit and legal. There are also regional offices which report to the Authority (GTA, 2011). The regional offices are in charge of registering families who are interested in hosting international tourists. Registered families are expected to operate in accordance with the rules of the Authority which is specified in the New Harmonized Standards for Accommodation and Catering Establishments in Ghana by the GTA (Ghana Tourism Board [GTB], 2005).

According to this document (i.e. New Harmonized Standards for Accommodation and Catering Establishments), home-stay falls under 'Category C' of accommodation enterprises after hotels (Category A) and guest houses (Category B).The regulations of this document state categorically, that home-stay facility must provide basic services including bed, clean mattress, mosquito nets, bathrooms, pillow, breakfast, and security. Family units are most preferred by the Authority to enhance social and cultural interactions and create a sense of home (GTB, 2005).

Nevertheless, a single host is allowed to operate if only the owner is not below 25 years and retains an independent and solvent existence. The GTA as part of its mandate conducts yearly inspections of the registered homes to ensure they are operating in accordance with the regulations. The structure of the authority also includes Metropolitan, Municipal and District Assembly (MMDA) offices which were not part of the past GTB. The purpose is to create local offices for easy access by local communities as the regional offices are always located in the urban areas depriving local areas of easy access to the Authority. Thus, the GTA has been expanded to remote areas and given adequate official power to regulate tourism businesses in Ghana including all accommodation units that service visitors (GTA, 2011).

The accommodation sector of Ghana

The different types of accommodation in Ghana are clearly stated in the current Tourism Policy of Ghana. They include (a) hotel, (b) guest house, (c) motel, (d) home lodge, home stay and inn, (e) serviced flats, holiday apartments, (f) tourist camp, caravan (g) hostels (h) resorts, and (i) lodges (Ministry of Tourism, 2010; Mensah & Mensah, 2013). What constitutes small accommodation is dissimilar to what has been discussed in the literature elsewhere (Morrison et al., 1996). In Ghana, small tourism accommodation units are defined based on their capacity. They have at least a four-room capacity. Budget accommodation and home-stay fall under this category (Akyeampong, 2007). The present study focuses on home-stay businesses that have a family component as part of the guest experience and uses Lynch's (2003) one-eleven (1-11) room capacity as cut-off point since some owners may have room capacities smaller or larger than what has been captured in the local books which are outdated (Akyeampong, 2007).

The emerging trend for some owners is connecting unofficially with tour intermediaries and non-governmental organisations (NGOs) who organise volunteer tours to Ghana and use home-stay accommodation for their clients. The growth of intermediary activities is spurred by the current global wave of volunteer tourism that has given tourists the chance to engage in projects for altruistic reasons. Globalisation and improved transport systems have made this alternative tourism the desired option among visitors in recent times (Mensah, Agyeiwaah & Dimache, 2017).

Empirical studies indicate that Ghana has one of the highest concentrations of volunteer projects in Sub-Saharan Africa with over 103 volunteer tourism organisations working in the country (Forsythe, 2011) and home-stay is the accommodation that complements this programme in Ghana (Agyeiwaah & Mensah, 2016). For example, of the 103 volunteer tourism organisations, Projects Abroad, one of the organisations which operate in four different regions (Ashanti, Greater Accra, Central and Eastern Regions) has a minimum of 10 homes in each region (Personal Communication, Projects Abroad Cape Coast Regional Coordinator). The home-stay accommodation facilities although are very small under the GTA, perhaps, due to regular license fees, NGOs have the maximum home-stay business owners in the country (Table 4.1). The list of some of the NGOs has been identified for three study sites discussed later in this chapter (Department of Social Welfare, 2015). This list guided the data collection process.

Table 4.1: List of volunteer organisations in three study areas

Volunteer organisations	South		North
	Cape Coast	Akropong-Mamfe	Tamale
Latitude	√	x	x
Abusua Foundation	√	x	x
Danish Gymnastics and Sports Associations	√	x	x
Global Brigade	√	x	x
Global Mamas	√	x	x
Projects Abroad	√	√	x
Proworld	√	x	x
Women in Progress		x	x
Youth Opportunities Partnership Programme(YOPP),			√
Projects Abroad, Christian Children Fund of Canada (CCFC),			√
Volunteers Africa and Action Aid			√

Source: **Department of Social Welfare records, 2015**

Background of home-stay in Ghana

Tourism in Ghana has grown from a budding industry into a fully fledge sector occupying the fourth income generator for the country. For this reason, attempts have been made by the Ghana government to enhance authentic tourist experience and more importantly facilitate local participation. One approach is through enhancing the use of local accommodation options like home-stay (Bentum-Williams, 2012). Hence, home-stay is one of the common family owned accommodation enterprises in Ghana presently. Though there is no specific development era for this accommodation due to its largely informal nature with little statistics on its operations; different parts of the country witnessed different experiences of its emergence. The case of the three main tourism hubs in Ghana is worth mentioning.

In the Central Region of Ghana, for instance, one event that triggered the use of homes as an accommodation option for visitors was the first celebration of the Pan-

African Historical Theatre Festival (PANAFEST) in 1992. The purpose of this biannual international event was to get Africans in the Diaspora to retrace their steps [roots] to Africa. Insufficient hotel accommodation in the region made government suggest the use of private homes to host the visitors for this event. Hence, interested families were made to register with the then GTB for inspection after which they were recruited. After the event, the concept was maintained to meet the needs of other market segments which preferred the services of private homes (GTA, 2011 cited in Agyeiwaah, 2012).

In the Greater Accra Region of Ghana, the growth of this accommodation is linked to Council for International Educational Exchange (CIEE) at the University of Ghana in the early 1990s. Launched in 1994, with an anthropological purpose of aiding students in acquiring and developing skills for living in a culturally diverse world, CIEE promotes this type of tourist accommodation in the hope of achieving this objective. Students are distributed in the country to learn the diversity of the Ghanaian culture, thereby creating the demand for home-stay across the country (Princeton Review, 2004 cited in Agyeiwaah 2012).

In the Ashanti Region, the phenomenon is quite recent. One major event that promoted the use of home-stay in the Ashanti Region particularly, Kumasi, was the African Cup of Nations in 2008 which was preceded with intense promotion for home-stay in 2006 by the then GTB. Home-stay facilities benefited from the GTB's campaign as visitors chose this option to save cost (Akyeampong, 2007).

Presently, the organisation of this accommodation has taken a different dimension. Unlike other destinations of the world (Malaysia, Thailand, UK), it has become the preference of volunteer tourists to Ghana (Agyeiwaah et al., 2014). This group of tourists visits Ghana for altruistic projects and their length of stay is such that a cheaper accommodation is beneficial due to the high cost of volunteering projects in Africa (Forsythe, 2011; Tamazos & Butler, 2009). For that reason, intermediaries planning these volunteer tours liaise with local families per their own standards and place tourists in various homes. Home-stay has become a major arrangement in Ghana such that every volunteer to Ghana has a high probability of living with host families. This arrangement is separate from the operations of the Ghana Tourism Authority. For that reason, there are two types of home-stay accommodation facilities in Ghana – one registered officially with the GTA and another operating with the NGOs (tour operators).

The advantage of working with the former is the ability of the owner to take full charge of clients' issues. However, those with the NGOs rely solely on the NGOs to provide yearly demand for their products and they (NGOs) also pair visitors and hosts appropriately, relieving a host of much stress unlike the licensed ones with the GTA. The major role of the NGOs also implies that prices are negotiable and are not the sole decision of host families, thus making the NGOs powerful. Significantly, the new structure of the GTA is such that it has no section that monitors the operations of NGOs that double up as tour operators. These NGOs are registered under the Ghana Social Welfare where they report to. Thus, NGOs working with local home-stay owners are not supervised by the Ghana Tourism Authority (Agyeiwaah & Mensah, 2016).

Table 4.2: Tourist accommodation facilities by category and region (December 2009)

Region		5-star	4-star	3-star	2-star	1-star	Guest house	Budget	*Supple mentary	Total licensed
Greater	N	1	4	7	81	73	57	483	44	750
Accra	R	104	676	609	2282	1232	324	5602	650	11479
Ashanti	N		1	2	42	40	20	167	39	311
	R		167	37	1100	776	138	2118		4336
Eastern	N			1	10	8	5	106		130
	R			35	339	102	26	1491		1993
Western	N			3	13	29	12	70		127
	R			114	354	581	84	998		2131
Central	N			3	6	14	8	97		128
	R			160	156	269	54	1475		2114
Brong	N			1		4	4	77		89
Ahafo	R			92		104	104	1005		1240
Volta	N				5	8	1	40		54
	R				320	127	7	570		1024
Northern	N				7	4	5	47	4	67
	R				150	73	33	693	90	1039
Upper	N					3		35		38
East	R					40		364		404
Upper	N				1	1	66	13		81
West	R				40	36		211		287
Total	N	1	5	17	165	184	181	1135	87	1775
	R	104	843	1047	4741	3340	705	14527	740	—
										26047

**Supplementary accommodation facilities refers to home-stay, tourist homes, and hostels, the N= number of units; R=rooms* (*Source*: Ghana Tourism Authority [GTA], 2011).

Essentially, for confidential reasons, most of the NGOs do not release their accommodation units in the public media. As a result, there is no official statistics on the total homes operating under the NGOs. However, the GTA sometimes releases its accommodation units including home-stay, which fall under supplementary accommodation. Thus supplementary accommodation here encapsulates all small accommodation enterprises such as home-stay, hostels and guest houses (Table 4.2).

4.3 Factors affecting small tourism accommodation performance in Ghana

Context plays a crucial role in small tourism accommodation performance (Morrison & Teixeira, 2004). This is because the life cycle stage of a destination explains the business reasons of owners. Four structural issues have a significant implication on small firm performance in a given region. They include the stage of economic development of the country, the tourism and policy infrastructure in place, variables influencing the quantity and quality human resources as well as market forces (Morrison & Teixeira, 2004). These factors form the basis of discussion in this section.

Economically, Ghana is a lower middle income country within the Sub-Saharan Region of Africa. The country has a Gross Domestic Product (GDP) of US$48.14 billion as at 2013 (World Bank, 2015). As a young middle income country, Ghana seeks to accelerate the economic development to meet the benchmarks associated with this standard (Kolavalli, Robinson, Diao, Alpuerto, Folledo, Slavova, Ngeleza, & Asante, 2012) and tourism is one of the tools for ensuring this goal. Ghana's popular historical tourism relics are connected to its background as a major centre for the transatlantic slave trade in post-colonial era (Holsey, 2004). For now, tourism is said to be at the early development cycle stage in the region (Akyeampong & Asiedu, 2008) and it is the fourth income earning sector of Ghana after gold, cocoa and foreign remittances (Ministry of Tourism, 2013).

The preceding factors have significant implications for tourism policies and infrastructure. Given the prominent heritage attractions in addition to the pristine beaches and cultural attractions, Ghana has become a centre for tourists in the diaspora seeking to find their roots after centuries of slavery. As a result, the Ministry of Tourism, Culture, and Creative Arts has been working hand-in-hand with its allied institutions to improve the attractiveness of the region not only to the diaspora but to tourists that are interested in dark tourism, volunteer tourism, heritage tourism and cultural tourism as well as beach and nature tourists. As part of making this workable, the Ministry has transformed its initial Tourism Board into a Tourism Authority purposely meant to allow the authority to develop innovative products to promote Ghana's attractions. This has also attracted the initiation of a National Tourism Development Plan - 2013-2027 meant to boost growth and increase receipts from 993,600 thousand in 2013 to USD 1.5 billion in 2017 (Ministry of Tourism, 2013). The country has since this initiative witnessed growth in tourist arrivals from 931,000 to 1263,800 for 2010 and 2012 respectively (Ministry of Tourism, 2013; UNWTO, 2014). Tourism in Ghana has made significant progress through government favourable policy initiatives. Thus, the government has a role to play in ensuring a better performance of the tourism sector.

Regarding policies on tourism, some incentives are in place for the accommodation sector of Ghana. The incentives are under the Ghana Investment Promotion Centre (GIPC) Act 2013 (Act 865) meant to encourage investment in the provision of accommodation services for Ghana. This is because the government believes these financial packages aid business performance, although Wanhill (2004) argues that, a single dimension may not solve the poor performance of SMTEs and holistic strategies should be adopted. The financial incentives include five-year tax holidays and reduced income tax rates of 20%, though enterprises located outside of regional capitals pay 12.5% income tax. The Act also allows duty exemptions to new hotels for the importation of essential equipment such as refrigerators and air-conditioners. The major challenge is the abuse of such incentives leading to tight measures for the application (Frimpong-Bonsu, 2015). Indeed, as Gartner (2004) argues, most Ghanaians are multi-business oriented and they may use the incentives for other purposes. Thus, while policies are in place to enhance performance, they are one-dimensional with strict measures to avoid misuse.

Management of small firms is embedded in the social world of owners. This makes human resource issues significant since low education has implication on issues of communication, technology use and social skills with guests (Morrison & Teixeira, 2004) which subsequently affect performance. In Ghana, for instance, the two diagnosed diseases of the country are poverty and high illiteracy (Ghana Web, 2014). Similar to most developing countries, resources to subsidise and promote mass education are non-existent and individuals bear full cost of education. Hence, literacy funding is the sole responsibility of the individual Ghanaian and this applies to individual business owners who need relevant knowledge to improve performance. Therefore, willingness to pay is a key component to driving empowered human resource.

The final factor is market issues (Morrison & Teixiera, 2004) which have a significant influence on small firm competitive position. Since destinations are a bundle of attractions (Page & Connell, 2006), the context affects the competitiveness of a destination. This implies that for any given region, any external issues like terrorism, Ebola, Middle East respiratory syndrome (MERS) etc. affect tourism demand. Such unprecedented market issues reduce arrivals and subsequently affect business performance. For instance, in the case of Ghana, although no Ebola virus disease (EVD) case was recorded, the geographical location of the country as a West African country affected arrivals (UNWTO, 2015a) and, hence, tourism business performance country-wide.

4.4 Study areas

SMTE owners within different cities and suburbs may possess different reasons for setting up a small tourism accommodation business (Morrison & Teixiera, 2004). This is because each of the cities may have different economic conditions even in one developing country. For that reason, understanding the basic characteristics of the chosen study sites is relevant. Three study areas were chosen due to statistical records from GTA that identify the regions as prominent tourist destinations in Ghana with SMTEs that provide home-stay accommodation services for volunteers (GTA, 2011). Hence, they were chosen for data accessibility reasons. Thus, the specific study areas of the present study were urban and rural centres in northern and southern Ghana (Figure 4.3).

The north and south of Ghana: Geographical, demographic, cultural and economic differences

Geographically, the northern part of Ghana is made up of three main administrative regions namely Northern, Upper East and Upper West Regions. All these three known regions have a different variation of savanna ecological zones. Given such ecological zones, these regions are water scarce zones in Ghana even though majority of the residents are farmers who rely on rain water for growing crops (Timura, 2001; Kusimi et al., 2006). On the other hand, the southern part of Ghana is made up of the largest group called the Akans found predominantly in five regions such as Ashanti, Brong Ahafo, Central, Eastern, and Western Regions (Langer, 2007).

Demographically, there are more females than males in both north and south but the north is generally characterised by a moderate level of education and lower incomes than the southern part of Ghana. This means the south has higher education and incomes than the north. In terms of religion, Islam is the predominant religion of the north whereas Christianity is the predominant religion of the south (Korang, 2012). The above variation in demographics is reflected in the culture of the two distinct geographical areas of Ghana.

Culturally, the northern part of Ghana is predominantly a patrilineal system where family leadership is increasingly conferred on males only, whereas the south (i.e. the largest group of Akans) is predominantly a matrilineal system that recognises females in family leadership (Korang, 2012; Odame, 2014). In addition to such cultural variations, economical differences also exist.

Economically, the southern regions of Ghana are more developed than the northern regions (Plange, 1979; Ghana Statistical Service, 2007). The north is known to be the poorest region of the country due to their over-dependence on agricultural activities albeit "…there has been a number of public and private (including NGO) investments since the mid-late1990s in agri-business, tourism, and the services sector…" (The Overseas Development Institute, 2005 p.10), and even in the recent past in the form of the Savannah Accelerated Development Authority (SADA) (Modern Ghana, 2009).

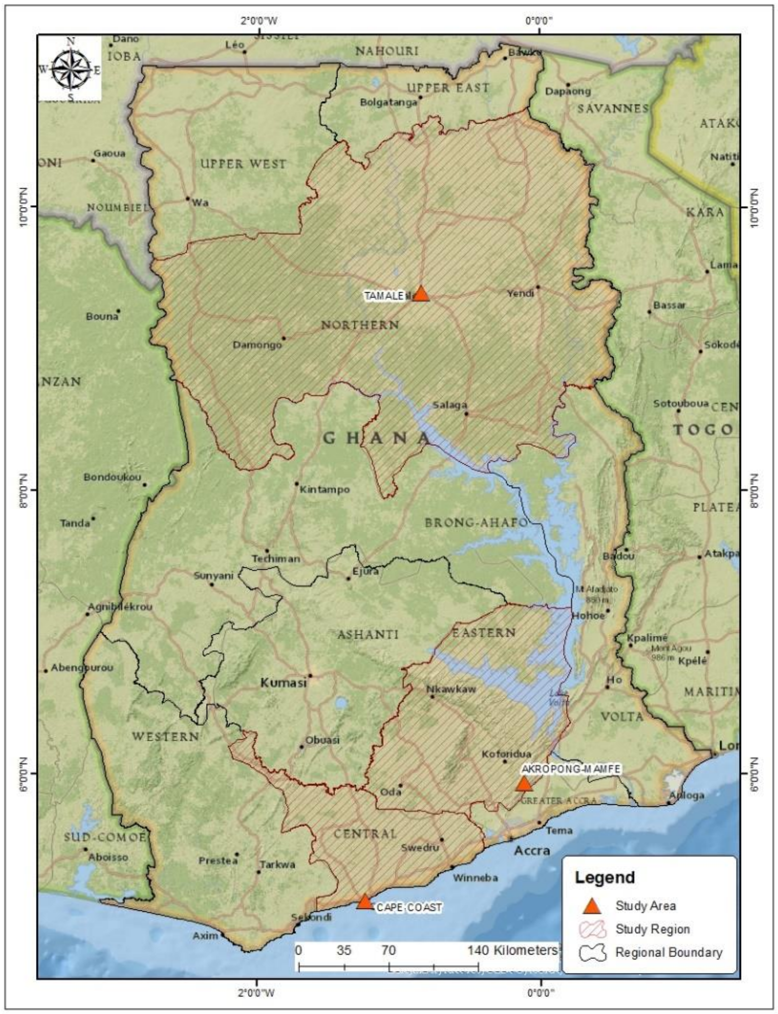

Figure 4.3: Map of Ghana showing the three study areas

The prevalent inequality between the northern and southern part of Ghana has been a historical canker emanating from factors including geography, pre-colonial relationships between kingdoms and tribes, colonial use of the north as a labour supply for mines, and post-colonial failure to address the issue, culminating into economic issues of migration to the south (World Development Report, 2006). The economic position of the above settings has implication on tourism infrastructure. The southern part of Ghana (e.g. Cape Coast) is regarded as the epicentre of tourism experience in Ghana (Gartner, 2004) with its numerous heritage sites and cultural attractions mainly in the development stages of the destination cycle. However, the north (e.g. Tamale) is at the preliminary stages of its tourism development. Moreover, unlike the south, the tourism infrastructure in the northern part of Ghana is underdeveloped and challenged with many issues of accessibility and accommodation (Akyeampong, 2007).

Southern study areas

Central Region – Cape Coast

The Central Region is the most popular southern region when it comes to tourism. This is due to its well-known history as a centre for storing slaves during the Trans-Atlantic Slave Trade (Holsey, 2004). The region has a total population of 2,201,863 people. It occupies 4.1 per cent of Ghana's land area making it the third smallest after Greater Accra and Upper East. The capital of the region is the Cape Coast Metropolis which used to be the capital of the then of Gold Coast until 1877 when the capital was moved to Accra (Ghana Statistical Service, 2012). In addition to its popular slave relics of Cape Coast Castle, Elmina Castle, and Fort St. Jago, the Central Region has a variety of about thirty-two festivals. The popular ones include Aboakyer at Winneba, Fetu at Cape Coast and Bakatue at Elmina. Other tourist attractions include the Kakum National Park in Cape Coast, the Dutch cemetery, and River Pra. These unique attractions draw tourists to the region with some patronising home-stay facilities (Ministry of Tourism, 2013).

The study focused on the capital of the Central Region, Cape Coast, where data collection took place within suburbs namely *Abura, Massa Sam, Savoy, University of Cape Coast, Kotokoraba and Akotokyire*. This metropolis show-cases unique attractions of the region and it is the most preferred destination for most volunteer tourists using home-stay in the region due to its variety of attractions. For example, Cape Coast harbours one UNESCO heritage site (i.e. Cape Coast Castle) in addition to the tropical forest park, the Kakum National Park, where volunteer tourists usually go on tour on weekends. Consequently, Cape Coast has a considerable number of volunteer tourists that use home-stay accommodation making its choice relevant to the current study (Ghana Tourism Authority, 2011).

Eastern Region – Akropong-Mamfe

The Eastern Region is located in the southern part of Ghana. The region shares boundaries on the north with Brong-Ahafo and Ashanti Regions, on the east with Volta Region, on the west with Central Region and on the south with Greater Accra region. It has a population of about 2,633,154 people (Ghana Statistical Service, 2012). The region is known for its mountainous attractions and the capital town of the region is known as Koforidua.

Mamfe and Akropong are “sister” towns in this region under the Akuapem North District of the Eastern Region (Akuapemridge.com, 2015) and they constitute study sites where data collection took place for this thesis. The selection of these towns as study sites was due to the existence of home-stay facilities that accommodate volunteers serving in the two communities.

Northern study area

Northern Region-- Tamale

The Northern Region is the largest region in Ghana with an area of about 70,383 square kilometres. The region shares boundaries with the Upper East and the Upper West Regions to the north, the Brong Ahafo and the Volta Regions to the south, and two neighbouring countries, the Republic of Togo to the east, and La Côte d'Ivoire to the west. Unlike the southern part of Ghana, the climate of the Northern Region is relatively dry and sunny, with a single rainy season that begins in May and ends in October. The population of the region according to 2010 Population and Housing Census, is 2,479,461 with about 1,229,887 male and 1,249,574 female (Ghana Statistical Service, 2012; Ghana districts.com, 2016). Tamale, the capital town of the region was chosen for the study.

Specific communities within Tamale where the study took place include Gbullung, Waribogu, Kasuliyili, Tibung, Voggu, Yilonaali, Kumbungu, Zangbulun, Kukoo, Kpalsi, Kalpohini, Sagnarigu, and Waterworks. These communities had about 100 home-stay facilities for volunteer tourists that were serving within and outside Tamale metropolis.

4.5 Chapter summary

This chapter has presented a detailed account of the context of the study, Ghana. From this chapter lessons learnt are that context is very relevant to a successful performance as each context has different economic and tourism policy infrastructure in place that affects the progress of SMTEs of that region. Significantly, the level of education plays a useful role in the performance of small firms in terms of communication and service delivery. Moreover, tourism in Ghana is concentrated in certain urban and rural areas that appeal to tourists because of their attractions. However, volunteer tourism that focuses on community projects is found in both urban and rural areas. For that reason, the study setting included both urban and rural areas in both southern and northern parts of Ghana to obtain a variety of data.

CHAPTER FIVE: METHODS

5.0 Introduction

This chapter discusses the research methodology of the present study and implementation of the research design. It analyses the data collection procedure from the development of valid instruments to final data collection. The chapter is divided into two broad parts. Part one presents the philosophical issues of the thesis and it explains the research design, the paradigm, and approaches used for the study. Part two explains the target population, sampling and the execution of data collection instruments and analysis.

PART ONE: PHILOSOPHICAL ISSUES

5.1 Research design

The role of research design in the research process cannot be overemphasised. Research design provides a systematic approach to addressing all aspects of the research (Sarantakos, 2005). It is a plan, structure, and strategy of investigation (Kumar, 2005). Three main types of research designs have been identified namely explanatory, descriptive and exploratory (Stebbins, 2001; Cooper & Schindler, 2006). Each of the designs has specific uses. Explanatory research design examines "why" in research and searches for explanations of the nature of certain relationships. It uses quantitative methods in obtaining knowledge on a phenomenon (Saunders, Lewis, & Thornhill, 2003). However, it does not offer any qualitative explanation to research questions. Thus, explanatory research is a tool for examining causal relationships.

On the other hand, descriptive research design provides an accurate description of observations of a phenomenon and no attempt is made to change behaviour or conditions

(Jack & Clarke, 1998). Descriptive designs combine both quantitative and qualitative approaches in examining a phenomenon and make use of both open-ended and close-ended questions in data gathering (Brink & Wood, 1998). The purpose of descriptive design is to "discover new meaning, describe what exists, determine the frequency with which something occurs and categorise information" (Burns & Grove, 1999, p. 24). Nevertheless, this design is incapable of illuminating the causality among variables (Grimes & Schulz, 2002).

The third and final design, exploratory, is mostly used for qualitative studies where researchers have limited or no scientific information available on a phenomenon, process or group to be investigated (Punch, 2003; Creswell, 2005; Glynn & Woodside, 2009). Exploratory designs use qualitative open-ended methods in research. However, the weakness of this approach is that it is unable to examine the causal relations between variables. Significantly, all three designs can be used concurrently to answer research questions where appropriate. The appropriateness of each design is based on the research question (Saunders et al., 2012).

However, single design dominates most existing home-stay studies. This is not surprising given the over simplification of the phenomenon of home-stay (Lynch, 2005a) and, perhaps, the purpose of those studies. Unlike several previous studies, the present study combined all three designs to address the study's research questions. Such a combination of research designs offers complementary power to overcome the limitations of each design. Specifically, the present study adopted exploratory and descriptive designs for its first stage of data collection for home-stay businesses and this was followed by a quantitative explanatory. Questions on business and owner characteristics were descriptively designed. However, questions on business reasons and sustainability knowledge, concern, willingness, practices, and performance issues were all exploratory in nature. The explanatory design was adopted for the quantitative phase of the study.

5.2 Research paradigm

The terms research paradigms, research tradition, and worldview have been used interchangeably in the literature, resulting in the ambiguity of the terminologies (Kikuchi, 2003; Mertens, 2012). For instance, some studies prefer paradigm (e.g. Guba, 1990) to a worldview (e.g. Creswell, 2014). Other studies perceive the concepts differently (Kuhn, 1970; Laudan, 1977). Certainly, researchers in planning their studies indirectly bring their philosophical positions and worldviews on knowledge acquisition. This worldview is known as research paradigm (Guba, 1990; Mertens, 2007). Research paradigms are beliefs that direct the research process (Guba, 1990). Thus, research paradigms are connected to research designs, methods, and approaches (Creswell, 2014).

The literature identifies five research paradigms, including positivism, post-positivism, critical theory/transformation, constructionism (Guba, 1990), and pragmatism (Creswell, 2014). Essentially, each of the above paradigms offers unique ontological, epistemological and methodological answers to research (Gergen, 2009; Rakic, 2012). Ontology questions the nature of the knowable/reality (Guba, 1990). On the other hand, epistemology examines the relationship between the knower and the known. It questions the sources of knowledge and how we know what we know (Tribe, 1997). Finally, methodology identifies how the inquirer goes about finding knowledge (Rakic, 2012).

Positivism philosophy adopts a realist ontology – that is, the belief that there “exists a reality out there, driven by immutable natural laws” (Guba, 1990, p. 19). The purpose of positivism philosophy is to predict and control the natural phenomenon under investigation. This basic assumption restricts the researcher to an objective epistemology, allowing nature to take its course rather than being influenced by the researcher. This has won positivism the accolade of “naïve realism”. Methodologically, positivism philosophy states hypotheses in advance (Guba, 1990).

Consequently, ways of testing hypotheses and achieving objectivity are through statistical and quantitative methods that can be verified with less human influences. Positivism’s philosophical position is mostly based on precise measurements and validated instruments like questionnaires. Random sampling is ideal but might not be possible in some situations. Moreover, large samples and generalisation of results are also part of its hallmark (Kumar, 2005; Saunders et al., 2012). Data reporting are mostly in the form of a statistical report, including correlation, means, standard deviations, and probabilities. Significantly, positivists adopt a third person narrative writing style (Rakic, 2012). While this philosophy provides objective results, some studies are sceptical about achieving absolute objectivity in the real world. Thus, scepticisms about an absolute objectivity have led to a more realistic approach called post-positivism.

Post-positivism corrects the challenges of positivism. However, prediction and control still dominate inquiry. Ontologically, the post-positivists reject naïve realism and accept “critical realism” as a way of acknowledging the imperfect nature of humans and how that affects the research process as well as total objectivity (Lincoln, Lynham & Guba, 2011, p.98). As a result, it is incumbent on researchers to be critical of the phenomena under investigation. Achieving an absolute objectivity is less likely from the lens of the post-positivists. Post-positivists argue that despite the existence of “reality out there”, ultimate truth cannot be guaranteed. To achieve this, the post-positivists adopt an epistemological stance known as “critical multiplism” with triangulation. Thus, if the human inquiry is challenged with issues, then it is critical to adopt multiple methods to help reduce errors. Methodologically, post-positivism adopts a modified experimental design (Guba, 1990, p. 21).

Critical theory (also transformation paradigm), on the other hand, is a class of movements, including materialism, feminism, and neo-Marxism that rejects the idea of value-free research by positivists. Proponents of the critical theory argue that paradigms are human constructions and reflect proponents’ ideas. As a result, researchers align themselves with certain interest areas by choosing a particular topic, problem, and objective (Macbeth, 2005). Consequently, questions regarding what and whose values govern the research become crucial.

From the preceding argument, it is possible for a chosen value to influence the research process. Thus, the values of some groups will be overpowered by others, making the entire research process a political exercise (Guba, 1990). Ontologically, critical theorists believe that there is a single reality out there, but they choose a subjective epistemology, arguing that the inquiry process is closely related to the values of the inquirer (Thorne, 1999). To achieve this, critical theorists believe that another approach better than manipulative ones is needed. Hence, critical theorists choose a “dialogic approach” that eliminates false consciousness of its participants during the inquiry (Mill et al., 2001). However, one weakness of this paradigm is its combination of a single reality and a subjective epistemology. As Guba (1990) persuasively writes, since this philosophy is grounded in positivist ontology, it devalues the power of the paradigm (Table 5.1).

Constructivism/interpretivism is the fourth paradigm. Proponents of this paradigm argue that positivism and post-positivism have to be replaced (Johnson & Onwuegbuzie, 2004) since “reality exists only in the context of a mental framework for thinking about it” (Guba, 1990, p.25). Constructivists believe knowledge is dynamic. Ontologically, constructivism chooses a relativism position for the openness of knowledge acquisition. Epistemologically, subjectivity is the appropriate approach for knowledge acquisition and methodologically, research proceeds with the identification of different constructions held by individuals. This process is explained by two concepts of *hermeneutics* which searches for individual constructions and secondly, *dialectics*, which seeks comparisons among individual constructions for respondents to accept different constructions (Holmes, 1996). Thus, constructivism positions research in a single purist paradigm (Table 5.1).

Pragmatism, on the other hand, denounces the incompatibility thesis of purist constructivism and positivism to a perspective that combines both philosophies (Johnson & Onwuegbuzie, 2004; Griensven, Moore & Hall, 2014; Piller, 2015). This is because pragmatism emphasises a meta-methodology that benefits from positivism and constructivism (Piller, 2015). Pragmatism is a problem-based philosophy that focuses on the research problem and best ways to achieve it (see Figure 5.1).

Table 5.1: Research paradigms

Paradigm	Ontology	Epistemology	Methodology
Positivism	Realist - reality exists "out there" and driven by immutable natural laws and mechanism.	Dualist/objectivist- it is both possible and essential for the inquirer to adopt a distant non-interactive posture.	Experimental/manipulative questions and hypothesis are stated in advance.
Post-positivism	Critical realist - reality exists but can never be fully/apprehended.	Modified objectivists- objectivity remains a regulatory idea, but can be only approximated.	Modifies experimental /manipulative - emphasises critical "multiplism."
Critical Theory	Critical realist - as in the case of post-positivism	Subjectivist-in the sense that values mediate inquiry.	Dialogic transformative eliminates false consciousness, energizes and facilitates transformative.
Constructivism	Relativist - realities exist in the form of multiple mental constructions, socially and experientially-based, local and specific dependent on the form and content of the person who holds them.	Subjective - inquirer and inquired are joined into a single entity such that the findings are literally the creation of the process of interaction between the two.	Hermeneutics and dialectics

Adopted from Guba (1990, p. 19-25)

Ontologically, pragmatism is not connected to any single reality but rather the inquirer draws from both quantitative and qualitative perspectives. This is because there is freedom of choice for the inquirer to combine methods so far as they answer the research questions. Epistemologically, both objectivity and subjectivity are embraced to address the research question. Methodologically, a combination of techniques, methods, and data analysis procedures is the norm (Creswell, 2014).

From the preceding arguments and given the strengths and weaknesses of all the five paradigms, the researcher chose the pragmatism paradigm (Creswell, 2014) because of its suitability to the current study. The following two reasons guarantee the choice of this paradigm. One relates to the framework, TBL, underpinning the study. The second relates to the research questions to be answered which require multiple designs for complementary reasons.

<table>
<tr><th>Post positivism</th><th>Constructivism</th></tr>
<tr><td>Determination
Reductionism
Empirical observation and measurements
Theory verification</td><td>Understanding
Multiple participation
Social and historical constructionists
Theory generalisation</td></tr>
<tr><th>Transformative</th><th>Pragmatism</th></tr>
<tr><td>Political
Power and injustice oriented
Collaborative
Change oriented</td><td>Consequences of actions
Problem-centred
Pluralistic
Real-world practice oriented.</td></tr>
</table>

Figure 5.1: Research paradigms (Creswell, 2014, p. 6)

Consequently, the current study chose multiple paradigms to examine the issues of the home-stay sector and how it can perform better within a sustainable development framework. With this paradigm, the researcher achieved some level of objectivity and at the same time identified unique issues of the Ghanaian home-stay sector performance. Although, existing home-stay studies do not state research paradigms clearly for readers to know the weaknesses and strengths of the study, a few studies state their research paradigms but are skewed to qualitative research (Lynch, 2005a; Wang, 2007). Thus, this study adopted a mixed paradigm which informed the approaches that were used for data collection as part of improving the performance of the home-stay sector.

5.3 Research approach (es)

Research approaches in social sciences have been extensively discussed (Tribe, 2001; Creswell, 2003; Sarantakos, 2005; Bergman, 2008; Creswell, & Creswell, 2017). The three types are quantitative (Walle, 1997), qualitative (Bryman, 2006) and mixed methods (Johnson & Onwuegbuzie, 2004; Creswell, 2005; Onwuegbuzie & Collins, 2007). The adoption of any of the three approaches is determined by the chosen research paradigm.

The paradigm for quantitative research is positivism/post-positivist paradigm (Johnson & Onwuegbuzie, 2004; Creswell, 2014). Hence, the quantitative approach applies experimental or quasi-experimental designs. The designs can be non-experimental quantitative designs, including causal comparative research and correlational research. Recent studies identify other quantitative approaches, including factorial designs and structural equation modelling which take into account causal paths among variables (Creswell, 2014). The adoption of quantitative approach in tourism research is because it reduces bias and ensures the objectivity of the findings (Walle, 1997). Quantitative approach examines phenomena that are empirically observable and verifiable. However, this approach lacks flexibility (Ritchie & Spencer, 1994; Lewis, 2003).

Conversely, qualitative approaches can be traced from disciplines like anthropology, sociology, and humanities (Ritchie & Spencer, 1994; Miles & Huberman, 1994; Charmaz, 2000; Corbin & Strauss, 2015). Qualitative approaches emphasise data and methods that are not fixed but open in nature and interpretation (Ritchie & Lewis, 2003). However, this approach cannot be used to generalise findings to a larger population, understandably, because that is not its purpose.

As a solution to the challenges of the above approaches, several studies have shown that combining both methods is a way to overcome each other's weaknesses (Creswell, 2003; Johnson & Onwuegbuzie, 2004; Bryman, 2006). However, the different fundamental principles of qualitative and quantitative approaches make a combination impossible to some purists of research paradigms (e.g. Guba, 1990).

There are three major types of mixed methods, namely convergent parallel mixed methods, explanatory sequential mixed method, and exploratory sequential mixed method. When using the convergent parallel mixed method, data are collected at the same time and results are merged to get a holistic view of the phenomenon. In the explanatory sequential mixed method, a quantitative study precedes a qualitative one as a way of achieving the research objective. The qualitative data are used as explanatory tools for the initial quantitative data. Finally, the exploratory sequential mixed method starts with a qualitative approach which informs the second phase of quantitative data collection to explain the results (Creswell, 2014).

The present study combined both qualitative and quantitative approaches (mixed methods) for complementary purposes, making it possible to obtain suitable and consistent results compared to a single method. The complementary importance of the mixed method has been emphasised in the literature (Creswell, 2003; Johnson

& Onwuegbuzie, 2004; Bergman, 2008).

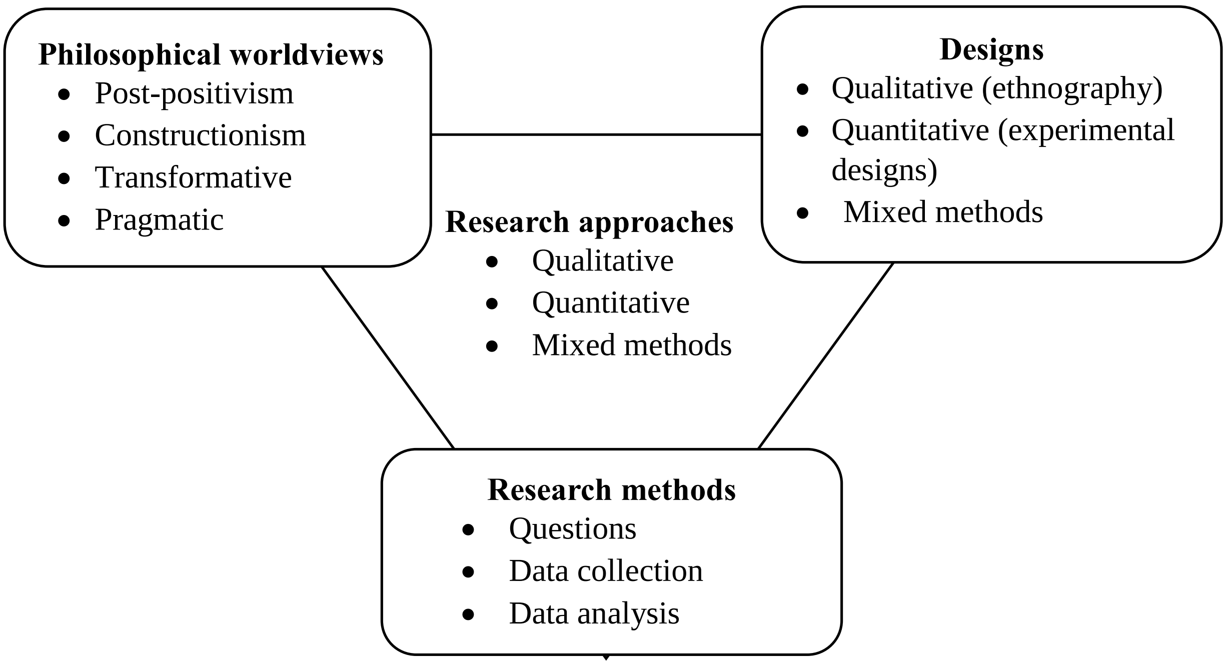

Figure 5.2: Research approaches adopted from Creswell (2014, p. 5)

Specifically, the approaches used in the current study align themselves to two main designs namely the exploratory sequential mixed method and the convergent parallel mixed method (Creswell, 2014). This is because the present study as part of examining sustainability performance of the home-stay sector, started with structured interviews at the first stage for home-stay owners based on which a survey was conducted. Secondly, the present study is a "one shot" (PhD thesis). Hence, two different data collection instruments were used and discussed. For instance, the qualitative section explored the different knowledge levels of sustainability whereas the quantitative part examined the role of business reasons in sustainability application and performance.

Quantitative data collection paradigm

One of the difficult tasks for every researcher after a satisfactory review is translating the research problems into questions that help achieve the purpose of the research

(Dolnicar, 2013). At this time, the destiny of the researcher is in the hands of an unknown group and their understanding of what the researcher wants becomes very crucial. The concept of garbage in, garbage out (GI-GO) becomes the perfect scenario (Churchill, 1979). Thus, the researcher receives what he/she asks and how well questions are asked determines the response (Dolnicar, 2013; Dolnicar & Grün, 2013). This is because the target group produces responses based on their understanding of the questions, making questionnaire design very crucial at this stage for a useful knowledge to be obtained. Thus, asking the right questions is important for creating useful knowledge. While this is easily argued, how the researcher can communicate his/her purpose in simple language should be a thoughtful act (Dolnicar, 2013).

Several paradigms of scale development exist in the literature, including Churchill's model and the *Construct definition, Object classification, Attribute classification, Rater identification, Scale formation, and Enumeration and reporting* (C-OAR-SE) in marketing research. The two paradigms propose different perspectives on survey development. Whereas Churchill's model emphasises multi-item measures and factor analysis procedures, the C-OAR-SE model emphasises asking a single good question (Rossiter, 2002; Diamantopoulos, 2005). Thus, proponents of the latter model believe that too many questions obstruct the main idea of the questions. However, multi-scale or single-scale questions may not be the issue, but the key focus is appropriate construct definition, suitable questions, and format that are simple enough for respondents to understand. Thus, clear construct definition, right question, and format are the key issues (Dolnicar, 2013; Churchill, 1979), although existing studies sometimes follow existing paradigms blindly with, perhaps, few combinations in scale development (Finn & Kayande, 2005).

The purpose of this study is not to delve into such paradigm dialogue of appropriateness or inappropriateness of existing models, but to choose a pragmatic approach for developing the right instruments for the present study. The present study developed its survey instruments through an adaptation of a procedure suggested by Hinkin (1998) with the addition of some ideas on construct definition by Rossiter (2002). Hinkin's (1998) procedure is a further development of Churchill's Paradigm. The procedure was chosen because it guides the formulation and design of appropriate questions, including quantitative and qualitative where appropriate. The current study, based on this framework by Hinkin (1998), conducted an initial developmental qualitative structured interview which is defined by Dolnicar (2013) as a qualitative research that is conducted prior to questionnaire administration purposely to help the development of the questionnaire. This approach was suitable for the present study since the conceptual basis could not holistically capture the issues under investigation and prior inductive examination was important (Hinkin, 1998).

PART TWO: TARGET POPULATION AND DATA COLLECTION

5.4 Target population

From the research questions underpinning the study, one target group was identified for the present study. The primary target group was the home-stay businesses. The selection of home-stay businesses was based on three key criteria and businesses which did not meet the criteria were not included. The criteria for selection included owner-operated home-stay, registration under an intermediary (NGO/GTA) and one-eleven room capacity. All accommodation facilities that met the criteria were considered. Thus, the unit of analysis included home-stay businesses. Essentially, each home-stay owner constituted the target respondent for each business. In this study, the owners were the operators or managers of the business.

5.5 Sample size and technique

Given the challenges of compiling statistics on small accommodation enterprises (Akyeampong, 2007; Lynch, 2005b), the researcher relied on local registered non-governmental organisations (NGOs) to compile data on existing home-stay businesses. Without a tourism intermediary who can direct the researcher to home-stay owners, it would have been difficult since every home is a prospective host. Relying on intermediaries provided an easy and reliable way to access data.

The sample size (where applicable) and technique are presented in Table 5.2. Although some studies propose that sampling size determination requires some statistical calculation meant to justify a particular sample size (Lenth, 2001; Dell, Holleran, & Ramakrishnan, 2002) such an approach was not used in the present study given the pragmatic philosophy that underpins the study. Therefore, the researcher collected as much data as was available based on available financial resources. For the initial qualitative phase, purposive sampling was used. This sampling technique selects respondents purposely based on the research problem (Barnett, 1991; Kumar, 2005). On the quantitative data collection, snowballing and census were used as the data collection technique for home-stay businesses. Census is appropriate where it is possible to collect and analyse data for each possible target member. It offers a more representative outcome (Saunders et al., 2012). Since there is no specific home-stay business statistics, it was not strategic to sample at the quantitative stage given the non-existence of a sample frame. Overall, out of the 150 population of home-stay owners targeted in the selected settings, 120 owners participated, representing about 80% survey response rate. However, 118 responses were usable for analysis. Further details of the data collection process are presented later in this chapter.

Table 5.2: Sampling details

Target population	Expected respondents	Actual respondents	Sampling technique	Data collection tool	Data analysis
Qualitative data					
Home-stay businesses	30	26	Purposive	Interview schedule	QDA Miner
Quantitative data					
Home-stay businesses	150	120	*Census and snowball	Questionnaires	SPSS

SPSS=Statistical Package for Social Sciences; * sampling not applicable

5.6 Explanation of data collection procedures

This section explains the exploratory sequential approach used. Figure 5.3 presents the stages involved in the data collection. The first stage employed a structured interview method guided by an interview schedule for the data collection. The second stage designed the questionnaire based on the first stage.

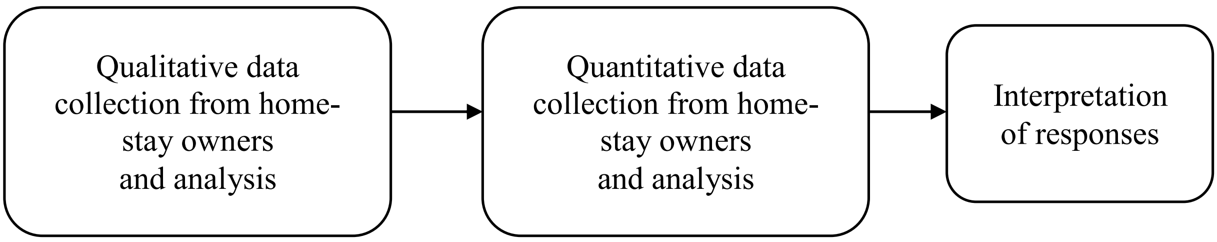

Figure 5.3: Data collection stages

Design and execution of qualitative data and analysis

This section details out the design and execution of the qualitative data. It also explains the procedures followed for the data collection and analysis before arriving at the final results and presentation.

Design of instrument and validation

As argued in earlier sections of this thesis, sustainability as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987) is so abstract a concept to be implemented. But, it can be operationalised in the real world through the identification of dimensions of what can be considered to be sustained. Dimensions are more useful than concepts as they provide direction and focus. The clarification of sustainability through the addition of socio-cultural, economic and environmental dimensions thus helps to put the concept into focus. Consequently, at this stage of data collection and instrument design, the key triple bottom line indicators adopted in Chapter Three were useful in assessing the fuzzy concept of sustainability among home-stay owners in Ghana. The indicators adopted from the literature were based on the choice overload theory that postulates that too many indicators are a hindrance for enterprises to make progress. Prior to the data collection, themes were developed from economic, social, cultural and environmental dimensions to measure sustainability. The interview stage involved two different instruments for the pre-test and actual interview. An in-depth interview guide was used for the pre-test and further structured into an interview schedule to enhance the data collection process. The reason for the modification is explained later in this section.

To begin with, a broad list of questions on the four dimensions of sustainability and indicators were developed into an in-depth interview guide to test owners' understanding and also to identify the feasibility of the actual interview schedule. For instance, some questions asked were, "What do you know about sustainability?" "What do you know about economic sustainability?" In addition, open-ended questions on care, willingness and practice of sustainability were asked as well as open-ended questions on performance issues and capabilities. For example, "What are your major business performance constraints?"

The pre-test took place in Kumasi, the second largest city in Ghana. Overall, five respondents in Kumasi participated. In the end, the interviews were analysed based on the recorded audio responses that were transcribed. Some problems were identified at the pilot stage. When asked openly, respondents were not providing feedback on the specific issues needed to support the study. Related to this issue was the fact that home-stay owners narrowed their responses to what they do, ignoring important issues related to what they do not practise and why they don't practise. For the most part, some of the broad items were not easily understood by respondents (e.g. economic sustainability). Consequently, after the data were analysed and reported, specific issues such as recycling and reuse were missing from the responses. It was therefore pertinent to include more specific questions in the actual data collection to facilitate the interview. Hence, a structured interview with specific questions was adopted (Appendix I). Moreover, the use of a research assistant required such a design to enhance consistency.

The interview schedule design was divided into eight sections. First, it was important that owners' location was captured to understand the role context plays in sustainability. In addition to this, the number of rooms, years of operation, employee number, and the nature of the job were also captured for proper profiling of the respondents. Moreover, these questions were important to unpack the dynamics of the business in various homes and settings. Following this section, questions related to owner business goals, business reasons and attributes were asked. The purpose of the questions was to understand the motives of operating home-stay in Ghana and what owners hoped to achieve. However, it was later found that most owners gave same/similar responses to both goals and business reasons which, perhaps, was due to the similarity of the local translation used.

The subsequent question explored the main questions guiding the study on knowledge, concern, willingness and practices of sustainability. At this point, dimensions, indicators and measures of sustainability are crucial. Accordingly, this part was based on the four dimensions – economic, social, cultural, and environmental; and the seven key indicators of sustainability adopted from the literature – business viability, employment, quality of life, water quality, waste management, energy conservation and maintenance of community integrity. However, given that home-stay is usually run by owners themselves, employment was ignored in this study. The next issues were to identify specific questions that would help explore the six indicators used and further examine respondents' care, willingness and practices of those issues. It is worth noting that given the case specificity of culture and social sustainability indicators, it was important to adopt statements that are applicable in the home-stay setting as found in previous studies. For instance, social interaction and relation are key in a home-stay setting (McIntosh & Siggs, 2005). Moreover, exposure to local cuisine is common in a home-stay setting (Kayat, 2010). Accordingly, some of the items used as specific measures for the four dimensions of sustainability include revenue, visitor satisfaction, occupancy, community interaction, security, waste production, water quality/treatment, energy consumption, and the local language, food and dressing (Agyeiwaah et al., 2017; Garay & Font, 2012). Specific questions for the above measures also included whether respondents provide extra services, encourage clients to buy local crafts from local vendors, provide extra security, recycle waste, sort or burn waste, adopt brand new home appliances, use energy-saving bulbs, treat water, cook local foods, and give local names and dresses.

Following the above section on specific sustainability measures, open ended questions were asked about business performance with further probing of economic, social, cultural and environmental issues encountered by respondents in their business operations. For each of the dimensions, it was important to further explore what respondents can do and how easy or difficult those actions could be. Further questions explored the obstacles to implementation. The possible obstacles were pre-determined as either internal or external to direct respondents' views (see Appendix I). The next aspect of the interview schedule involved the implementation of the already mentioned specific indicators. This section explored what was difficult to do given that each respondent had different strengths in addressing sustainability issues. The questions followed the triple bottom line dimensions and specific actions mentioned in earlier sections (e.g. local language, food and dressing, recycling, sorting, etc.). Finally, owner views of what sustainable performance should constitute were explored to understand what respondents perceived to be sustainable performance. Hence, this question was an open-ended one with no clear directions for respondents. Finally, demographics such as age, gender, and education were examined.

The structured interviews were conducted among 26 home-stay owners in Cape Coast. All owners after initial contact agreed to participate in the study. In the end, the structured approach facilitated the identification of specific sustainability actions needed. However, given the specificity, respondents could not go beyond what was expected. The details of what actually happened on site are further explained.

Execution of the instruments and field work challenges

The qualitative data collection process took about two months to complete in Cape Coast located in southern Ghana. This time period was needed to ensure that the data collection process was thorough and reliable to obtain consistent results. The structure of the data collection included four main stages of training and translation, visitations, actual collection and group reflections. Each of these stages has been subsequently explained.

Both training and translation were important pre-requisites for data collection. Training was needed since the data collection involved the use of one native research assistant. Moreover, the translation was needed to situate the data collection within the social and cultural setting of the home-stay owners. During this process, the research assistant was chosen based on her data collection skills and experience as a master's degree student in Development Studies at the University of Cape Coast. This background of the research assistant was necessary to facilitate the data collection process. The data collection training took place at the University of Cape Coast Graduate School where the researcher explained the purpose of the study and the nature of the questions being asked and how the questions should be probed. For instance, in terms of sustainability awareness, the open-ended question asked was intended to understand respondents' awareness, but in case they did not know, the assistant should bear in mind that, it was equally a good response. This was important in order not to force respondents into wrong awareness groups. Training was done concurrently with the translation of the text.

The translation was done by three people: the researcher, one research assistant and a volunteer PhD student. During translation, a few issues emerged. For instance, on the question of "Have you heard of sustainability?" there is no direct local word for the term sustainability. For that reason, the three translators had to present the closest and the most understandable word. The words presented as the closest sustainability words in the Akan dialect (the indigenous language of the target respondents) include "mpontu," (development) or "agyinae" (sustain). However, the meanings of these two words do not reflect the conceptual definition of sustainability as meeting the needs of the present without compromising the ability of future generation to meet their own needs. In this vein, their use may yield wrong results. For this reason, it was agreed that the concept itself should be explained to find out if respondents know of such an idea. At this point, the three most talked about issues of sustainability in this thesis (definitional, assessment and implementation) became real to the researcher in Ghana. The translation constituted one of the challenging aspects of the data collection at this stage. However, the triangulation of translation among the researcher, the assistant and the volunteer PhD student was helpful in arriving at the best word or expression to use.

Having clarified the translation issues to facilitate data collection, the volunteer PhD student's help was no longer needed. Only the researcher and research assistant continued with the visitation of home-stay owners. Before visitation, several phone calls had to be made. The internet is unstable in Ghana and most respondents do not have email addresses. Hence, the feasible way to contact respondents was through normal phone calls. Before contacting home-stay owners in Ghana, several NGOs were first approached since they are the mediators of the home-stay businesses and their consent is necessary for home-stay owners. Since the researcher has connections with one of the NGOs through previous studies on home-stay, snowballing sampling was used to get others. Three NGOs were contacted, including Pro-World, Projects Abroad, and Latitude. Each of the NGOs requested an official letter and a copy of the interview schedule to be sure that the data collection instrument did not infringe on the organisation's rules and regulations. The NGOs' request was granted after which they gave the researcher their list of home-stay facilities, contacts and locations. The researcher also requested that the NGOs inform their homes to expect the researcher's call. This request was vital because most owners may not allow data access if they receive a call from an unknown person.

However, if their NGOs consent to their participation, they will be willing to do so. After this agreement with NGOs, the researcher and the assistant compiled the owner list for data collection. This was important because some owners have multiple NGOs for which reason their contacts may appear twice or thrice with different NGOs. It was therefore important to rectify such issues to avoid repetition of calls. After such manual screening of the contacts, each home-stay owner was contacted for purposes of appointment booking in order to formally introduce the project to them – this took about two weeks. For each visitation, the researcher and the research assistant introduced themselves, the purpose of the study, and the likely questions that would be asked. After this explanation, respondents were asked if they would like to participate. If they agreed, then a date was scheduled for the interview. This process was carried out in 30 homes. But in the end, 26 owners were interested and willing to participate.

The actual data collection involved the 26 Ghanaian home-stay owners who agreed to participate in the study. The specific towns within the Cape Coast metropolis where the data collection took place include *Abura, Massa Sam, Savoy, University of Cape Coast, Kotokoraba and Akotokyire.* At the beginning of the data collection, the researcher led the interviews for the research assistant to observe on three occasions before splitting for the research assistant to conduct the structured interviews independently. Interviews were mostly recorded in their entirety since writing and recording may lead to divided attention. However, any striking issue that needed to be written was done on the interview schedule of that respondent. Given the structured nature of the instruments, it was easier to ensure consistency throughout the data collection. After each data collection, a meeting was held to reflect on what happened on the site and how any challenge during the data collection could be addressed.

Moreover, all recorded data were stored and backed up daily. An on-line filing system was adopted to group respondents into specific suburbs and dates to enhance tracking of the respondents. The process of interviewing and filing continued for about six weeks when the data collection procedure was completed. Some of the challenges during the data collection were lack of flexibility given the structured interviews used and family interruptions. The former was minimised through further probing of the structured questions and the latter was minimised by choosing a private space within the owners' residence during the interviews. Data analysis followed the data collection stage.

Qualitative analysis procedures used

Prior to analysing the qualitative transcripts, all audio records and corresponding interview schedule already filed were assembled, coded for easy tracking and saved in folders. Folders were subsequently transferred to Drop-box. After files had been saved, interviews were transcribed for individual respondents using back to back translation method. The transcription involved typing out the exact responses and filing with the appropriate respondents' name in Word and portable document format (PDF) to be uploaded in QDA Miner for analysis. This is because QDA Miner allows files to be uploaded in either Word or PDF file. This procedure continued until all 26 respondents were transcribed and uploaded as PDF files onto the QDA Miner software for analysis. One advantage of using QDA other than other software is that it is easier to use and allows the use of dendrogram in the data analysis. Moreover, data could be uploaded as Excel files for future use (Provalis Research, 2009).

The data were analysed to identify the key issues that are connected to the research questions. Using the QDA Miner software, inductive codes were created with specific colours and organised into basic, organising and global themes adopted from Attride-Stirling (2001) (see also Figure 5.4). For instance, responses on knowledge of sustainability were coded as either “Don’t know”, “Have heard”, or “Superficial”. These responses were organised under the organisation theme – Knowledge of sustainability which falls under the research question: what do home-stay owners know about sustainable development? After creating such nodes for each response, the results were uploaded as Excel files with each response and corresponding home-stay owner indicated on the Excel file to allow data presentation.

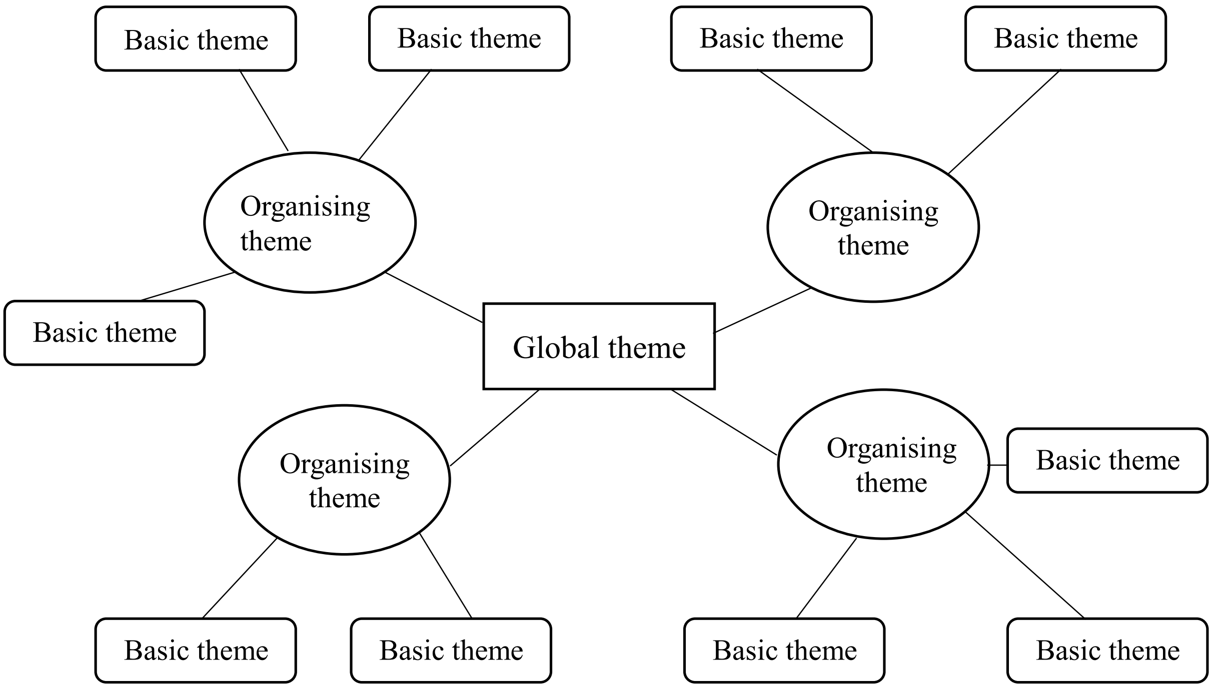

Figure 5.4: Structure of a thematic network (Attride-Stirling, 2001, p. 388)

One obvious observation was that, responses to owners’ awareness, concern, willingness and practices were usually addressed concurrently and it was therefore, expedient to integrate these four issues of awareness, concern, willingness and practice. Moreover, the question of personal attributes was usually unanswered by respondents since most of them argued that, their clients were in a better position to attest to their attributes. Most of them had serious sentiments that the question was boastful. Owing to the low response, this question was ignored during the analysis. The question of goals and business reasons recorded same responses and so it was repetitive to present the two constructs side by side. Business reasons were therefore chosen and presented while goals were not presented to avoid duplication of findings. Another question of interest was the last but one aspect of sustainable performance results. Given that most respondents did not understand sustainability, they could not respond well to this question, despite further explanation in the local dialect. Hence, this section was not captured in the analysis. Besides these exclusions, the remaining parts were included and integrated into a cohesive narrative.

The data presentation required further tools such as tables for easy explanation. Tables were used to present the three different knowledge groups identified in the study and their demographics. In addition, a table that describes Ghanaian home-stay owner characteristics, business reasons, nature of performance complaints, sustainable tourism perspectives, environmental attitudes, and sustainability practices was also presented. The remaining sections of the qualitative presentation used both paraphrases of the transcripts and exact quotes to tell the story surrounding home-stay owners and their sustainable performance in the Ghanaian context.

For the most part, the analysis and items obtained at the qualitative stage facilitated the items in the quantitative stage. For instance, by the end of the qualitative structured interviews, certain issues became apparent for further exploration. For example, certain sustainable tourism perspectives emerged from a few respondents which the majority of respondents were not aware of. Such perspectives were further followed up by examination of owners' sustainable tourism attitudes. The details of how this section informed the subsequent quantitative section have been explained in the next section.

Design and execution of quantitative data and analysis

This section presents the quantitative data collection procedures among home-stay owners in Ghana. This section was informed by the preceding qualitative results because it was purposely designed to explain a range of issues more deeply. Details of the design and operationalisation have been explained subsequently.

Design of instrument and validation

The design of the quantitative data was informed by the qualitative study. The first task was to identify which theme of the qualitative study needs further explanation; and thus, which items need to be included and excluded at this second stage of the data collection. At this point, it was needful to have some criteria for inclusion. The research questions were the core guiding principles. Given that at this stage, the sample of the study was expanded to over 100 homes in both northern and southern Ghana, it was expedient to investigate further. For instance, in sections one and eight of the questionnaire, both business characteristics and respondents' demographics were repeated from the qualitative stage. However, at this stage, and given the striking difference between northern and southern of Ghana in terms of occupation and religion, the questionnaire included other features such as religion and occupation. As mentioned in Chapter Four, the people of northern Ghana are predominantly Muslim and farmers whereas respondents in the southern part are predominantly Christian with the majority of them being civil workers. This contextual observation informed the inclusion of certain items for proper profiling (see Appendix II).

The first aspect of section two of the questionnaire examined business reasons. Following Getz and Carlsen's (2000, p.551) approach, an open-ended question of the main reason why respondents started operating home-stay was asked to unpack the motive behind their business and to further ascertain the role of business reasons in sustainability application and performance. As would be explained later in the data analysis, the open-ended results were grouped into six broad categorical themes which were used for clustering respondents using a two-step clustering procedure. The open-ended question was used because it was anticipated that a large sample size may help to obtain a wider view which reflects the true reasons for becoming a home-stay owner. More so, restricting respondents with predetermined questions can limit the variety of responses.

The second aspect of section two of the instrument was devoted to the goals of the business. Based on the responses provided by respondents in earlier interviews in addition to previously identified goals by Getz and Carlsen (2000), eleven-item statements were developed to assess goals of the business. Six out of the eleven items were obtained from the qualitative interviews: *get similar treatment from my clients should I/my family members travel abroad; get opportunities for my children; position and develop Ghana as a preferred destination; establish friendship, interaction and cultural exchange; generate extra income for my family; and provide selfless service to strangers*. The remaining five statements were adopted from Getz and Carlsen (2000). They include *be my own boss; support my leisure interest and hobby; enjoy a good lifestyle; provide a retirement income; and gain prestige by operating a home-stay business.* The inclusion of five items from Getz and Carlsen's (2000) list of goals at this quantitative stage was to correct the overlapping issue of goals and business reasons. These eleven items were assessed using a 6-point Likert scale (*Not at all* *important[1]; Rather unimportant[2]; Neither unimportant nor important [3]; Rather important[4]; Very important[5]; and No opinion[6]*) with the argument that a 6th position of '*No opinion*' is important to avoid inflating the neutral position (Dolnicar, 2013).

As part of explaining a range of issues more deeply, certain background issues which were not necessarily part of the objective but emerged through the qualitative survey were important to examine in section three. For example, respondents exhibited certain environmental attitudes and it was important to explore further to understand their views and connection to their sustainability application. Hence, in section three of the questionnaire, respondents' worldviews were examined using the New Ecological Paradigm scale.

Dunlap et al. (2000, p.427) argue that the NEP scale "…is treated as a measure of endorsement of a fundamental paradigm or worldview, as well as of environmental attitudes, beliefs, and even values." The scale consists of 15 items that can be dimensionally grouped into New Ecological Paradigm (NEP) or Dominant Social Paradigm (DSP). For the 15 items, an agreement to seven even-numbered items implies that respondents endorse the Dominant Social Paradigm (DSP) which simply refers to an environmental worldview that humans are the most superior species on earth and that the earth possesses unlimited resources. On the contrary, an agreement to the eight odd items means an endorsement of the New Ecological Paradigm (NEP) which refers to an opposite worldview that humans are only one of the existing species on earth and that the natural environment predicts human activities with over-dependence of humans on the environment (Dunlap, Van Liere, Mertig & Jones, 2000). This NEP scale was adopted but with a six-point Likert scale of *Strongly disagree [SD=1]; Disagree [D=2]; Neither agree nor disagree [NAD=3]; Agree [A=4];*

Strongly Agree [SA=5]; and Don't know [DK=6] for the same argument of avoiding inflation of the neutral position in case respondents did not know any of the statements.

The fourth section of the questionnaire was devoted to measuring the sustainable tourism attitudes of respondents since the qualitative section revealed that most of them did not know sustainable tourism. In this regard, their attitudes were important in explaining why they practised or did not practise certain things. The sustainable tourism attitudes dimensions and statements were obtained from three sources. The first was from the key indicators adopted for the current study; the second was from Teye et al.'s study (2002) on residents' attitudes in Ghana; and the third source was Choi and Sirakaya (2005). Three statements were developed from these three sources for each of the key dimensions of sustainability to also connect with the argument of restricting sustainability dimensions to triple bottom line model. For example, for economic dimension, the three statements used included "Tourism brings income to our community"; "Tourism creates a new market for our local products"; and "Tourism generates tax revenue for the local government". The assessment scale followed a six-point Likert scale procedure.

Section five examined the application of sustainability practices following earlier section on sustainable tourism attitudes based on awareness, concern, willingness and practices. In the previous qualitative section, the issues were examined qualitatively. However, at this stage it was relevant to assess sustainability application of respondents on categories of "don't know" to practising sustainable actions, having identified the range of awareness levels at the qualitative stage. It was important to explain further sustainability practices by owners with different business reasons. Hence, a categorical sustainability application scale was designed which was adapted from Freestone and McGoldrick's (2008) categorical scale of awareness to action which is in line with research questions of the current study. Freestone and McGoldrick's (2008) categories were modified to include "Don't know" which captures issues that respondents might not have heard or might have heard but did not know much about to help identify appropriate strategies for making progress towards sustainability. The dimensional themes used at this point included items mentioned in the qualitative section by respondents which also represented the key indicators of sustainability. For example, the key indicator items that represent economic sustainability for home-stay owners in Ghana included "revenues" and "expenditure". These two chosen measures were the key economic outcomes of owners' economic practices in Ghana. For instance, Ghanaian home-stay owners either sell local items or raise funds to increase revenues or reduce expenditure. Hence, the assessment was limited to the key business viability measures which were contextually familiar.

Overall, the categories used were different for each dimension. For instance, for environmental issues, 10 categories were used which included *Don't know [1]; Aware [2 &3]; Aware and Concerned [4 &5]; Concerned and Willing [6, 7 & 8]; and Practice [9 &10]*. The choice of 10 categories stemmed from the presence of some technical terms (e.g. recycling) in the environmental assessment that required more options to examine the actual position of respondents as accurately as possible. However, the remaining indicators (economic, social and cultural) used 9 categories of *Don't know [1]; Aware [2&3]; Aware and Concerned [4]; Concerned and Willing [5, 6 &7]; and Practice [8 &9]*. As would be explained later in the data analysis section, these 9 and 10 options were collapsed into practice and non-practice for further analysis.

Section six was devoted to explaining the environmental responsibility of home-stay owners. This was a follow-up to the qualitative section that found that some respondents expected others (rather than themselves) to be responsible for environmental actions. Using the key adopted indicators of the environmental dimension, a six-point Likert scale of *Strongly disagree [SD=1]; Disagree [D=2]; Neither agree nor disagree [NAD=3]; Agree [A=4]; Strongly Agree [SA=5]; Don't know [DK=6]* was used to examined home-stay owner environmental responsibility.

The seventh section employed open-ended questions to examine the constraints, capabilities and obstacles of owners. Given the subjectivity of the constraints encountered by each respondent, it was decided that an open-ended question will yield varied responses than close-ended questions. After this design based on both the qualitative analysis and literature, the instruments were ready for pretesting.

Execution of the instruments on the field and matters arising

The quantitative data collection took place in three different settings, namely Cape Coast, Mamfe-Akropong and Tamale. Both Cape Coast and Mamfe-Akropong are located in southern Ghana but in different regions whereas Tamale is located in northern Ghana.

The initial stage required recruitment and training of research assistants, particularly for northern Ghana, since the first research assistant who assisted the qualitative data collection was only willing to continue with the quantitative stage in the south. Given that northern Ghana is very far from southern Ghana, it was difficult to get southerners to collect data from the north. Hence, three northerners schooling in the University of Cape Coast were recruited and trained for northern Ghana. For most of the assistants of the north, the data collection was also an opportunity to visit their families. The three northern assistants were trained in language translation into northern dialect. Moreover, the researcher also shared some of the challenges in the previous qualitative study so that these new assistants could be guided by them.

After a week of training, the instruments were pre-tested twice in Kumasi and revised before the actual data collection. The instruments were not pre-tested in northern Ghana even though it would have been ideal to do so. However, given time constraints, pilot testing in the south was deemed adequate. After improved results of the reliability of the items, the actual data collection followed. Both northern and southern data collection activities were done concurrently with the help of research assistants. Overall, 200 questionnaires were sent out for data collection with an expected return of about 150 questionnaires.

For the northern data (i.e. Tamale) and owing to the unavailability of a sampling frame for home-stay operations in the Northern Region of Ghana, two main strategies were used in the data collection process. First, volunteer organisations were contacted to get potential respondents, given that volunteers are those who mostly stay in home-stays in the region. The organisations contacted were the Youth Opportunities Partnership Programme (YOPP), Projects Abroad, Christian Children Fund of Canada (CCFC), Volunteers Africa, and Action Aid. These NGOs had about 100 homes in communities such as: Gbullung, Waribogu, Kasuliyili, Tibung, Voggu, Yilonaali, Kumbungu, Zangbulun, Kukoo, Kpalsi, Kalpohini, Sagnarigu, and Waterworks in and around Tamale.

Permission was sought from these organisations and those who consented for their host families to be included in the survey provided a list of those homes, and sometimes directed the research team to the homes. Correct location of homes was gotten with the aid of NGO field coordinators. The researcher also depended on local chaperons who informed the assistants of communities with host families. Upon identifying and reaching out to a home, a snowballing technique was then employed to get the remaining ones. These two strategies were concurrently employed until the researcher had no information on additional host families. Principally, both English and the local language, Dagbani, were used for the administration of the questionnaire in northern Ghana.

On the other hand, the southern data took place in Cape Coast and Akropong-Mamfe. As part of the questionnaire administration, the existing respondents' list obtained already from the NGOs during the qualitative stage was used to snowball further respondents up to about 50 homes for the questionnaire administration until no more new recommendation could be obtained. Before administering the questionnaires, each home was visited to seek consent and schedule dates for the questionnaire administration based on respondents' busy schedules. A convenient time for the researcher(s) to personally administer the questionnaires to respondents was fixed and followed up with actual data collection for each of the respondents. The mode of administration was the local language Fante or Twi and sometimes a mixture of Fante and English. Language translation was key in ensuring the collection of reliable data and, thus, acceptable choice of words within the socio-cultural context of Ghana was needful. For instance, when inquiring of respondents' age, the translated question used was "W'adi mfie sɛn?" (How old are you?) albeit, the questionnaire section on age was close-ended. The choice of this open-ended style fits perfectly into the acceptable and polite local way of inquiring of people's age. However, not every respondent was willing to state their specific age and in that instance, the age range provided on the questionnaire was strictly followed. The administration and collection of the questionnaire lasted for a minimum of forty minutes and a maximum of one and half hours.

During the data collection, several challenges were encountered. Four major challenges are presented here. The first challenge had to do with the busy schedule of respondents, leading to several postponements of questionnaire administration. Thus, for most part-time home-stay owners, it was challenging to make time off their busy schedules in the office. More specifically for the northern respondents who were farmers, the farming season at the time of data collection made the data participation unattractive. However, the researcher and the research assistants were flexible in meeting the time needs of respondents. Secondly, data collection in the offices of respondents was sometimes interrupted by the presence of other staff members, leading to several pauses in the data collection process. However, reminding respondents of the previous stage or question before the interruption was an easy strategy to keep respondents on track. The third challenge was common among couples operating home-stay. Whenever couples are actively involved in the home-stay operation, they shift the responsibility on each other to engage in the study. In the end, the one who is willing to participate was chosen. Finally, there was some difficulty in locating the various homes for the data collection. Some respondents gave poor direction that made it difficult to locate the homes. However, local neighbours as well as the NGO coordinators, were contacted to clarify confused locational information.

Quantitative analysis procedures used

After the execution of the quantitative data, the procedure for analysing the data was followed after obtaining 120 questionnaires. One major recognition at this point was that since the quantitative chapter focused on sustainability application across different business reasons, there was the need to cluster respondents to further examine differences in sustainability application. Moreover, prior data analysis reveal that the data was not supportive of causal analysis (e.g. regression & structural equation modelling) understandably because that was not the objective of the study. But prior to clustering respondents, some preliminary checks of the questionnaire were done before actual analysis.

As part of preparing the data for analysis, it was first inspected to check outliers using the box plots and basic descriptive analysis. Uncompleted questionnaires were identified through simple descriptive analysis and by mere observation of the questionnaires. At this early stage, two of the questionnaires were excluded on the basis of incompleteness and the remaining 118 questionnaires were further analysed. The analysis began by treating all "Don't know" and "No opinion" categories on the 6-point Likert scale as missing to avoid inflating the means. This reduced the scale to a 5-point Likert scale which allowed the analysis of respondents. Four main analytical techniques were used, including cluster analysis, one-way analysis of variance, chi-square and factor analysis. The specific section during which these analytical techniques were applied has been explained subsequently.

The first analytical technique employed in the data analysis was cluster analysis purposely to group respondents and further compare them. This was grounded in Chapter Two of this thesis where it was noted from the literature that small tourism owners with different business reasons may prioritise certain sustainability actions. In line with the underlying objectives that sought to ascertain the role of business reasons on sustainable performance, it was relevant to cluster respondents based on business reasons and examine differences alongside the listed dependent variables of interest – sustainability application, environmental attitude, business goals, sustainable tourism attitudes, performance constraints and obstacles.

Given the categorical nature of the business reasons responses obtained through an open ended question, a two-step cluster analysis was used. While cluster analysis has generally proven to be a powerful tool in testing theoretical models in research together with other techniques (Ketchen & Shook, 1996) among the types of cluster analysis, Bacher et al. (2004) argue that the two-step cluster analysis is able to overcome the weaknesses of other clustering algorithms such as k-means. According to Shih, Jheng & Lai (2010), two-step cluster analysis is able to identify useful patterns within categorical data sets (Shih, Jheng & Lai, 2010). Prior to choosing this method, the results of the business reasons were inspected and analysed yielding six main reasons. After subjecting these results to cluster analysis, four groups were obtained which could be described as "Income seekers," "Social interaction seekers," "Culture exchange seekers" and "Altruism seekers." These four groups supported existing reasons in the literature for SMTEs. The appropriateness of these groups was statistically confirmed through excellent results of the Silhouette measure of cohesion and separation of 0.9. Further examination showed that the cluster sizes were acceptable. For instance, the smallest cluster size was 23(19.5%) with the largest cluster size being 35(29.7%). Moreover, the largest to smallest cluster ratio was appropriate (i.e. 1.52) (Mooi & Sarstedt, 2011). Having identified the four clusters, further comparative analysis compared differences across demographic variables (e.g. age and education) using the chi-square test [χ^2] for categorical variables.

Following the section of the demographic analysis, owner goals were analysed using both principal components factor analysis to identify dimensions. Prior to the factor analysis, the "No opinion" was treated as missing leaving a five-point Likert scale. After deleting one statement which loaded poorly out of the eleven goal statements, a principal component factor analysis was computed yielding four orthogonal factors which explained 71.8% of the variance. The dimensions were compared across the four groups identified using ANOVA. The computation of ANOVA was based on factor scores. According to Thompson (2004), factor scores (i.e. regression) are composite scores for each respondent on each identified factor. When created via SPSS, these scores are used for further analysis. In most cases, the regression factor scores created through SPSS software (Version 20) have a mean of 0. For that reason, values above zero are above average whereas those that are negative are below average.

The sustainability application scale (See Section five of Appendix II) was analysed using chi-square given the categorical nature of the variable. To ensure the robustness of the test results, the categories were collapsed into “Non-practice” and “Practice” which reflects the third objective that sought to ascertain the application of sustainability practices among home-stay owners and the fourth objective which sought to ascertain the role of business reasons on sustainable performance. In detail, all options which included awareness, concern and willingness were coded as “1” whereas the rest focusing on practice was coded as “2” to yield two main groups (i.e. “Non-practice” and “Practice”). Differences were further computed based on the two categories of “Non-practice” and “Practice.

On the other hand, the reliability of the Likert scale statements for sustainable tourism attitudes was checked using the Cronbach’s alpha following which a one-way analysis of variance was computed for the groups identified through clustering. This same computation was conducted for other Likert scale variables such as environmental worldviews.

Consequently, the environmental worldview results were examined and a reliability Cronbach’s alpha was computed for section three. Given that the two theoretical dimensions (NEP & DSP) are already known, there was no need for a factor analysis. It was found that the NEP items were more reliable than DSP items. Reliability Cronbach's alpha was also computed for respondents' attitudes to sustainable tourism in section four after which an ANOVA was computed to compare the four groups identified based on business reasons.

Subsequent analysis of environmental responsibility in section six of the questionnaire adopted ANOVA because further differences among the group were needed to understand the reasons behind their sustainability application. The final analysis of section seven (i.e. constraints, capabilities and obstacles) was analysed using a chi-square test since they are categorical open-ended questions. It is worth noting that the analysis was limited to three questions out of four since responses to the third open-ended questions of "how can you address your constraints" overlapped with the fourth question, "what can you do about your business constraints?" The latter was thus chosen since it answers the capabilities of home-stay owners. Given the open-ended nature of section seven, over 20 responses were obtained. Such varied responses were grouped into broader thematic domains. For instance, on owner performance constraints, five broad themes, including improper guest behaviour/attitude, community-wide issues, owner/operator personal issues, NGO issues and government related issues were identified. From here, chi-square test was computed for the section seven of the questionnaire. Responses to the open-ended questions on capabilities were grouped into two main themes relating to those constraints that owners can take actions and those that owners cannot take actions. Moreover, regarding owner obstacles to performance actions, the open-ended questions were grouped into those that owners stated that "there are obstacles to act" and those that owners stated "there are no obstacles". The grouping of open-ended responses into only two thematic domains was to enhance the chi-square test and to avoid violating the expected count assumption. Thus, chi-square may be inappropriate when more than 20% of the expected counts have values less than five (5) (McHugh, 2013).

The analysis was finally presented in tables and figures and subsequently interpreted. In presenting the quantitative analysis, one decimal place was used for all figures except for alpha values and factor loading values where two decimals places were used. The use of one decimal place was important to emphasise the closest whole number as possible based on the data collection figures.

5.7 Reliability, validity and trustworthiness

One main issue raised by critics of qualitative research is the lack of scientific rigour since the researcher is part of the instruments that engage the participants. For this reason, ensuring trustworthy data requires data credibility, transferability, dependability, confirmability, and reflexivity (Lincoln & Guba, 1985). Trustworthiness in qualitative research seeks to ask the question: "How can an inquirer persuade his or her audiences that the research findings of an inquiry are worth paying attention to?" (Lincoln & Guba, 1985, p. 290 cited in Golafshani, 2003). The credibility of the current study data was assured through clear evidence of the transcribed text. Moreover, respondents were allowed to think and reflect on their responses without interviewer interruption. Dependability was achieved through dialogue among the research team members. Triangulation among the research team was used to ensure transferability of data. Reflections were also done after each interview based on the interview schedule to develop interpretations of the text and no researcher opinions were introduced to ensure confirmability of results. Thus, the study achieved trustworthiness through these strategies.

Regarding the second phase where questionnaires were used, the concepts of validity and reliability were observed. The relevance of validity and reliability in quantitative research cannot be overemphasised. Reliability refers to the degree of consistency of research results over a period of time whereas validity examines the degree to which an instrument measures what it seeks to measure in an accurate manner (Hinkin, 1998; Joppe, 2000; Kumar, 2005). The literature suggests several measures to ensure the validity of instruments, including pre-testing (Dolnicar, 2013), specifying the domain of the construct (Churchill, 1979) and dynamic questions (Dolnicar & Grün, 2013). These suggested measures were used which enhanced data validity.

To re-echo the previous procedures, the present study specified the domains of the constructs based on the developmental structured interviews that were conducted together with the literature. Each item measuring the constructs was specific to what was discovered through the first stage structured interviews meant to understand the issues better before the questionnaire design. Internal consistency of the instruments was computed using Cronbach's alpha for items that were measured on a Likert scale during the pre-test analysis. Moreover, during the actual data analysis, Cronbach's alpha was computed for scale items such as sustainable tourism attitudes, and environmental worldviews. The reliability Cronbach's alpha recorded ranged from 0.5-0.8. Previous studies argue that while the acceptable Cronbach's alpha limit is 0.7, scales below this cut off limit should not be assumed as unreliable (Yu, 2001). To enhance reliability, other measures, including questions that combined magnitude and direction, labelled scales, and simple questions (avoiding double-barrelled questions), were used to guide the design of the questions in order to ensure useful results. Questions were therefore single-worded to avoid misunderstanding.

5.8 Ethical issues

The present study adhered to ethical rules in research. The rules included permission for suburbs, informed consent, anonymity, confidentiality, and privacy. These rules and their applications are explained.

Suburb entry

Gaining entry into suburbs for data collection is an important ethical consideration (Saunders et al., 2012). Hence, the study sought the appropriate permission from leaders of the various communities and suburbs for data collection to commence. As customary demands in Ghana, respect for local leaders are expected of researchers and this was observed. Culturally, such activity is expected to be done to honour the leaders for them to also encourage their members to participate in the research activities. Hence, all entry requirements for the chosen suburbs within the selected metropolises, including seeking the assemblyman/woman's permission as well as that of the District Assembly Committee, were upheld.

Informed consent

Protecting participants' right is key in every research (Leary, 2001). Informed consent refers to keeping respondents informed about the purpose of the study (Leary, 2001). Hence, providing adequate information about the study is important to enable participants to decide whether they want to take part or not (Saunders et al., 2012). In the present study, consent was obtained from home-stay NGOs and owners verbally in their local dialects. Verbal consent suited the study more than a written consent since some owners were not literate and did not know how to append signatures. Thus, verbal consent ensured that participants were not coerced in anyway.

Anonymity

Anonymity is observed in a study when identification is made impossible (Babbie, 2007). Anonymity is ensured "when the name of respondent does not appear on the research instrument or data" (Sarantakos, 2005, p. 21). The use of questionnaires ensured anonymity in this research. This was because the questionnaires did not bear the names of participants, thereby making traceability difficult. With the structured interviews, names of participants were not part of data analysis and presentation; rather pseudonyms (i.e. interview number codes) were given to interviewees.

Confidentiality

The purpose of confidentiality is to conceal the identity of participants and avoid disclosure of information to another without their permission (Sarantakos, 2005; Babbie, 2007). Accordingly, confidentiality is relevant to this research in order to protect the rights of all participants. The study refrained from divulging data given by respondents to anyone. This was achieved through concealing the identity of all participants by the use of pseudonyms (for qualitative) for data summary and transcription. Moreover, information given by respondents was used for the purpose of this research and was kept in strict confidence to avoid any external access.

Privacy

Privacy in research allows respondents to decide the extent to which their personal information should be disclosed to other people (Sarantakos, 2005; Saunders et al., 2012). The essence of privacy in social science research has been emphasised in the literature (Kumar, 2005). In addition to confidentiality and anonymity, privacy was observed. This study observed this ethical principle by making sure that participants' private lives were not intruded. It also refrained from sensitive questions that make respondents uncomfortable in order to avoid the likelihood of false responses.

5.9 Chapter summary

This chapter has presented the data collection procedures of the study. A major takeaway from the chapter is that every research paradigm has a specific approach. While single approaches have been criticised, mixed approaches offer a complementary way to achieve the objectives of the study. This advantage makes it suitable for the current study. However, the complementary outcome does not come easy as valid and reliable instruments should be designed for useful results. Several instrumentation paradigms have been suggested and Hinkin's (1998) approach was used to develop valid and reliable instruments using a developmental qualitative approach for home-stay businesses. Based on the research questions of the study, an exploratory sequential as well as convergent parallel mixed methods were employed. The study was first piloted and the data collection instruments were pre-tested before the actual launch of data collection. During the execution of the instruments, ethical principles in research were strictly adhered to. The data analysis procedures followed appropriate steps suggested in the literature and were also congruent with the type of data collected. Finally, the chapter is summarised. The next chapter presents the findings of the qualitative analysis of the study.

CHAPTER SIX: SUSTAINABILITY KNOWLEDGE, PRACTICES AND PERFORMANCE

6.0 Introduction

This chapter presents the qualitative analysis of the study specifically regarding home-stay owners' knowledge and practices of sustainability including their concern, willingness and motives behind practices. Since knowledge exploration was important in this chapter as part of achieving research question one, respondents were grouped based on their sustainability knowledge (i.e. awareness groups) and compared across other business related factors such as business reasons and performance complaints.

The chapter is divided into four main sections. The first section gives a background of sustainability awareness groups identified and their demographic profiles. In the second section, the study used a summary table to compare respondents' different sustainability awareness levels against owner business characteristics, business reasons, sustainable tourism perspectives, environmental attitudes to understand each group and their specific profile. Moreover, the second section analyses owner practices based on the key dimensions and indicators of sustainability adopted for this study and the motives behind sustainability actions of each knowledge group of respondents. It must be emphasised here that to ensure an in-depth analysis of the data, social and cultural dimensions have been separated in this section. The third section discusses the findings with support from existing literature. The final section summarises the findings of the chapter.

6.1 Background

The performance issues of SMTEs are multi-dimensional, cutting across economic, social, cultural and environmental issues. Given the multi-dimensionality of the performance issues, a holistic approach (i.e. sustainable development approach) that integrates all issues to propose holistic strategies to address SMTEs performance is crucial. However, achieving a sustainable performance of SMTEs such as a home-stay requires that home-stay owners are aware of, concerned with, willing and practising sustainability although little is known of this relationship among awareness and practices among SMTEs. This study presents results from structured interviews with 26 home-stay owners in Ghana.

Sustainability awareness profile

Overall, respondents' knowledge of sustainability was limited. About one in five was completely unaware of the term, more than half had heard of the term but knew nothing about its meaning, while about one in four knew the literal meaning of sustainability but had little details. Those who stated that they had heard of the term could not explain it, as they had heard of it vaguely mentioned on television or in local news reports. Moreover, those who had a literal knowledge explained sustainability as conservation, sustenance, improvement and maintenance of the environment.

Based on the preceding different knowledge levels, respondents were categorised into three groups. The first group was named "Don't know" denoting their unawareness of sustainability. The demographic characteristics of this group indicate that the group was generally made up of females who possess either primary or secondary educational status. They were found between the ages of 35-55+years. Home-stay owners of this group had a secondary purpose for their business and only one respondent had a primary income purpose. This group had a considerable business experience as they had been running this business for a minimum of two and maximum of eight years (Table 6.1).

Table 6.1: Demographic profile of interviewees

Pseudonyms	Gender	Educational level	Age	Type of income	Years in operation	Knowledge group
			Group One- *"Don't know"*			
#1	Female	Secondary level	55 and above	Secondary income	5 years	G1
#8	Female	Tertiary non-degree	55 and above	Secondary income	4 years	G1
#12	Female	Secondary level	55 and above	Secondary income	2 years	G1
#15	Female	Secondary level	35-44	Secondary income	6 years	G1
#16	Female	No formal education	55 and above	Primary income	8 years	G1
			Group Two-*"Have heard"*			
#2	Female	Tertiary non-degree	55 and above	Secondary income	16 years	G2
#3	Female	Tertiary degree	55 and above	Secondary income	10 years	G2
#10	Female	Tertiary degree	35-44	Secondary income	8 years	G2
#13	Female	Tertiary non-degree	55 and above	Secondary income	8 years	G2
#14	Female	Secondary level	55 and above	Primary income	15 years	G2
#17	Female	Tertiary degree	55 and above	Secondary income	10 years	G2
#18	Male	Secondary level	25-34	Secondary income	2 years	G2
#19	Male	Primary level	55 and above	Secondary income	16years	G2
#20	Female	Secondary level	55 and above	Primary income	5years	G2
#21	Female	Secondary level	55 and above	Secondary income	8 years	G2
#22	Female	Tertiary non-degree	45-54	Secondary income	4 years	G2
#23	Female	Secondary level	55 and above	Secondary income	10years	G2
#25	Female	Tertiary degree	35-44	Secondary income	8 years	G2
#26	Female	Tertiary degree	35-44	Secondary income	18years	G2
			Group three- *"Superficial"*			
#4	Male	Tertiary degree	35-44	Secondary income	Less than a year	G3
#5	Male	Tertiary degree	55 and above	Secondary income	7 years	G3
#6	Female	Tertiary non-degree	55 and above	Secondary income	12years	G3
#7	Male	Secondary level	55 and above	Secondary income	5 years	G3
#9	Male	Tertiary degree	55 and above	Secondary income	One year	G3
#11	Male	Tertiary degree	35-44	Secondary income	2 years	G3
#24	Male	Tertiary degree	35-44	Secondary income	5years	G3

Notes: G=group; #: Denotes the coding numbers

On the other hand, the second group of respondents was captioned “Have heard” denoting their hearing knowledge of sustainability. This group was diverse in terms of gender, education and years of operation. For instance, the group had both males and females but the latter dominated. The group consisted of respondents with primary, secondary and tertiary educational status. In the same vein, for this group their operational experiences ranged from a minimum of two years to a maximum of eighteen and the majority run the business as a secondary business. Nonetheless, two of the respondents had primary purposes.

The third group was named “Superficial” group denoting their literal interpretation of the concept. The group was made up of males with only one female. For the most part, the majority were highly educated with age levels ranging from 35-55+ years. All respondents of this group operate home-stay for secondary reasons. The business operation experience ranged from a minimum of six (6) months to a maximum of 12 years. The demographic profiles of respondents within the three different knowledge groups have been presented in Table 6.1.

6.2 Sustainability group analysis

This section presents a comparative group analysis of the three different knowledge groups based on owner characteristics (e.g. size, and years of experience), business reasons, performance complaints, sustainable tourism perspectives, environmental attitudes and sustainability practices (see Table 6.2). These organising themes are grouped according to the three knowledge groups identified. The themes are further discussed under four sub-sections namely “owner characteristics”, “business reasons and performance complaints”, “sustainable tourism perspective and environmental attitudes", and "sustainability practices".

Table 6.2: Knowledge group summary

Themes	Don't know	Have heard	Superficial
Owner characteristics			
Group size	5	14	7
Gender	Females	Mixed	Predominantly male
Education	Lowest	Mixed	Highest
Age	Old	Old	Young and old
Years of experience	Mixed	Mixed	Mixed
Business reasons	- Income - Boredom alleviation - Socialisation - Empty rooms	- Income - Socialisation - Opportunities for children - Cultural exchange	- Boredom alleviation - Socialisation
Nature of performance complaints	- Inadequate revenue - Seasonality - Nightlife - Diseases - Dressing - Food issues - Misinterpretation in communication - Energy crisis - Resource abuse	- Inadequate revenue - Seasonality - Nightlife - Drug and boozing - Dressing - Food issues - Misinterpretation in communication - Client littering behaviour - Energy crisis - Resource abuse	- Inadequate revenue - Nightlife - Demanding clients - Dressing - Food issues - Energy crisis - Resource abuse
Sustainable tourism perspectives	No knowledge of sustainable tourism	No knowledge of sustainable tourism	Sustainable tourism means: - Community development; - Sustaining Relationships; and - Cultural promotion.
Environmental attitudes	-Believe in the imminence of eco-crisis - Blame others for eco-crisis	- Believe there is no limit to growth - Believe in the possibility of eco-crisis	- Possess anti-anthropocentric attitude - Believe in the fragility of nature -Feel everyone is responsible for preserving the environment

			-Possess a high sense of stewardship
Economic dimension	Rely on NGOs for clients but also sell local items directly to their clients	Rely on NGOs for clients, raise funds and encourage local purchases	Rely on NGOs for clients and encourage local purchases
Social dimension	All respondents practise family and community interaction.	All respondents practise family and community interaction.	All respondents practise family interaction but few practise community interaction.
Cultural dimension	Food sharing and local language speaking are practised.	Giving local names to clients in addition to food sharing and local language speaking are practised.	Encouraging religious activities in addition to food sharing and local language speaking are practised.
Environmental dimension	Virtually similar	Virtually similar	Virtually similar

Home-stay owner characteristics

This section provides an overall summary of the owner characteristics presented earlier under the demographic profile. A brief overview of the owner characteristics shows that the "Don't know" group are the smallest knowledge group identified from the study. The group is made up of only females who are generally older in terms of age. The education of this group is the lowest compared to the other groups. Yet, similar to the other groups, the years of experience for the "Don't know" group are mixed. The second knowledge group, "Have heard" is the largest of all the three groups with a mixed gender and educational level of respondents. The group is predominantly old home-stay owners who also possess a mixed business experience. The third group, "Superficial" is the second largest with the highest level of education. This group is principally made up of males who are both young and old. However, like the other groups, the years of experience of this group is mixed. Following this section, the business reasons and performance are presented.

Business reasons and performance complaints

Overall, virtually all the three knowledge groups of respondents operate home-stay as a secondary business. Hence, the reasons for operating home-stays in Ghana were generally socially driven for the “Don’t know”, “Have heard” and “Superficial groups” as they all sought to socialise with foreigners: “I wanted to make friends with international tourists” [#1]. It was also found that the social business reason overlapped with business goals indicated by all the three groups namely “providing selfless service to strangers”, “reciprocity” and “positioning Ghana to the outside world”.

However, in addition to the similar social reasons across groups, the “Don’t know” group were operating home-stay because of unoccupied rooms: “my rooms were empty and I felt operating home-stay was a great way to get them occupied” [#12]. Similar reasons were found for “Don’t know” and “Superficial” groups. For instance, respondents of the “Don’t know”, and “Superficial groups” stated that they started operating home-stay to release boredom even though such a reason was not noted among the “Have heard” group. Rather, the “Have heard” group stated that cultural exchange with tourists was an important reason in addition to gaining opportunities for their children:

> […] through hosting, my children can get some opportunities. For instance, my former clients normally send my children some books and computers to assist their learning in school. Some clients can even invite my children abroad [#21].

In addition to seeking opportunities for their children, the “Have heard” group indicated that income was another reason for starting a home-stay which was reinforced by respondents in the “Don’t know” group: “I wanted to get some income from my business since the money paid brings income" [#15]. Respondents within the "Have heard" group and the "Don't know" who had economic reason also operated home-stay as a primary income source since these respondents were unmarried unemployed older women. Such unemployed women complained about seasonality: "I think, the problem is that the time of arrivals is irregular" [#16]; "There are times there are many people, but other times there are none. Every month has its own issues" [#20]; nevertheless their male counterpart who belonged to the "Superficial" group had issues with demanding clients (Table 6.2).

In addition to the above different complaints, there were common issues reported by all three knowledge groups including inadequate revenues, night life, food issues, energy crisis and resource abuse. For instance, home-stay owners shared sentiments of resource abuse: "Clients use a lot of appliances (laptops, Ipads, chargeable lights, phones etc.). They bring so many appliances and as a result, consume lots of energy" [#22].

Another added that:

> Volunteers have an attitude of leaving their electric fans on all the time when they are even out of their rooms. They think they have paid so they have to use [#8].

Nonetheless, home-stay owners belonging to the "Have heard" complained about client littering behaviour whereas those in the "Don't know" group mentioned problems with malaria and other diseases. External problems such as diseases enumerated by "Don't know" group could not be controlled given its broader nature. Nonetheless, all three groups affirmed that they are capable of changing the behaviour of their clients by either having a healthy dialogue with their clients or through rules and regulations. For the three knowledge groups, it was easier to deal with internal issues of client behaviour than external issues such as diseases and payment increment by their NGOs.

Yet some respondents in the "Have heard" group stated that healthy dialogues could be impeded by communication in instances when clients are non-English speakers:

> […] I think communication is the problem especially when clients are non-English speakers. Moreover, sometimes the words you use are misunderstood by clients which can cause a lot of problems [#13].

In addition to the above performance complaints that were affirmed by all knowledge groups, other financial obstacles and lack of knowledge on how to address the performance issues were also mentioned by all respondents of all three knowledge groups of home-stay owners. Having explored business performance issues and reasons, themes that emerged reflecting home-stay owners' sustainable tourism perspectives and environmental attitudes are presented.

Sustainable tourism perspectives and environmental attitudes

Overall, both respondents of the "Don't know" and "Have heard" were oblivious of what sustainable tourism meant whereas the "Superficial" knowledge group had some form of elementary understanding. For instance, one respondent of the "Superficial" group stated that: "sustainable tourism is about improving access to tourism attractions. For instance, our road network to our tourism attraction sites should be improved" [#11]. In addition, another respondent of the "Superficial" group added that sustainable tourism is about "the interest the tourist gain to sustain relationships with the host communities" [#5] with another explaining that it is about "cultural promotion particularly cultural attributes that attract people" [#9]. While home-stay owners lack understanding of the concept, at the basic level they expect tourism to bring sustainable development through proper road network and cultural promotion. The results indicate that sustainable tourism reflects expectations of owners rather than the actual principle of the concept.

Other themes also emerged that highlight owners' environmental attitudes despite possessing limited perspectives of sustainable tourism. Generally, attitudes to the environment were slightly different among the three knowledge groups of home-stay owners. Both the "Don't know" and "Have heard" groups exhibited similar attitude that there is an eminent of an eco-crisis:

> […] because of the way we abuse the environment, I am afraid, there is going to be a destructive earthquake soon [#21].

However, the "Don't know" group tended to blame others for environmental problems as they felt they do not abuse the environment – "Hotels consume a lot of electricity since they use air-condition all the time. But for me, I use a little and create little waste [#1]. Unlike this group, the "Have heard" group felt that there is no limit to growth – "I believe humans are endowed with many natural resource that is inexhaustible and can resist any human pressure."

The final group, "Superficial" was anti-anthropocentric and feel that every individual has a role to play in environmental conservation. Moreover, this group felt that the environment is fragile and as a result humans are meant to be stewards to preserve such fragile resources. Such environmental perspectives are followed by exploration of sustainability practices.

Sustainability knowledge against practice: What are the specific practices based on the dimensions of sustainability?

Sustainability involves the dimensions of economic, social, cultural and economic factors. Based on respondents' individual profile, specific thematic practices emerged from the data. Overall, virtually all respondents practised economic actions of relying on NGOs for the supply of respondents. In this case, actions on arrivals were dependent on an intermediary. However, respondents did not keep records of their expenditure even though they knew how much they were paid by NGOs for each client.

In a more specific analysis based on the three knowledge groups, respondents of "Don't know" sold local products (e.g. fabric, souvenirs) from their shops to their clients, whereas those with "Have heard" and "Superficial" knowledge did not practise such actions but rather encouraged clients to purchase local products elsewhere. Moreover, only one respondent of the "Have heard" group practised actions to raise funds for community development through her clients (Table 6.2).

Regarding social dimension of sustainability, virtually all three knowledge groups of respondents mentioned that they engaged in family interaction with their clients at home. In addition, actions that enhance clients' satisfaction in the various home-stays were common. Nonetheless, few owners encouraged community interactions. For instance, less than one-third of the "Superficial" respondents encouraged community interactions.

Cultural dimension practices were varied with certain actions most and least practised by all knowledge groups. Overall, almost all respondents practised actions that encouraged sharing of local foods. However, overall, certain actions were least practised by the different knowledge levels. For example, less than 50% of the "Superficial" respondents practised actions that encouraged religious activities among clients. Additionally, about one in four of the "Have heard" respondents practised actions of giving local names to their clients.

In terms of environmental dimensions, similar actions were noted for all three knowledge groups. Overall, respondents mostly practised waste disposal with few respondents burning their waste. However, virtually all respondents did not practise reduction, reusing and recycling of waste. Additionally, virtually all respondents practised actions of buying treated water. In this case, treating/filtering water at home was least practised by all respondents. In terms of energy, the most practised action was avoiding unnecessary use of energy by switching lights off when the lights were not in use or when respondents were away. Aside from such general practices and non-practices, there were few specific practices for each group. For instance, about 21% of the "Have heard" group practised actions of reducing electrical appliances. Again, the use of alternative solar energy was a common practice among the "Have heard" and "Superficial" respondents.

In essence, the analysis of respondents' specific practices reveals dimensional issues that are highly practised by all (e.g. family interaction & waste disposal), those that are least practised by all except few (e.g. burning waste & treating water) and those that are not practised at all (e.g. recycling). For further analysis of these practices, the next section assesses respondents' practices with the key indicators of sustainability adopted in the study.

Sustainability knowledge against practice: Do respondents follow the key indicators of sustainability adopted in this study?

Sustainability involves economic, social, cultural and environmental dimensions. As evidenced by respondents' comments, respondents were aware of economic dimensional issues but did not practice them in most cases. Nonetheless, respondents were not aware of the key indicator of social sustainability, quality of life, but still did things that promoted social interactions. In terms of cultural sustainability, respondents were aware and so they did practise cultural actions. On the contrary, the majority were not fully aware of environmental sustainability and as a result did not fully practise sustainable actions. The motives behind practice and non-practice were supported by owners' business reasons.

Do respondents follow the key indicator of economic sustainability adopted in this study? And Why?

The key indicators of economic sustainability adopted for this study include employment and business viability (Agyeiwaah et al., 2017). While employment deals with the type and number of jobs, business viability relates to expenditure, arrivals, profitability and satisfaction. As evidenced by respondents' comments, they were aware of the viability of their business but, in most cases, did not practise actions that maximised revenue. All owners practised actions to satisfy their clients but few owners encouraged and sold traditional dresses to make extra profit. In terms of arrivals, all respondents relied solely on NGOs to provide them with clients and none of the groups had any initiative of increasing arrivals by their own efforts given that NGO relations have both benefits and cost. Moreover, they did not practise the purchase of eco-friendly products and did not keep track of the expenditure of their business in order to determine how much profit or losses had been made. Thus, respondents practised some economic sustainability actions (e.g. client satisfaction) and did not practise others (e.g. buying eco-friendly materials).

Regarding sustainable economic practices, for instance, the "Don't know" respondents practised the sale of traditional wears directly to clients since the monies paid by the NGOs were inadequate and such extra business was useful in ensuring profitability of their operations. As illustrated earlier by the comments of the "Don't know" group, the income from home-stay was the main reason and being sociable through home-stay was another reason: “I wanted to get some income and also be sociable” [#15]. The preceding findings indicate that owners used various practices to address economic performance issues of their business.

However, respondents of the “Have heard” and “Superficial” were indifferent on selling directly to their clients but prefer to encourage their clients to buy from other local shops. Consequently, the “Have heard” group practised actions that encouraged clients to buy local traditional clothes when leaving Ghana. However, such encouragement was not for monetary purposes, but geared towards promoting cultural understanding. This is part of owner lifestyle and it has a relationship with the socio-cultural reasons underpinning people’s reason for becoming a home-stay owner. Such lifestyle motives were illustrated by one respondent of the “Have heard” group that the ability to co-exist with others peacefully requires learning and understanding different cultures around the world.

> “I like to know people with different cultures. I find interest in promoting racial, political, religious, and peaceful co-existence. You can co-exist with your neighbour if you accept different people and ideologies” [#19].

Moreover, the common practice of this group was to depend on NGOs for the supply of clients such that when NGOs did not supply them with clients, it invariably meant that they were out of business. This situation accounted for several complaints about the seasonal nature of their business. In addition to such seasonal issues, some owners found themselves with well-paid NGOs whereas others found themselves with less-paid NGOs. Consequently, mixed feelings emerged from this group on the amount paid them, leading to either satisfied owner attitude or dissatisfied owner attitude.

Respondents of the “Superficial” group practised actions that encouraged the purchase of local dresses among their clients but not as often as was done by those in the “Have heard” group because the “Superficial” group puts social issues first since that was their main reason for becoming a home-stay owner. Many of such owners put emphasis on social networks and they engaged in home-stay based on such networks. It was this networking lifestyle that explained the process and reason of becoming a home-stay owner: “My friend introduced me to the business and I felt it was a good way to socialize with different people around the world” [#5]. Given that socialisation was their principal motive and economic returns were downplayed, owners complained about clients who demanded more in terms of service since for these owners the business was a social entity rather than a commercial one that required high demanding services commensurable to the revenues.

The economic sustainability analysis among the three knowledge groups in this section which reveals limited economic practices raises a critical question about the relevance of economic indicators/measures for socially-driven businesses such as home-stay. This is further supported by egg of sustainability model which postulates that environment and society issues precede those of the economy. Certainly, the above findings provide practical support for the egg of sustainability model underpinning the current study.

Do respondents follow the key indicator of social sustainability adopted in this study? And Why?

The key indicator of social sustainability adopted for this study include the quality of life indicator. The components of quality of life are destination-specific and include issues such as community attitudes, community involvement, residents’ empowerment, congestions, and crowding (Agyeiwaah et al., 2017). In the present study, even though respondents were not aware of quality of life and did not practise such issues, given that almost all respondents had some kind of social reasons for becoming a home-stay owner, virtually all owners practised family interaction and encouraged community interactions as part of enhancing clients' experience which dovetails into the reasons (e.g. socialisation, & boredom) why they started a home-stay business. Such interactions were based on owners' personal values rather than a conscious action. Essentially, the analysis indicates that while tourism literature has focused extensively on economic analysis of tourism businesses (e.g. Wanhill, 2000), in the home-stay context, people occupy a key important indicator such that, people and the business are inseparable.

Generally, most of the "Don't know" respondents who were unmarried had ample time to practise family interaction with their clients. For instance, one respondent of this group who had a small business shop indicated that whenever she had clients she closes her shop and stays home full time to interact and serve her clients. Moreover, another home-stay owner encouraged her clients to fraternize with her neighbours as a way of improving community relationships which ties in with her social business reasons of becoming a home-stay owner. However, they made sure that they set house rules to prevent misbehaviour.

On the other hand, respondents who were in the "Have heard" group, in most cases, send clients to their schools to assist in teaching since teaching was also an important activity for most volunteer tourist clients living in home-stay facilities. One such teacher who was also a headmistress shared how she allowed her clients to teach in her school since her goal for operating a home-stay was to help develop her community and country at large. She recalled that when she was sent as a headmistress to a community school, the enrolment was low and the pupils did not want to come to school. Meanwhile, she heard that some volunteers to Ghana prefer teaching in community schools and felt hosting and inviting her clients to her school could turn things around for her.

Consequently, she decided to use home-stay as a strategy to address the low enrolment problem as well as develop this small community school. This has enhanced her social responsibility to the school since using volunteer clients as teachers to educate pupils was socially beneficial to the community and promoted community interaction. While the above practice was important to the community, the non-practice of quality of life issues resulted in certain social issues related to clients' attitude and behaviour in various homes which were a major source of social problems that affect the home-stay owners' quality of life and their business performance. To re-echo previous section on performance complaints/issues, some of the specific social issues reported by the "Have heard" group include *clients' nightlife and drugs and boozing* which were seen by owners as unsustainable practices on the part of guests. These issues were the aftermath of owner practices of encouraging community interaction which led to unhealthy night lifestyles abhorred by most home-stay owners since such behaviour leads to their inconvenience and the possibility of theft cases. Home-stay owners felt they may be at risk through clients' risky nightlife behaviour. On the contrary, night behaviour is very important to their clients since clients use their night leisure to engage in certain activities that allow them to feel part of the destination. According to the owners, whatever happens to clients presents an image of their home and they would not want any bad image that will cause prospective clients not to choose their homes.

On the contrary, the "Superficial" respondents practised interactions that ensured a harmonious home environment by allowing their clients to freely share any problem. This was because for most of them, sustainable tourism is about sustaining relationships between the host and guest, so such harmonious relationship was part of their daily lifestyle at home:

> In my home, I have created the atmosphere of chatting with my clients after work which I think helps them to open up to me on any issue. I remember I had a male client who had a problem at his workplace and through such interaction fora, I was able to help him resolve it amicably. Interaction helps to know clients better and build our relations [#7].

Nevertheless, such healthy interaction can be marred when clients misbehave towards their owners. For that reason, it is always important that owners design rules to guard their relationship with clients. In this case, the two approaches used were for the owners to design their own home rules meant to restrict clients' activities within and outside the homes. Secondly, owners relied on a code of conduct provided by NGOs to host families: "Whenever clients behave unacceptably, I talk to them and I refer them to the code of conduct manual given to both of us by our NGOs" [#11]. Essentially, these were practices used to ensure peaceful home interaction.

However, within the "Superficial" group of respondents, one owner seldom interacts with his clients because it was not part of his lifestyle and, moreover, he did not have much time for interaction due to his busy full time job: "I hardly have time to chat with my clients. I have a helper who assists me" [#24]. Thus, there was a diversity of actions within this group.

Do respondents follow the key indicators of cultural sustainability adopted in this study? And Why?

Cultural sustainability indicator adopted for this study include the maintenance of local integrity that seeks to retain local cultures and traditions as well as the maintenance of cultural sites and representation of local cultures (Agyeiwaah et al., 2017). Similar to social issues, cultural sustainability is destination-specific. In the present study, respondents were aware and practised actions that sought to retain their local cultures such as cooking and sharing local foods with clients, teaching clients local language, giving clients local names, encouraging clients to wear local apparels and, in few cases, encouraging religious activities in churches among clients.

The above practices were generally similar for all three groups with few differences. Yet, some of the groups were passionate about cultural practices while others were not. For most respondents of the "Have heard" group, the practice of cultural sustainability was an important action partly due to NGOs' local food exchange requirement. It was also due to home-stay owners' lifestyle and their business reasons, making it rational for them to take such cultural actions. And since most cultural practices were part of owner DNA, it was easier to eat local food with clients, encourage clients to wear traditional clothes, speak local language with clients and give local names to clients.

Another practice by the "Have heard" group was the act of giving special African crafts to their clients as a gift or souvenir when they were to leave for their home countries. Such gifts were intended by the owners to serve as a memorial for the clients for having stayed in their homes: "I give clients African crafts when they are going back home to help them to remember our culture" [#20]. However, the motive behind this practice was to enhance owner image as being caring families with the hope of obtaining high re-visit intentions.

By practising such cultural actions, respondents of the "Have heard" group were also challenged by the foreign dressing lifestyle of clients which was a major cultural issue that impacted on their family lives in terms of the infiltration of foreign dressing considered inappropriate into the family. Some respondents of this group complained that the dressing of clients was not culturally decent, especially those who wore "*small shorts"*. Owners were worried about the indirect influence of such dressing on their children and the broader community. This was what respondents of the "Have heard" group said: "…My clients like wearing small shorts" [#14]; "Clients have their own dressing which is sometimes not culturally acceptable for my children" [#10]. Unfortunately, most owners could not educate their clients for fear of creating disharmony between them and their clients; yet these same respondents could confidently confront their own children on such matters, leading to discriminatory behaviour.

Even though the "Superficial" group and the "Don't know" group were not culturally driven, cultural practices were still common because the NGOs requested such cultural practices, especially those on local Ghanaian cuisines. According to respondents of both groups, during orientation, home-stay owners were told by the NGOs to eat the same family food with clients to help clients immerse themselves into the local culture. However, most respondents of these two groups raised serious concerns over such propositions by NGOs since they believed that, in reality, most clients were unable to eat the traditional food. In the end, they are compelled to cook international cuisines for clients. One respondent of the "Don't know" group stated that:

> Some volunteers complain they don't like the food we serve to the whole family. When that happens, you need to cook a special food for them although the NGOs say we should eat what we cook with them. Sometimes what the NGOs say might not work practically if you want to satisfy clients [#16].

In addition to such sentiments over local food sharing, others within the "Don't know" group raised the challenges of teaching clients local language:

> The local language is a bit difficult for clients but they pick a few words with time. For that reason, we speak the English language most of the time as they pick the local language later in their stay [#1].

From the preceding excerpts, it can be observed that not all owners supported the idea of sharing their lifestyle with clients since they believe not all clients would want to immerse themselves into the destination culture, thereby making such cultural actions an imposition on clients rather than clients' own decision. It seems, therefore, that the few cultural practices the owners undertook were intended more to please their NGOs rather than an intentional practice on their part.

Do respondents follow the key indicators of environmental sustainability adopted in this study? And Why?

Environmental sustainability indicators adopted for this study comprise three themes of water quality and water management which seeks to address issues on water volume and treatment; solid waste management which deals with recycling issues; and energy conservation which deals with the reduction in energy usage (Agyeiwaah et al., 2017). Generally, environmental practices were mixed and included both sustainable and unsustainable practices of all three different groups of awareness. The difference among the three awareness groups lies in frequencies of action and the willingness to embrace sustainable practices. Overall, respondents were not aware and did not practise recycling because it was capital intensive, time-consuming and demanded special knowledge. Given their unawareness, the owners mainly practised waste disposal. However, prior to disposal, respondents practised several other sustainable and unsustainable actions.

The "Don't know" group

For most of the respondents in this group, they sorted their waste even though they were not aware of sustainability. The motive behind sorting waste was to recover materials that could be given out for welfare and those that could be burnt. However, some of the group members did not want to sort because sorting was not a requirement by waste collectors in Ghana and, moreover, it was a waste of time for them: "I do not sort my waste because even if I sort my waste, the collectors put all waste together so there is no point sorting" [#8]. In this case, the usual practice was to dispose waste at the landfill which was quite easier and less time-consuming.

Owners' practices of water resources were similar to those of the other groups, as they usually bought treated water. Additionally, and like many other environmental actions, they sometimes filtered their water for pragmatic reasons without recognising that water treatment/filtering is part of sustainability. It was observed that any action that sought to satisfy clients was practised by all owners whether or not they had (superficial) knowledge of sustainability, because dissatisfaction on the part of clients led to poor recommendation which was subsequently associated with the image of that home.

Despite the groups' limited knowledge, one respondent bought brand new home appliances (i.e. fridge). The motive for buying such appliances was based on durability, saving cost and adhering to government regulation against second-hand appliance use. In this regard, practices were being undertaken in accordance with government policy on second-hand home appliances. Thus, this owner was aware of the policy by the government that citizens should refrain from buying second-hand appliances and this was what influenced her to buy a brand new appliance that was environmentally- friendly once she could afford it.

The "Have heard" group

While respondents of the "Have heard" group were unconscious of waste minimisation, they recalled that they sometimes practised waste minimisation based on the food cooked. They added that certain foods produced more waste than others, so if they chose to eat such food types, which they normally did, they definitely had no choice but to generate waste. On the other hand, one thing they practised was to cook what the family can eat rather than overcooking and throwing food away.

Within this group, some were also pessimistic of waste minimisation, claiming that almost every product they buy from the market came in polythene and that was the beginning of waste generation: "I don't know how waste could be reduced unless we decide to take our containers and bags to the market. This is because everything you buy is either packaged or put in rubber bags so it is not possible" [#18]. Thus, the respondent was blaming others for being the cause of most environmental issues since those packages were not caused by her but by the producers of those items which makes it difficult for the owner to control waste minimisation. In short, waste minimisation was difficult for this group because they could not control the waste minimisation at the source due to two main factors, namely food preference and the excessive packaging of products.

While minimisation was a difficult task, sorting was implementable and owners sorted their waste for three reasons, including recovering materials for re-use, feeding animals with recovered materials and burning dry materials. In this case, sorting was a means to an end since they needed to sort in order to recover materials: "I sort my waste properly into food waste, rubbers, and other tin substances. I give the food waste to birds and hen to eat" [#13]. Another owner added that: "I sort my waste regularly in order to give the empty bottles to the market women who come here to pick them"

[#3]. Due to such environmental practices by these respondents, they were of the view that “others” should take responsible actions.

Despite the above commendable practices such as waste sorting, none of the respondents of this group recycled waste. They were unwilling to do so because they claimed it might be time-consuming since this group comprises full-time workers who had primary jobs. Accordingly, they stated that recycling practices may constrain their time in addition to the fact that they did not know in principle what recycle entailed even though they had heard of it and it resonates with their level of sustainability knowledge: “I can’t do recycling since I might need to devote time to that. I know it is about treating waste and using again but if you ask me to recycle, what will I be recycling? Rubbers? Do I know what is needed and the cost elements [#23]?” Since this group was not operating home-stay for profit, they were unwilling to take actions that were too expensive, given the nature of the business. Recycling was one of such actions and they suggested government lead the way in that direction.

Overall, respondents within the “Have heard” group harvested rainwater and stored in barrels because of water shortage in Cape Coast: “I harvest rain for flushing toilet since water shortage is high in Cape Coast. I store the water in barrels for future use” [#19]. Thus, actions were informed by geographical issues such as water shortage. Given this issue, owners were troubled when clients misused or wasted water since they had to go through some difficulties to access water. One owner has developed her own water plan where she apportions a specified quantity of water to her clients every week to avoid water wastage. It is noteworthy though, that her action was an exceptional case rather than the norm. Many respondents of this group did nothing about the issue of water misuse.

Moreover, home-stay owners affirmed that since the rain and public water were usually unclean, they were forced to buy treated water from private companies for their clients who found it difficult to drink the pipe borne, rain or borehole water. For the most part, respondents stated that the practice of buying treated water was expensive; however, they had to do that for two reasons: satisfying their clients and avoiding any illness that may occur from drinking unclean water since that may tarnish their image as home-stay owners.

The practice of energy conservation was mixed given the mixed nature of the "Have heard" group. Some respondents used second-hand fridges whereas others used brand new energy conserving fridges. The use of second-hand fridges has both cost implication in terms of high cost of consumption; and sustainability implication in terms of the rate of energy consumption. Those that were using second-hand fridge explained that second-hand appliance was what they could afford, beside their unawareness of energy-conserving fridges. Such affordability motives thus informed their practices. One such owner shared her views that she bought the used freezer because she did not know there were energy-conserving freezers, adding that if she knew she would get a loan and buy one with the hope that she can conserve energy as an accommodation owner and not make losses.

Other members also conserved energy by switching off their lights to prevent unnecessary energy consumption and by reducing the number of appliances they used at home. The motive behind these actions was to ensure that they did not pay more electricity bills than what they incurred from their business. Consequently, owners got upset when clients left their lights, television, etc. on when they were not in their rooms, especially given the energy crisis in Ghana:

> …There was a time some of my clients left their lights on to Mole National Park in the northern part of Ghana for three days which got me worried. But I

> did not want to go to their room and switch their lights off because sometimes they test you to see if you enter their room while they are away [#25].

Interestingly, respondents could not react to such clients' "misbehaviour" for a couple of reasons. First, if they entered clients' room while they were away and anything got missing, the blame might be put on them. Secondly, their clients may think home-stay owners were stalking them. These two issues were among the reasons why the owners chose not to do anything about the misuse of electricity, even though they were worried about the situation.

The "Superficial" group

Overall, the superficial group members did not practise waste minimisation but were optimistic they could do so. However, since most of them were married males, their wives were the ones in charge of cooking, so they could not give details on how they could practice food waste minimisation even though they thought that it was practicable.

In addition to food waste minimisation, home-stay owners shared their daily practices on re-use. On the whole, respondents of this group generally practised the re-use of bottles by keeping empty bottles for scavengers. Thus, they did not use the bottles themselves but gave them out to others in their bid to reduce waste as environmentally responsible persons. Accordingly, their attitude of public responsibility of environmental issues was evident in their action of facilitating the re-use of bottles.

While re-using bottles was a pragmatic step to managing waste, owners also sorted waste to retrieve materials that could be used to feed animals as a food optimisation strategy. However, this practice was based on demand from the animal owners such that the non-existence of animals was a discouragement to many homes. The animal feeding practice emanates from respondents' attitude of being socially and environmentally responsible citizens as one owner echoed: "Throwing food that could be consumed by animals is not a godly practice" [#9].

In their bid to be responsible citizens and be friendly to the environment, the "Superficial group" burnt and buried waste as a waste management strategy. Moreover, such actions were fuelled by frustration from unreliable private waste collectors: "I have dug a hole in my house where I manage my waste …since the waste collectors refuse to come" [#11]. Similar to the other groups, respondents in the "Superficial group" did not practise recycling of waste since they perceived it as capital-intensive and time-consuming; so they shifted the responsibility to the government whom they reckoned had enough funds:

> I don't recycle here because I feel it is expensive though it is a fine idea for the government to do. I believe if the government should recycle, people will chase waste and I will be willing to help. Since it is expensive, the government has to do it. If each region in Ghana has one recycle company, that will be fine. These are some of the things the government should be doing [#7].

While cost and time were major barriers to recycling, owners were generally positive and willing to embrace the idea if they could get the funds for it. One of the respondents, for instance, stated that:

> I feel recycling waste could be a cost and income depending on the stage of recycling. At the beginning, recycle will be costly since it requires some capital and time but with time I think it will be beneficial [#11].

Virtually all interviewed owners bought treated water rather than filtering water. Similar to the other groups, the purchase of treated water was to satisfy clients in a bid to ensure that they had a comfortable stay: “the treated bottled water is very expensive. But I want to satisfy my clients. When clients come initially, they find it difficult drinking pipe-borne water and I have to make them comfortable” [#24].

One owner of this group was using energy-conserving appliances to avoid unnecessary high electricity bills even though profit was not a major concern: “My family uses the new type of fridge, not the old type to save energy and reduce the bills [#11].

He was using such energy conserving appliances because of his attitude that energy is important:

> Energy conservation is very important since if you don't have energy, it affects service delivery and everything comes to a standstill [#11].

With this attitude, this owner was upset when one of his clients misused his energy-conserving fridge and spoilt the fridge door:

> I had an issue with one of my clients. I bought a new energy conserving fridge with an automatically regulated door. So, when you close it, you have to wait for a while before you can open the door. I realised my client liked going to the fridge which was not a problem. However, she did not have the patience to wait and she kept forcing the fridge door until the door could no longer be regulated automatically like I bought it [#11].

Summary

This section has provided an assessment of owner practices based on the adopted key indicators of sustainability and the motives behind owner practices (Table 6.3). Overall, respondents were aware of some sustainable practices (e.g. food sharing and local language speaking) and were not aware of others (e.g. waste minimisation and recycling). Moreover, some sustainable actions were practised (e.g. re-use, and encouraging local purchases) while others were not practised (e.g. waste minimisation and recycling).

Table 6.3: Summary of owner practices based on knowledge groupings

Sustainability practices	**Don't know**	**Have heard**	**Superficial knowledge**
Economic actions	- Client satisfaction - NGO reliance - Sell traditional wears to clients	- Client satisfaction - NGO reliance - Encourage local purchases	- Client satisfaction - NGO reliance - Encourage local purchases
Social actions	- Family interaction - Community interaction	- Family interaction - Community interaction	- Family interaction - Community interaction
Cultural actions	- Share local food - Speak local language - Encourage local dressing	- Share local food - Speak local language - Encourage local dressing - Give special African crafts as souvenirs - Give local names	- Share local food - Speak local language - Encourage local dressing - Encourage religious activities
Environmental actions	- Sorting - Re-use - Waste disposal - Burning - Water conservation and saving - Energy saving	- Sorting - Re-use - Waste disposal - Food waste management - Water conservation and saving - Energy saving	- Sorting - Re-use - Waste disposal - Energy saving - Burning and burying waste - Food waste management - Water conservation and saving
Unsustainable actions of guests	- Nightlife - Dressing - Noise	- Nightlife, - Drugs and alcohol - Dressing	- Nightlife - Dressing

Indeed, most non-practice sustainability actions were unknown to respondents; yet, a few actions were known and not practised. Some practices were beneficial but were not necessarily sustainable in themselves (e.g. frequent home family interaction, community interaction and sorting) but could be, perhaps, described as means to sustainable actions. For instance, re-use is achievable through sorting. In sum, respondents' general practices were mixed and included both sustainable (e.g. re-use and encouraging local purchases) and unsustainable actions (e.g. burning and burying waste). However, those with superficial knowledge were, in most cases, conscious of their actions and were concerned and willing to embrace sustainable practices (e.g. recycle) given that they possessed, comparatively, a more responsible attitude towards the environment and the community at large.

6.3 Discussion

The analysis of business performance issues of the home-stay sector suggests that home-stay owners are constrained by factors that border on economic, social, cultural and environmental performance issues and yet they lack the capacity and know-how to address these issues due to their limited knowledge of sustainable tourism despite the positive attitude that most of them have towards the environment. Indeed, the relationship between small firms' sustainable performance and environmental management has been described by some scholars as a paradox (Wehrmeyer, 2000), with Tilley (1999) arguing that the lack of environmental awareness and the lack of eco-literacy are among the major factors hindering SME owners to transform their positive attitudes into practices that will enable them to perform better sustainably.

The three identified groups of "Don't know", "Have heard", "Superficial" were all challenged with awareness issues even though they had seemingly different business reasons, sustainability motives, and demographics. For instance, the "Don't know" group had two motives of cost reduction and societal legitimisation. Cost reduction is linked to their socio-economic reasons of operating a home-stay that require that they are profitable business owners. Hence, an action like burning may help to reduce the cost of disposal but such an action is unsustainable. On the other hand, filtering reduces cost and constitutes a sustainable water treatment technique. In addition to such connections to business reasons, societal legitimisation on the part of the owners stemmed from the demand by NGOs for the owners to share their food culture with their clients as well as the need to adhere to government rules on the use of home appliances.

The "Have heard" respondents who possessed predominantly socio-cultural reasons (with few economic reasons) were older single females who engaged in sustainability for three reasons: cost reduction (e.g. energy conservation), social legitimisation (e.g. sharing local foods with clients) and personal choices (e.g. sorting) (Font, Garay, & Jones, 2016). By cost reduction, this group seeks to ensure that they do not make losses given that they operate home-stay as a supplementary business. Hence, while they may not seek much profit, they also do not want to make losses, making them view energy-conservation practices as very important. Social legitimisation stems from their quest to adhere to NGO rules on sharing family food with clients. By doing this, owners seek to build their network with their respective NGOs in a harmonious way. The third motive is based on a lifestyle where owners engage in practices that have become part of their daily activities (e.g. sorting and family interaction).

The "Superficial" group possesses two motives of societal legitimisation and lifestyle (personal choices). Similar to the above groups, they adhere to NGO rules of local food sharing in addition to seeking to be responsible citizens in their communities by encouraging both family and community interaction through the home-stay operation. These actions are explained by respondents' high sense of social responsibility and their social business reasons for operating a home-stay.

The limited knowledge of all the three groups means that home-stay owners can pick and choose any action they find easier at the expense of other sustainable actions based on their motives. The literature on sustainable tourism attests that people find it easier to undertake easy practices (Radwan, Jones & Minoli, 2010) and respondents' lack of awareness means that easy actions or practices that are unsustainable (e.g. burning) may be chosen over difficult, but sustainable, ones (e.g. recycling), especially when dealing with non-alignable and non-dominant sustainability indicators which demand depth of understanding (Bollen, Knijnenburg, Willemsen, & Graus, 2010; Chernev et al., 2015). Altogether, the interplay of the multi-dimensional performance constraints, limited awareness, attitudes, motives, non-alignable and non-dominant sustainability indicators complicates the transition towards sustainability and better performance. Consequently, Ghanaian home-stay owners' ability to surmount these challenges require more education since in the end, the knowledge they will acquire and the practices they will engage in will be extended to their clients and this will, hopefully, facilitate a sustainable transition of the sector.

Essentially, the general observation that most sustainable activities were not practised may be explained by the limited sustainability knowledge on the part of the owners, the cost of sustainability practices and the connection between sustainability practices and business performance. For example, economic actions that involved buying eco-friendly products were seldom practised – except those that encouraged local purchases – due to the cost of practice.

Moreover, environmental actions of waste reduction and recycling were not practised, except least desirable waste management practices (e.g. disposal and incineration), due to lack of knowledge on the connection between such sustainable practices and business performance. For instance, some owners stated during the interviews the things that mattered to their clients and usually they were related to clients' food and shelter, and not necessarily environmental practices: "Whether I recycle or not is not important to my clients because when they arrive here, they only care about their food" [#24]. However, the sustainable waste management hierarchy encourages the top 3Rs of *reduce, resuse and recycle* (Radwan, Jones & Minoli, 2010).

The comment above by the respondent raises two important issues. One relates to tourists' behaviour at the destination and another relates to tourists' priority at the destination. In the case of the former, certain tourists' behaviour may facilitate sustainability at the destination (Lee & Moscardo, 2005; Budeanu, 2007). However, tourists usually put their consumptive behaviour first (McKercher, 1993); many of which may not be sustainable although such consumptive behaviour could be shaped by tourism business owners' sustainable practices (Firth & Hing, 1999), especially in instances where owners understand and have made such sustainable practices part of the DNA of the home-stay business.

Consequently, owners' knowledge and practices become very crucial in transforming their business towards a sustainable performance. This section suggests that, certainly, practices are important but knowing and understanding those practices are necessary steps to achieving sustainable performance.

6.4 Chapter summary

This chapter has analysed respondents' profile based on the three identified sustainability knowledge levels with further details on owner characteristics, business reasons, performance complaints, sustainable tourism perspectives and environmental attitudes. Further, the practices engaged by each level of knowledge and the reasons for engaging in sustainability practices were explored and further discussed based on the extant literature. As part of investigating a range of issues in this chapter more deeply, the next chapter used business reasons as the basis of clustering respondents to further ascertain the role of business reasons in sustainable performance of the home-stay sector.

CHAPTER SEVEN: BUSINESS REASONS, SUSTAINABILITY APPLICATION AND BUSINESS PERFORMANCE

7.0 Introduction

This quantitative chapter investigates sustainability performance further based on business reasons. This is different from the previous chapter that adopted knowledge as the basis of grouping. This is because Chapter Seven was devoted to analysing sustainability application and the role of business reasons on sustainable performance. Consequently, in line with objectives three and four that sought to examine sustainability application and the role played by business reasons, respondents were clustered based on business reasons for further comparison. In addition, sustainability application categories of aware, concern, willingness and practice were collapsed into only two options of non-practice and practice to help elucidate the research question on sustainability application. Hence, unlike the previous qualitative chapter, the quantitative has awareness, concern and willingness merged into one category while practice belongs to another to allow further deep analysis.

Consequently, this chapter analysis begins with clustering respondents into four groups based on their business reasons to further compare with other variables of interest. Accordingly, the first section is devoted to clustering respondents based on business reason variables with further demographic analysis of the four groups identified. The second section analyses the business goals of home-stay owners using a principal component factor analysis after which the four groups are compared based on factor scores. The third section examines sustainability application among the four groups to illuminate their priorities of sustainability actions. The fourth section examines sustainable attitudes, environmental worldviews and responsibilities that may further highlight the nature of practices undertaken by home-stay owners. Section five further presents performance issues based on the four groups of home-stay owners. The results are further discussed in section six followed by a summary in section seven.

7.1 Business reason clusters

Respondents were asked to state their main reason for becoming a home-stay owner (see Section two of Appendix II). One response per each home-stay owner was analysed and the results yielded six reasons including income (29.7%), social interaction (28.8%), cultural exchange (22.0%), altruism (11%), personal satisfaction (7.6%), and opportunities (0.8%). These results were subjected to a two-step cluster analysis which yielded four clusters which were in line with those found in the literature (Table 7.1). Further inspection of the cluster quality confirmed a good explanatory power of the top four reasons for becoming a home-stay owner in Ghana.

Table 7.1 presents the group sizes of the clusters. Group one was named "Income seekers" since revenue was the main reason for becoming a home-stay owner. This group was the largest of the four identified clusters. The second group was named "Social interaction seekers" denoting the importance placed on social interaction and friendship with their clients. This group was the second largest group. The third group was named "Culture exchange seekers" as the group started home-stay purposely to learn different cultures around the world. Less than a quarter of the respondents was in this third group. The fourth group was called "Altruism seekers." This group was in the business to provide selfless services to strangers. The fourth group was the smallest of the four clusters identified. Having identified the different clusters according to the reasons for becoming a home-stay owner, the next step was to analyse the demographic profile of each of the four groups.

Table 7.1: Business reason clusters (n=118)

Variable	*Cluster I: Income seekers*	*Cluster II: Social interaction seekers*	*Cluster III: Culture exchange seekers*	*Cluster IV: Altruism seekers*
Group size (n)	29.7%(35)	28.8% (34)	22.0%(26)	19.5(23)
Inputs: Business reasons	100%)	(100%)	(100%)	(56.5%)
	Income	Social interaction	Cultural exchange	Altruism

Note: Silhouette measure of cohesion and separation = 0.9; Largest to smallest cluster ratio = 1.5

The demographic profile of clusters

An analysis of the cluster profile shows that Group one has more males who are younger and possess below tertiary education. They are married and predominantly Muslims from the northern part of Ghana. More than half have been in the business for a maximum of five years with the business run by their family or themselves. The number of rooms was between one and two for most of these respondents (Table 7.2). For respondents of Group one, being committed and flexible were the two top-most attributes in their business operation (Table 7.3). Similarly, Group two has more males who are younger and possess below tertiary education. The group is generally married and are Muslims from the northern part of Ghana. Home-stay business for many of this group was a part-time business. More than half of respondents of this group have been in business for a maximum of five years. For this second group, all members were running home-stay without any helper. While they offer a maximum of two rooms for this business, they also indicate a good sense of commitment and flexibility in the business (Table 7.3).

Table 7.2: Business reason clusters against owner profile

Variable	***Cluster I: Income seekers (%)***	***Cluster II: Social interaction seekers (%)***	***Cluster III: Culture exchange seekers (%)***	***Cluster IV: Altruism seekers (%)***	χ^2 **(df)**	***Sig.***
Gender						
Male	54.3	58.8	46.2	39.1	2.5 (3)	0.47
Female	45.7	41.2	53.8	60.9		
Age						
25-44	68.6	64.7	80.8	43.5	7.7(3)	0.05
45 and above	31.4	35.3	19.2	56.5		
Education						
Below Tertiary	54.3	58.8	46.2	43.5	1.7(3)	0.63
Tertiary	45.7	41.2	53.8	56.5		
Marital status						
Unmarried	48.6	35.3	34.6	43.5	1.8(3)	0.62
Married	51.4	64.7	65.4	56.5		
Religion						
Christianity	34.3	20.6	42.3	69.6	14.3(3)	0.00*
Islam	65.7	79.4	57.7	30.4		
Occupation						
Unemployed/retired	14.3	2.9	3.8	30.4	11.9(3)	0.01*
Employed	85.7	97.1	96.2	69.6		
Type of home-stay business						
Full-time	37.1	11.8	23.1	17.4	6.8(3)	0.07
Part- time	62.9	88.2	76.9	82.6		
Years of business experience						
1-5 years	51.4	52.9	34.6	52.2	2.5(3)	0.47
6 and above	48.6	47.1	65.4	47.8		
Employees						
Family/self	94.3	100.0	96.2	95.7	1.9(3)	0.60
Helper	5.7	0.0	3.8	4.3		
Number of rooms						
1-2	91.4	97.1	100.0	87.0	4.7(3)	0.19
3 and above	8.6	2.9	0.0	13.0		
Setting						
Northern Ghana	65.7	82.4	57.7	34.8	13.7(3)	0.00*
Southern Ghana	34.3	17.6	42.3	65.2		

** Significant at $p < 0.05$.*
Source: Fieldwork, 2016

However, Group three has more females who are younger and possess tertiary education. They are predominantly married and are Muslims from the northern part of Ghana. Akin to the previous groups, home-stay was a part-time business yielding supplementary income for their families (76.9%). More than 60% of Group three have been running the business for more than six years with their families. The number of rooms offered was either one or two rooms. This group indicated a good sense of commitment (43.2%) and flexibility (25.0%). Finally, Group four has more females who are older and possess tertiary education. They are predominantly married and are Christians from the southern part of Ghana. Similarly for this group, home-stay is a part-time business in addition to their full-time employment. About half (52.2%) of the fourth group has been in business for a maximum of five years running the business on a family basis. The owners of this fourth group accommodated guests using either one or two rooms. A considerable number of the group was committed (39.5%) whereas others were flexible (26.3%) in their business delivery (Table 7.3).

From the above description, some similarities and differences are observed. The four identified groups are different on four demographic variables including religion, occupation and setting. In terms of religion, Group four is different from the rest as the majority of Group four are Christians as against Muslims in the remaining three groups. In terms of occupation, while groups one, two and three have over 80% respondents employed in full time jobs, less than 80% of Group four are employed with more than a quarter unemployed. This provided further explanation for the age results of Group four who have more than 50% of the members aged 45years and above indicating that most of this group are perhaps retirees. The final variable of interest is setting or location of the business. While groups one, two and three have over 50% from northern Ghana, Group four has more than 50% of the respondents from southern Ghana.

Table 7.3: Owner attributes across clusters

Owner attribute	*Cluster I*: **Income seekers** (%)	*Cluster II:* **Social interaction seekers** (%)	***Cluster III: Culture exchange seekers*** (%)	***Cluster IV: Altruism seekers*** (%)
Risk-taker	4.3	3.9	2.3	5.3
Creative	10.6	7.8	22.7	21.1
Innovative	4.3	13.7	6.8	7.9
Committed	42.6	39.2	43.2	39.5
Flexible	38.3	35.3	25.0	26.3

Source: Fieldwork, 2016

Other similarities are observed among respondents of all the four groups. Demographically, for instance, groups one and two are similar as males dominate this group whereas groups three and four are similar as both are dominated by females. In terms of education, groups one and two have more than half of their respondents below tertiary education whereas more than half of groups three and four possess tertiary education. Moreover, more than half of all the four groups are married. In addition, almost all four groups of owners run the business on a part-time basis with their families. Few engage helpers to assist them in their business. The number of rooms used for the business is either one or two. Few owners could provide rooms above three for their prospective clients. In addition, all the groups stated that their dominant personal attributes include commitment and flexibility (Table 7.3). After examining the owner profile and business characteristics based on the reasons for starting a home-stay, further analysis of owner goals is presented.

7.2 Factor analysis of business goals

Eleven goal statements were subjected to a principal component factor analysis with Varimax rotation. One of the statements, “Provide selfless service to strangers”, had a poor loading and it was found that its inclusion disrupts dimensional identification and the total variance explained. Therefore, this statement was deleted. The ten remaining statements were analysed, resulting in four orthogonal factors which explained 71.8% of the variance. The four identified factors were subsequently given names that reflect the major underlying dimensions.

The first factor was named "Autonomy"(25% variance explained) as it reflects the owners' goal to be in control of their business, enjoy their lifestyle and make a contribution to the development of Ghana through home-stay operations. This factor also reflects owners' capacity to make decisions that impact on their daily lifestyle and the country within which they operate their business. In this vein, owners had personal independence within the home-stay context, which is evident in the autonomy factor.

The second factor, "Income" (18.9% variance explained), represents the economic goal of operating a home-stay business. For many of the home-stay owners in Ghana, particularly those in their youthful ages, home-stay is an important business due to the supplementary income it generates for the family. Moreover, it may serve as a retirement income source for older home-stay owners. This dovetails with the finding that the operation of home-stay in Ghana is a secondary source of income for most families who are already engaged in primary employment or retired.

The third factor, "Opportunity" (16.5% variance explained), reflects the aim of receiving similar treatment from clients and the possible opportunities that the owners' children may receive from the business. This factor indicates that owners in Ghana have high expectations of their clients in the form of reciprocity. This goal is rooted in the culture of reciprocity that is engrained in Ghanaian hospitality (Gyekye, 1998). Consequently, by opening their homes to international tourists, home-stay owners in Ghana expect that such gestures could provide opportunities for them and their families.

Table 7.4: Identifying the factors of home-stay owner goals

My goal is to:	Factor 1: Autonomy	Factor 2: Income	Factor 3: Opportunity	Factor 4:Socio-cultural interaction and prestige
Support my leisure interest and hobby. (*M*=3.3)	0.87			
Position and develop Ghana as a preferred destination. (*M*=3.6)	0.79			
Enjoy a good lifestyle. (*M*=3.534)	0.73			
Be my own boss. (*M*=2.8)	0.70			
Provide a retirement income. (*M*=2.7)		0.78		
Generate extra income for my family. (*M*=3.2)		0.78		
Get opportunities for my children. (*M*=3.7)			0.88	
Get similar treatment from my clients should I/my family members travel abroad. (*M*=3.9)			0.88	
Gain prestige by operating a home-stay business. (*M*=4.0)				0.74
Establish friendship, interaction and cultural exchange. (*M*=4.7)				0.67
Eigen Values	3.1	1.8	1.2	1.0
Variance explained	25.0	18.9	16.5	11.4
Cronbach's alpha	0.81	0.75	0.74	0.65
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0.70				
Approx. Chi-square: 317.14				
Bartlett's Test of Sphericity: df = 45; Sig.: 0.00				

Scale: A 5-point Likert scale range of *Not at all important [1] to Very important [5]*
Source: Fieldwork, 2016

Finally, the fourth factor, "Socio-cultural interaction and prestige" (11.4% variance explained), represents the need to make new friends, exchange culture and gain prestige through the home-stay operation. Locally, for most home-stay owners in Ghana, their business is not just an opportunity to interact with international tourists, but also an avenue to enhance their image. Hence, many have the goal of gaining prestige in their communities as hospitable people, having practically opened their homes to strangers. Further analysis compared respondents along each goal factor based on computed regression factor scores.

To further understand the business orientation of each group, the analysis sought to examine whether the four groups identified possessed different business goals using one-way analysis of variance. Hence respondents were compared along the four goal factors identified through factor analysis. Regression method was used to generate factor scores which were used for the ANOVA analysis. The factor scores generated through this approach has a mean of zero (0) (See Chapter Five for more details).

As can be seen in Table 7.5, quite congruent with their business reason, the Group one respondents had a high score on income goal (*FS*=0.63) followed by autonomy goal (*FS*=0.16). However, gaining opportunities and enjoying socio-cultural interaction and prestige through home-stay were less important goals for this group as scores of both latent variables were negative. This group could be described as "growers" in the extant literature who are interested in the economic benefits of operating a home-stay (Ateljevic & Doorne, 2000). Quite different from the first group, Group two had mixed goals as three-quarters of the latent constructs were important to this group. For instance, the three important goals for the second group were socio-cultural interaction (*FS*=0.21), opportunity (*FS*=0.15) and income (*FS*=0.02). Nonetheless, autonomy was a less important goal for the second group. The third group, unlike the previous, were purely lifestyle owners who value the socio-cultural and prestige (*FS*=0.14) as well as opportunities (*FS*=0.01) from the home-stay operation. Nonetheless, income and autonomy were less important to this third group. For the fourth group, all the four latent goals identified were less important to them as they were indifferent to their business goals. From the preceding results of business goals, the following description could be given to each group: the Group one respondents are growers; Group two respondents are mixed owners; Group three respondents are lifestyle owners; and the final group is indifferent owners.

Overall, it could be seen that the combination of important goals are different for each group even though the most significant difference is recorded on income goal which was important to groups one and two but less important to groups three and four. Two inferences could be drawn from this result. Business reasons are closely related to business goals such that those with income reasons also possess income goals. Secondly, the type of owners examined in this study are diverse, comprising of growers, lifestyle, mixed, and indifferent business owners. Nevertheless, whether each of these four groups applies sustainable actions relevant to their business reasons is of interest in this study. Consequently, the next section analyses and presents results of sustainability application among home-stay owners.

Table 7.5: Comparative analysis of factors across clusters

Business goals	*Cluster I: Income seekers*	*Cluster II: Social interaction seekers*	*Cluster III: Culture exchange seekers*	*Cluster IV: Altruism seekers*	*F-test (df)*	*Sig.*
Autonomy	0.16	-0.08	-0.03	-0.10	0.4 (3, 114)	0.74
Income	0.63	0.02	-0.46	-0.47	10.2 (3, 114)	0.00*
Opportunity	-0.03	0.15	0.01	-0.19	0.5 (3, 114)	0.67
Socio-cultural interaction and prestige	-0.27	0.21	0.14	-0.06	1.6 (3, 114)	0.19

*Note: FS=Factor Score; * Significant at p < 0.05.*

Source: Fieldwork, 2016

7.3 Application of sustainability practices

Based on the objective of ascertaining sustainability application among home-stay owners and the role of business reasons, this section following previous sections on demographic profiling and owner goals analysed the sustainability application of home-stay owners. The analysis was based on the sustainability dimensions and indicators adopted in the current study. Ten-point categories of options including Don't know [1]; Aware [2 &3]; Aware and Concerned [4 &5]; Concerned and Willing [6, 7 & 8]; and Practice [9 &10] were used for only environmental sustainability assessment. However, the remaining indicators [economic, social and cultural] used 9-point categories of options namely Don't know [1]; Aware [2&3]; Aware and Concerned [4]; Concerned and Willing [5, 6 &7]; and Practice [8 &9]. To ensure the robustness of the test results, the categories were collapsed into "Non-practice" and "Practice" which reflect the third objective that sought to ascertain sustainability practices among the owners. In detail, all options which included awareness [and also don't know option], concern and willingness were coded as "1" whereas the rest focusing on practice were coded as "2" to yield two main groups [i.e. "Non-practice" and "Practice"].

From Table 7.5, over three-quarters of the respondents of Group one do not practice business viability actions. Consequently, practices related to income (22.9%) and expenditure (17.1%) were very low among this group even though they were income oriented in the business reasons and goals. In terms of quality of life actions, more than 70% respondents of Group one were actively practising the quality of life actions. For instance, actions that improve owner quality of life were highly practised (74.3%) in addition to those actions that improve community quality of life (80%). In the same vein, Group one respondents were practising cultural sustainability actions in their daily business operation as the vast majority engage in actions that promote cultural exchange through food sharing (94.3%) and those that promote local language speaking with their clients (97.1%). On environmental dimension, Group one respondents were selective in their practices for pragmatic reasons. The four top environmental actions that more than half of Group one was highly practising include water treatment (82.9%), amount of water usage (57%), energy conservation appliances (85.7%) and the use of alternative solar lamp (62.9%). These actions were dominant because of perhaps cost savings and resource scarcity reasons. However, actions such as recycling, re-use of bottles and sorting were very low among this group.

The second group of respondents just like the first group had over 70% who were not practising economic sustainability actions. However, more than half of the second group were practising the quality of life actions. For instance, actions that improve owner quality of life (55.9%) and those that improve community quality of life (64.7%) were common among Group two. In addition, almost all respondents of this group were practising actions that promote culture integrity through food sharing (94.1%) and local language learning (97.1%). The emphasis on socio-cultural practices among this group needs to be highlighted. Given that the second group started home-stay for social reasons with mixed goals, it was not surprising that practices related to such issues were practised by the majority. The practice of cultural actions by an overwhelming number of Group two was possible because those actions (e.g. local food sharing) are part of owners' daily lifestyle even though owners may not recognise the contribution of such cultural actions to sustainability. In addition to culture, over half of Group two respondents were practising certain environmental actions including water treatment (88.2%), amount of water usage (52.9%), energy conservation appliances (85.3%) and the use of alternative solar lamp (52.9%). Nevertheless, more than half of Group two respondents were not practising certain environmental actions such as recycling and reuse of bottles.

Over 60% respondents of the third group were not practising economic actions. Nonetheless, more than 50% of the group were practising actions that promote quality of life and cultural preservation. For instance, both practices that promote owner quality of life (53.8%) and that of the community (65.4%) were practised by more than half. In the same vein, over 80% of the third group engaged in cultural practices that involve sharing local foods (80.8%) and speaking local language with clients (88.5%). However, more than half of Group three respondents were practising three main environmental actions such as water treatment (73.1%), amount of water usage (61.5%) and energy conserving appliances (57.7%). The analysis suggests that for this third group, sustainability application is highest on culture preservation which also corroborates their purpose of starting a home-stay business and their lifestyle orientation.

Finally, it was observed that over 80% respondents of the fourth group were also not practising economic actions. Unlike the previous group, more than 50% respondents of this fourth group were not practising social actions that improve quality of life of owners (60.9%) and community (52.2%). Nonetheless, more than 70% of Group four respondents were practising cultural actions that involve food sharing (87.0%) and local language speaking (78.3%). In addition, the group was practising certain environmental actions such as water treatment (60.9%) and energy conservation (56.5%). While the group may be concerned about environmental practices, real actions were limited.

Table 7.6: Application of sustainability practices

Dimension	*Cluster I: Income seekers (%)*		*Cluster II: Social interaction seekers (%)*		*Cluster III: Culture exchange seekers (%)*		*Cluster IV: Altruism seekers (%)*		χ^2 (df)	Sig.
Economic	NP	P	NP	P	NP	P	NP	P		
Actions that improve profit earned on each client	77.1	22.9	76.5	23.5	69.2	30.8	95.7	4.3	5.5(3)	0.14
Actions that improve expenditure on each client upkeep	82.9	17.1	73.5	26.5	65.4	34.6	82.6	17.4	3.2(3)	0.36
Social										
Actions that improve owner quality of life through hosting	25.7	74.3	44.1	55.9	46.2	53.8	60.9	39.1	7.4(3)	0.06
Actions that improve community quality of life by hosting clients	20.0	80.0	35.3	64.7	34.6	65.4	52.2	47.8	6.5(3)	0.09
Culture										
Promoting cultural exchange through sharing local food with clients	5.7	94.3	5.9	94.1	19.2	80.8	13.0	87.0	3.9(3)	0.26
Promoting cultural understanding by speaking local language with clients	8.6	91.4	2.9	97.1	11.5	88.5	21.7	78.3	5.5(3)	0.14
Environment										
Recycling of waste	91.4	8.6	79.4	20.6	69.2	30.8	78.3	21.7	4.9(3)	0.18
Re-use of bottles (e.g. empty Voltic bottles)	74.3	25.7	67.6	32.4	53.8	46.2	56.5	43.5	3.5(3)	0.32
Sorting/separating waste	82.9	17.1	88.2	11.8	84.6	15.4	82.6	17.4	0.5(3)	0.92
Water treatment (e.g. filtering, boiling, using chemical)	17.1	82.9	11.8	88.2	26.9	73.1	39.1	60.9	6.9 (3)	0.08
Amount of water usage	42.9	57.1	47.1	52.9	38.5	61.5	60.9	39.1	2.8(3)	0.43
Energy conserving appliances (e.g. 3-star fridges and ECG bulbs)	14.3	85.7	14.7	85.3	42.3	57.7	43.5	56.5	11.9(3)	0.01*
Alternative solar lamps	37.1	62.9	47.1	52.9	61.5	38.5	56.5	43.5	4.2(3)	0.24

** Significant at $p < 0.05$; NP=Non-practice; and P=Practice*

Source: Fieldwork, 2016

In addition to the above group observation, the results reveal that the most significant difference in action is noted in the use of energy conserving appliances [e.g. three star fridges and ECG bulbs] among owners. Over 80% of groups one and two are practising such actions whereas less than 80% of groups three and four were practising such actions.

The result of sustainability application, in summary (Table 7.6), is suggestive of similar priorities of sustainability application despite different owner business reasons. Economic actions are important but are not practised by the majority because the business is perceived as a secondary income source for all groups. Hence, owners who started the business for economic reasons do not necessarily take economic sustainability actions. Culture is the most practised among all groups since it forms part of owner's daily lifestyle. In addition to culture, quality of life actions were common.

Environmental actions are practised yet each group has pragmatic actions that are being practised. Some environmental actions are least practised by all namely recycling, sorting, and re-use which are constituents of the 3Rs (reduce, reuse & recycle) in the waste management hierarchy. The results suggest that while overall, economic actions are limited, socio-cultural actions practices are high and involve those actions that impact on the family life or client experiences. Environmental actions are generally mixed with low and high frequencies as those actions are based on owner pragmatic choices depending on the degree of cost savings and resource scarcity. The results thus suggest that despite possessing different reasons, groups one and two who have more men are similar in their sustainability application. Moreover, Group three shares very similar sustainability application with groups one and two. Nonetheless, groups three and four who have more women are different as the fourth group who are older and educated tend to practise sustainability less than the third group who are younger educated females.

The above observed sustainability similarities among the groups are indications that the group may possess similar attitudes and worldviews despite their heterogeneous business reasons and goals. To further explain the nuances of the generally similar sustainability application orientation among owners, further analysis of owner sustainable attitudes, environmental worldviews and responsibilities are examined.

Table 7.7: Summary of sustainability application among owners

Sustainability dimensions	*Cluster I: Income seekers*	*Cluster II: Social interaction seekers*	*Cluster III: Culture exchange seekers*	*Cluster IV: Altruism seekers*
Economic	Low	Low	Low	Low
Social	High	High	High	Medium
Cultural	High	High	High	High
Environmental	Mixed	Mixed	Mixed	Mixed

7.4 Owner sustainable tourism attitudes, environmental worldviews and responsibility

Sustainable tourism attitudes

Based on the reviewed literature, sustainable tourism involves the triple bottom line concept of maximising economic, socio-cultural and environmental dimensional benefits of tourism. Overall, sustainable tourism attitudes were positive for all four groups such that no significant mean differences occurred in all four dimensions (see Table 7.5). For example, on a scale of 1-5 of strongly disagree to strongly agree, economically, all four groups of respondents agreed that tourism has the potential to create new markets for individual tourism products; provide income for the community; and generate tax revenue to the national government. For instance, both groups one to four agreed to all three economic statements with the highest agreement recorded for groups one and four on "tourism generates tax revenue for the local government" (*M*=4.5). Group two rather agreed strongly to the income tourism brings to the community (*M*=4.5). The results show that the Group four tended to rate economic issues more highly than the rest even though their business reasons were non-economic. While it would be expected that those with economic reasons may possess the highest economic attitudes, this was not the case as all four groups of owners recognise the economic impact of tourism.

Indeed, being a home-stay owner in itself provides a practical experience of how tourism contributes to economic impact by providing new markets for local products. Without tourism, the purchase of home-stay is non-existent since the market of home-stay is dependent on international volunteer tourists to Ghana. Again, the existence of volunteer tourists, in most cases leads to the purchase of other related products outside of the home-stay context. For example, most international volunteers use local transport which provides incomes to community transport businesses other than the home-stay owners. Volunteer tourists also visit local tourist attractions where entry fees are used to pay local workers at the tourist site. In any of these facilities of transport and tourism attractions, taxes are levied by the government to generate income. Thus, tourism is a tool for local economic development (see Table 7.5).

An analysis of social attitudes of the four groups shows that all home-stay owners believe that tourism has the capacity to enhance socio-cultural benefits to them and the broader community. Among the four groups, the highest agreement to social statements was recorded by Group two whose business reasons are socially oriented (e.g. I enjoy interacting with tourists: *M*=4.7). Aside from such recognisable emphasis by Group two, there was a general acknowledgement by all four groups that through tourism, and for the most part within the home-stay context, owners are able to enjoy the interaction with tourists and further develop a friendship with international tourists which would not have been possible without tourism. Such friendly relations, they believe, have the capacity to bring social harmony necessary for the achievement of quality of life. This finding reinforces why quality of life actions were common.

In addition, all four groups of respondents agreed to the contribution of tourism to culture preservation with the highest agreement found among the respondents of Group three (e.g. tourism promotes culture exchange: M=4.8). Thus, this group's reasons may have played a significant role in their attitude towards tourism contribution to culture preservation. Nonetheless, all four groups believe that the coming together of tourist and host community with diverse cultures is an important channel for promoting cultural exchange which in turn allows owners to value their culture and preserve those cultures. Within the home-stay context, such cultural benefits were apparent.

Regarding the environmental aspect, all four groups of respondents were in agreement on the role of tourism in environmental preservation. Indeed, there was a general consensus among respondents that tourism has the capacity to protect the community environment. Hence, it is essential that tourism is developed in harmony with nature such that the development of tourism, in the end, can strengthen efforts for environmental conservation. These findings suggest that respondents perceive tourism as a conservation tool (Table 7.5) with the highest support from groups one and three. The preceding similar sustainable tourism attitudes underscore the generally similar sustainability application despite possessing different business reasons. This is further explained by owners' environmental worldviews which were generally similar among all four groups.

Table 7.8: Sustainable tourism attitudes

Dimensions	***Cluster I*: Income seekers**	***Cluster II:* Social interaction seekers**	***Cluster III: Culture exchange seekers***	***Cluster IV: Altruism seekers***	***F-test* (df)**	**Sig.**
Economic (∝ =.76)						
Tourism brings income to our community.	4.3	4.5	4.2	4.4	0.8(3, 113)	0.52
Tourism creates a new market for our local products.	4.3	4.2	4.3	4.4	0.3 (3, 112)	0.83
Tourism generates tax revenue for the local government.	4.5	4.1	4.4	4.5	0.8(3, 109)	0.52
Social (∝ =.60)						
I enjoy interacting with tourists.	4.4	4.7	4.6	4.6	1.9(3, 114)	0.13
I have developed a friendship with tourists.	4.5	4.7	4.6	4.6	0.6 (3, 113)	0.61
I feel my quality of life has improved through tourism.	4.6	4.5	4.1	4.1	2.4(3, 110)	0.08
Cultural (∝ =.60)						
Tourism promotes cultural exchange.	4.5	4.5	4.8	4.6	2.6 (3, 113)	0.06
Because of tourism development, I have a better appreciation of my culture.	4.4	4.5	4.5	4.6	1.0 (3, 110)	0.37
Tourism helps to preserve and improve our culture and traditions.	4.4	4.5	4.5	4.5	0.5 (3, 112)	0.69
Environmental (∝ =.53)						
Tourism must protect the community environment.	4.0	3.8	4.1	3.6	1.0(3, 305)	0.39
Tourism needs to be developed in harmony with the natural cultural environment.	4.4	4.3	4.4	4.3	0.2(3, 100)	0.91
I think that tourism development should strengthen efforts for environmental conservation.	4.4	4.4	4.5	4.3	0.23(3, 100)	0.87

Source: Fieldwork, 2016

Environmental worldviews

The preceding section on sustainability application warrants further examination of owner worldviews. Lee and Moscardo (2005) argue that the New Ecological Paradigm (NEP) enables researchers to unpack environmental attitudes among tourists which could also be applied in the home-stay context. Since attitudes are connected to behaviour (Lee & Moscardo, 2005), it was important to examine whether an environmental attitudinal difference exists among respondents with different business reasons. Hence, NEP scale which measures individuals' fundamental views about the natural environment and humans' relationship was employed to examine home-stay owners' worldviews of the environment. The NEP scale uses 15 statements of strongly disagree to strongly agree which was the basis for environmental worldview assessment.

For these 15 items, an agreement to seven even-numbered items implies that respondents endorse the Dominant Social Paradigm (DSP) which simply refers to an environmental worldview that humans are the most superior species on earth and that the earth possesses unlimited resources. On the contrary, an agreement to the eight odd items means an endorsement of the New Ecological Paradigm (NEP) which refers to an opposite worldview that humans are only one of the existing species on earth and that the natural environment predicts human activities with over-dependence of humans on the environment (Dunlap, Van Liere, Mertig & Jones, 2000).

The results show that all four groups of owners are similar in their environmental worldviews which gives support as to why they practise virtually similar sustainability actions. Overall, there was no clear pattern of agreement to either DSP or NEP numbered items as proposed by the original scale, indicating the pragmatic nature of respondents (Table 7.6). Essentially, there was a higher measurement consistency of the NEP (∝ =0.72) items than the DSP (∝ =0.54) items of the scale. Overall, all four groups clearly agreed to five out of seven DSP statements whereas half of the NEP statements were agreed on by all four groups. Thus, all respondents agreed more frequently to the DSP statements than NEP statements. These attitudes occurred randomly within the data.

Of the five DSP statements agreed on by all four groups (2, 4, 6, 12, 14), the top three statements include statements 2[*M*=3.9-4.1], 6 [*M*=4.0-4.4] and 14 [*M*=3.7-4.4]. For instance, all four groups of respondents were of the view that humans have the right to modify the environment. In addition, a further agreement was recorded on the statement which relates to the proper development of the earth's numerous natural resources. This was further supported by the belief that humans will eventually learn how nature works in order to control it. However, other DSP statements recorded varied views. For instance, on statement 10 which relates to the exaggeration of human destruction of the environment, groups three and four disagreed whereas groups one and two neither agreed nor disagreed. This further supports earlier sustainable tourism attitudes results which showed that Group three was more concerned about environmental conservation through tourism such that the group believes that the current environmental destruction is not an exaggeration but a true reflection of the current human abuse of nature. Moreover, these positive environmental worldviews by Group three were supported by some pragmatic sustainable actions.

With regards to NEP statements, for example, there was a moderately to strongly agreement by all four groups to half of the eight NEP statements 3[*M*=4.0 – 4.3], 5 [*M*=4.2-4.7], 9[*M*= 3.7 – 4.3] and 15 [*M*=4.2 – 4.4]. Home-stay owners recognise the consequential interference of humans on nature. This attitude is a reflection of Ghana's current environmental issues related to water shortages, flooding, illegal mining and drought in both northern and southern regions such that this critical environmental experience has made respondents aware and sensitive to the detrimental effects of human activities on the earth.

Consequently, all four groups agreed to the statements that humans are seriously abusing the environment with all groups recognizing that despite such abuse, humans are not superior and as a result are subject to the laws of nature. All groups believe that given such condition of humans, further abuse of nature can lead to a serious environmental catastrophe. However, a detailed look at the individual statements shows that Group three who had earlier recorded the highest attitudes towards environmental impacts of tourism were highly concerned about human abuse than any other group which indicates that this group had slightly positive attitudes than the other groups. The remaining NEP statements recorded varied views even though such differences were not significant.

For instance, while groups one and three moderately agreed to the limit to growth statement, groups two and four neither agreed nor disagreed. Moreover, while three out of the four groups agreed to the equal rights of plants and animals, only Group two neither agreed nor disagreed to such belief. Further analysis of environmental responsibility is pertinent at this stage for a further explanation of the groups' homogeneous sustainability application.

Table 7.9: Environmental worldviews

	Statements	*Cluster I*: Income seekers	*Cluster II:* Social interaction seekers	*Cluster III: Culture exchange seekers*	*Cluster IV: Altruism seekers*	*F-test* (df)	Sig.
1	We are approaching the limit of the number of people the Earth can support.	3.7	3.1	3.5	2.7	2.2(3, 110)	0.09
2	Humans have the right to modify the natural environment to suit their needs.	4.1	4.1	3.9	3.9	0.2(3, 114)	0.89
3	When humans interfere with nature it often produces disastrous consequences.	4.3	4.3	4.1	4.0	0.3(3, 114)	0.84
4	Human ingenuity will ensure that we do not make the Earth unliveable.	3.5	3.8	3.7	3.8	0.4(3, 113)	0.78
5	Humans are seriously abusing the environment.	4.2	4.6	4.7	4.2	2.5(3, 113)	0.06
6	The Earth has plenty of natural resources if we just learn how to develop them.	4.5	4.1	4.0	4.4	1.3 (3, 113)	0.26
7	Plants and animals have as much right as humans to exist.	4.0	3.3	4.1	4.1	2.4(3, 113)	0.07
8	The balance of nature is strong enough to cope with the impacts of modern industrial nations.	3.3	3.1	2.7	2.7	1.2(3, 112)	0.31
9	Despite our special abilities, humans are still subject to the laws of nature.	4.3	4.2	3.7	4.1	1.8 (3, 114)	0.15
10	Human destruction of the environment has been greatly exaggerated.	3.1	2.8	2.1	2.3	2.5 (3, 113)	0.07
11	The Earth is like a spaceship with very limited room and resources.	3.3	3.3	3.2	2.7	0.9(3, 112)	0.45
12	Humans were meant to rule over the rest of nature.	3.7	4.0	3.5	3.8	0.6 (3, 114)	0.60
13	The balance of nature is very delicate and easily upset.	3.8	3.4	4.1	3.2	1.9(3, 109)	0.12
14	Humans will eventually learn enough about how nature works to be able to control it.	4.0	4.4	4.0	3.7	1.9 (3, 112)	0.12
15	If things continue on their present course, we will soon experience a major ecological catastrophe.	4.4	4.3	4.2	4.3	0.1 (3, 112)	0.97

Source: Fieldwork, 2016; Statements adopted from Dunlap et al. (2000, p. 433)

Environmental responsibility

This section presents an analysis of environmental responsibility of home-stay owners given their homogenous sustainability application. The analysis overall reveals that in addition to the homogeneous sustainability practices, all four groups of owners are highly responsible such that no significant differences occur in all five environmental statements. Nonetheless, some groups recorded a little higher means than others. For instance, Group two strongly agreed [*M*=4.5] to be responsible for waste management than the remaining three groups. Regarding government's role in waste management, all home-stay owners were in moderate agreement with groups one and three possessing the highest level of agreement. It could be seen from this statement that, all home-stay owners feel they are major stakeholders when it comes to environmental actions than the government. However, as was seen in earlier sustainability application section, despite the individually high sense of responsibility, not all environmental actions were practised except simple and less costly ones.

Moreover, all four groups agreed to treating their own water. For instance, groups two and four had a strong level of agreement on water treatment than groups one and three. It is worth noting that Group two in an earlier analysis of sustainability application recorded the highest owner practice on water treatment which corroborates their level of responsibility. Respondents of Group four [*M*=4.7] felt highly responsible for water conservation in their homes yet real sustainability actions on conserving the amount of water usage in their homes were limited. In the same vein, Group three (*M*=4.7) recorded the highest responsibility for energy conservation even though the number of respondents practising energy conservation in previous analysis was not as high as those in groups one and two. There is a general observation that home-stay owners are responsible for environmental actions, but in their daily business operation certain actions are commonly practised whereas others are least practised. Generally, the results of environmental responsibility indicate that home-stay owners' high responsibility for environmental issues may not always correspond with their actual daily practices as their environmental actions are based on pragmatic reasons given the nature of the home-stay business. The degree of practice and non-practice of sustainability actions has a significant implication on their business performance.

Table 7.10: Environmental responsibility

Environmental responsibility	***Cluster I*: Income seekers**	***Cluster II:* Social interaction seekers**	***Cluster III: Culture exchange seekers***	***Cluster IV: Altruism seekers***	***F-test* (df)**	**Sig.**
I feel I am responsible for minimizing the waste I generate at home.	4.3	4.5	4.3	4.4	0.4 (3, 113)	0.76
I feel the government is responsible for recycling my waste after disposal.	3.7	3.6	3.7	3.6	0.0 (3, 113)	0.99
I feel I am responsible for treating the water I drink at home.	4.2	4.5	4.4	4.5	0.4(3, 113)	0.79
I feel I am responsible for conserving water in my home.	4.4	4.6	4.6	4.7	0.8(3, 113)	0.51
I feel I am responsible for conserving electricity supplied in my home.	4.6	4.6	4.7	4.6	0.2(3, 113)	0.92

Source: Fieldwork, 2016

7.5 Business performance constraints, capabilities and obstacles

Respondents were asked to indicate their business constraints using an open-ended question as part of identifying performance issues of the home-stay sector (Table 7.10). The responses to the open-ended questions were categorised into four main themes namely improper guest behaviour (e.g. late night activity, misuse of resources, food complaints, and noise making in various homes), community wide issues (e.g. lack of social amenities, lack of portable water, unreliable electricity, theft cases, mosquitoes in community), operator/owner personal issues (e.g. lack of knowledge of what to do, limited rooms for guests & lack of finances), and NGO/government related issues (e.g. inadequate payment, misinformation by NGOs & lack of government support).

Table 7.11: Business performance constraints (n=118)

Variable	***Cluster I*: Income seekers (%)**	***Cluster II:* Social interaction seekers (%)**	***Cluster III:* *Culture exchange seekers* (%)**	***Cluster IV: Altruism seekers* (%)**	**χ^2 (df)**	**Sig.**
Improper guest behaviour/attitude (48.1%)	48.6	41.2	53.8	52.2	11.17(9)	0.26
Community wide issues (23.7%)	31.4	14.7	19.2	13.0		
Operator/owner personal issues (22.9%)	8.6	32.4	19.2	26.1		
NGO/Government related issues (9.3%)	11.4	11.8	7.7	8.7		

Source: Fieldwork, 2016

While no significant group differences are recorded, close to half of Group one reported improper guest behaviour/attitude (48.6%) followed by community-wide issues (31.4%). Nonetheless, less than half of Group two reported guest improper attitude (41.2%) whereas more than a quarter reported operator personal issues (32.4%). For the third group, more than half (53.8%) reported improper guest attitude followed by community-wide (19.2%) and operator personal issues (19.2%). The final group similarly had more than half reporting improper guest attitude (52.2%) followed by operator personal issues (26.1%). Groups three and four who have more females seem to have more guest complaints than their male counterparts in groups one and two.

Table 7.12: Capabilities of owners

Variable	*Cluster I*: Income seekers (%)	*Cluster II:* Social interaction seekers (%)	*Cluster III: Culture exchange seekers* (%)	*Cluster IV: Altruism seekers* (%)	χ^2 **(df)**	**Sig.**
Owner can take action on constraints	67.6	78.1	69.2	43.5	7.5(3)	0.06
Owner cannot take action on constraints	32.4	21.9	30.8	56.5		

Source: Fieldwork, 2016

Following the above enumerated constraints, open-ended questions on what owners can do about their constraints were categorised into two broad themes including those actions owners can take to address their constraints (e.g. educating guest on culture differences, providing mosquito nets, providing alternative foods, and outlining the do's and don'ts of various homes) and those actions owners cannot take actions due to uncontrollable nature of those actions (e.g. actions on unreliable electricity). While more than 50% of the first three groups were capable of acting on their performance constraints, the highest frequency of respondents was recorded for Group two such that only less than a quarter of Group two found their constraints uncontrollable (Table 7.11).

However, more than 50% of Group four found the enumerated constraints uncontrollable even though the majority of them stated there were no major obstacles. It could be inferred from the analysis that the respondents of Group four were not empowered in many cases to take actions on their business performance. This low action was earlier noted in the application of sustainability practices. While all four groups reported that there were no major obstacles, more than a quarter of groups one and three stated there were obstacles (e.g. difficulty in accessing loans, gender issues, fear of being tagged money conscious by NGOs, guests may take offense over owner actions and guests dissatisfaction).

Table 7.13: Obstacles of owners

Variable	***Cluster I*: Income seekers** (%)	***Cluster II:* Social interaction seekers** (%)	***Cluster III: Culture exchange seekers*** (%)	***Cluster IV: Altruism seekers*** (%)	**χ^2 (df)**	**Sig.**
There are obstacles to act	37.1	17.6	30.8	8.7	11.2(9)	0.26
There are no obstacles	62.9	82.4	69.2	91.3		

Source: Fieldwork, 2016

7.6 Discussion

This study remains one of the few studies to analyse small tourism accommodation enterprises sustainability application within a developing country context. The results of the study bring to the fore, some critical issues for discussion. The study by clustering respondents based on business reasons has provided empirical confirmation that home-stay business reasons are heterogeneous which could be broadly categorised into two main themes of growth and lifestyle (Getz & Carlsen, 2000). Nonetheless, the specific groups of lifestyle owners are varied. More importantly, the application of sustainability practices in relation to owner business reasons has been identified to explain how the nature of the home-stay impacts on sustainability priorities.

The first group was called "Income seekers" who according to the results of this study were below tertiary educated young males who engaged in home-stay operation because of the extra income they may gain (Ahmad, 2015). Because of such revenue-oriented reasons, income and autonomy goals were important while socio-cultural and opportunity goals were less important confirming that this group mimics "growers" in small tourism business literature (Ateljevic & Doorne, 2000; Zhao & Getz, 2008). Despite possessing economic orientation, the majority of the "Income seekers" were not practising actions that improve their business viability. Essentially, sustainable socio-cultural actions were practised by this group in addition to other environmental sustainable actions. Notwithstanding the attitude that sustainable tourism has triple bottom line impacts coupled with mixed environmental worldviews, not all sustainable actions were practised. Non-practice of sustainable actions led to several performance issues relating to improper guest behaviour and community related challenges. This group is capable of overcoming their performance constraints since there was no major obstacle. Drawing from existing literature that argues that owner business reasons have a significant implication on their behaviour, it would have been expected that business viability actions would be practised by Group one but this is not the case because the nature of home-stay as a socio-cultural product overrides profit-making reasons. The results thus question previous studies that argue that SME owners' business reasons and goals may influence their business management practices (e.g. Kotey, 2005).

The second group, the "Social interaction seekers" were below tertiary educated young men who started home-stay in their bid to socialise and make friends with international tourists. Given the second group's socially-oriented business reasons, the socio-cultural interaction was the most important goal for this group followed by opportunity and income. Hence, the respondents of this group have mixed goal orientation (Zhao & Getz, 2008). Moreover, sustainability action that promoted cultural integrity was practised among this group in addition to those that were related to the quality of life. In the same vein, environmental sustainability actions were important and were practised on water and energy since the second group possessed environmental responsibility coupled with mixed environmental worldviews. Despite the limited practice of economic sustainability by this group, there is an overall positive attitude towards the triple bottom line impact of tourism to sustainable development. Thus, possessing a positive attitude may not always lead to positive sustainable actions (Lee & Moscardo, 2005). The lack of a holistic sustainability practice despite the positive sustainable tourism attitudes of this group means that some business performance issues have to be overcome to improve performance. Such challenges for this second group were personal and guest-oriented; and the group indicated that they can take significant actions to address their performance issues since there are no major obstacles.

The third group whose business reasons fit the description of "Culture exchange seekers" was tertiary educated young females who started home-stay to learn and exchange different cultures. The nature of this group fits what has been described in the SME literature as lifestyle owners who pursue non-business goals as they enjoy meeting new people (Ateljevic & Doorne, 2000). For this reason, cultural goals were more important to this group and as a result they were practising sustainable cultural actions in addition to social actions. Economic dimension was important yet the majority did not practise since home-stay is for supplementary income. Environmental actions were common for water treatment, water usage and energy conservation yet the majority were not practising actions such as recycling, reuse and sorting of waste. Nonetheless, this group possessed a high level of environmental responsibility and sustainable tourism attitudes. The nature of sustainability application also led to performance challenges with guests' improper attitude and operator issues that could be overcome by this group as they stated that there were no major obstacles.

The fourth group of owners was named "Altruism seekers" denoting their selfless business reasons. This group was older tertiary educated females some of whom have retired and are in search of a second career (Ateljevic & Doorne, 2000).

All the four identified goals (i.e. autonomy, income, opportunity and socio-cultural interaction and prestige) were least important to this group. Given that income was of little significance to this group, sustainable economic actions were not practised by the over 80% of the respondents. Nonetheless, more than three-quarters of this group was practising cultural sustainability actions that seek to preserve local cultures through food and local language. However, less than half of the group engaged in social actions. Environmental issues were mixed. Certain actions (e.g. water treatment and energy conserving appliances) are practised by most respondents whereas others (e.g. use of alternative solar lamps, recycling and re-use) were not practised by the majority even though they believe tourism is a tool for sustainable development. The data also suggest that group four possessed a positive environmental responsibility and mixed worldviews about the environment. Yet this positive environmental responsibility did not reflect on their sustainability application which in turn affected performance evidenced by reports of improper guests' behaviour and personal challenges on the part of home-stay owners. Given their indifferent nature, Group four felt they could not surmount such challenges.

The results show how Ghanaian home-stay owners' business reasons are directly related to business goals such that owners work toward goals that are linked with the purpose of starting a home-stay (Kotey & Meredith, 1997). However, both business reasons and goals do not always influence practice and as a result the role of business reasons on sustainability application is not clear-cut. Much of the literature on SMTE owner reasons ague that owners prioritise certain actions provided it has a direct impact on the purpose of the business (Zhao & Getz, 2008; Ahmad, 2015). Nonetheless, within the home-stay context, a different picture is seen where owners do not necessarily engage in sustainability actions that are related to their goals.

Moreover, owner positive sustainable attitude is not supported always by positive sustainability application and as such their behaviour may not necessarily be a function of their attitude as found elsewhere (Guagnano, Stern, & Dietz, 1995). Consequently, though attitudes may be positive, real actions may be limited (e.g. economic actions). Within the home-stay context, three main dimensions (i.e. social, cultural and environment) are practised for a number of reasons such as home-stay owner daily lifestyle and ease of actions (Font et al., 2016), resource scarcity, cost saving (Radwan et al., 2010) and benefits to the family and clients (Zhao & Getz, 2008). For instance, socio-cultural actions are practised by many owners because these actions are part of owner daily routine and do not require any special knowledge or cost (Font et al., 2016).

Specifically, environmental actions are practised based on pragmatic reasons of cost saving and resource scarcity. For most tourism enterprises, it will be expected that owners should be able to pay environmental action cost from profit but since the home-stay businesses are for supplementary income purposes, the owners do not want to engage in expensive environmental actions (e.g. recycling) that may jeopardise their little income. Consequently, owners engage in less expensive actions (e.g. water treatment through applying aqua-tablet, filtering or boiling). For instance, treating water in Ghana with an aqua-tablet costs as low as 12 Ghana Cedis (3 USD) for each dozen of tablets from the dispensary which is very affordable.

In other jurisdictions, SMTE owners perceive their business as a serious investment and would take actions to ensure financial returns (Zhao & Getz, 2008). However, home-stay operation in Ghana is different given the nature of the home-stay product and the part-time nature of the business. This raises critical assumptions on the relevance of economic sustainability to home-stay owners who do not see business viability as a critical aspect of their business to warrant actions unlike other small tourism enterprises documented in the literature (Zhao & Getz, 2008). This is partly explained by the supplementary nature of the business which makes income the least important in their sustainability pursuit as they focus on socio-culture and environment. The results provide further support for the egg of sustainability model where business viability is not the first and most important dimension but rather the environment and other socio-cultural factors precede the economy. For most home-stay owners, once the home-stay environment is good and socio-cultural experience which is a critical aspect of the home-stay product is provided, guest satisfaction could be enhanced to sustain the daily operation of their business. Hence, what is needed by many of the home-stay owners to be viable is not necessarily more money, but rather providing clients with the necessary experience and a conducive environment for such experience to take place. The egg of sustainability model adapted to examine home-stay sustainability performance amply explains the current results.

7.7 Chapter summary

This chapter has provided further insights into the previous qualitative findings in Chapter Six that explored sustainability knowledge and practices. This chapter employed business reason variables to cluster respondents and to investigate further their sustainable application. Hence, respondents were clustered based on why they started a home-stay business using a two-step cluster analysis. It was found that respondents could be categorised into four main groups of “Income seekers”, “Social interaction seekers,” “Culture exchange seekers” and “Altruism seekers”. From here, differences were computed for the four groups of clusters across owner business goals, sustainability application, sustainable tourism attitudes, environmental worldviews, environmental responsibility, performance constraints, capabilities and obstacles. While few significant differences were detected among demographics, goals, and sustainability application, further comparison of sustainable tourism attitudes, environmental worldviews, and responsibility revealed no significant differences using the one-way analysis of variance and chi-square. In addition, performance issues of the business yielded no significant difference for all four identified groups of the study using the chi-square test statistic. The next section discusses the findings of both quantitative and qualitative synchronously and develops a research framework to explain how the home-stay sector can perform better within a sustainable development framework.

CHAPTER EIGHT: DISCUSSION

8.0 Introduction

This section discusses the results of the current study and subsequently develops a framework to summarise the study. It presents insights from both Chapter Six and Chapter Seven which employed different approaches to the study. Essentially both chapters divided the sample into two different groups to achieve the objectives of the study. For instance, in Chapter Six, the study among other things, identified different sustainability knowledge among home-stay owners. Nonetheless, in the Chapter Seven, the study examined sustainability application and business performance based on different reasons for setting up a home-stay. Consequently, the first section discusses the results from both chapters in relation to home-stay owners' knowledge, care, willingness, practices and the role of business reasons. The second section discusses business performance issues. In the third section, the way forward to improving sustainable performance is discussed based on the outcome of the study. The fourth section brings all the issues identified in the current thesis together in a research framework. The fifth section presents the implications of the findings and a chapter summary is provided in section six.

8.1 Understanding home-stay owner sustainability knowledge, care, willingness and practices and the role of business reasons

This study has provided empirical evidence of sustainability knowledge, care, willingness, and practice among small businesses in support of the argument by Dewhurst and Thomas (2003) that there is a dearth of research that theorises and empirically examines small firm owner behaviours in relation to sustainability in addition to Dodds and Holmes' (2011) contention that research on small accommodation firms sustainability practices remain scanty. This study contributes to these arguments using two approaches of quantitative and qualitative and it remains one of the few studies to examine sustainability knowledge and practices as part of improving business performance among home-stay owners in a developing country context. It is therefore grounded in the broad research question “How can the Ghanaian home-stay sector perform better within a sustainable development framework?”

Based on a qualitative approach with 26 home-stay owners, three sustainability knowledge groups were found namely “Don’t know”, “Have heard” and “Superficial”. The “Don’t know” group has never heard of the term sustainability and could not explain it. This group is similar to Camargo and Gretzel (2017) sustainability category called “no knowledge” who did not know sustainability and constituted 2.3% among Latin American students. This finding brings to the fore the need to recognise differential levels of knowledge when examining sustainability practices (Chong, et al., 2009). Hence, to assume that home-stay owners share a similar understanding of the concept of sustainability will be misleading for the transition towards sustainability. For instance, in this current study, about one in five belonged to this “Don’t know” category who despite their lack of knowledge engaged in some sustainability actions motivated by the need to save cost and legitimise their social relations in the business.

Quite distinct from the “Don’t know” group was another category named “Have heard” who constituted more than half of home-stay owners. Sustainability engagement of this group was motivated by cost savings, lifestyle and legitimisation. The group exemplifies the “some knowledge (69%)” category identified by Camargo and Gretzel (2017) as the largest group of student sustainability knowledge. Thus, the majority of home-stay owners in Ghana have heard of sustainability but cannot explain what the concept represents. This finding indicates that there is some relay of sustainability information but perhaps ineffective as it does not target the home-stay owners or explain how the concept applies to them. This situation exemplifies Dodds and Holmes' (2011) observation in Australia that sustainability information abounds but is less communicated to bed and breakfast (B&B) owners.

The third group was called “Superficial” as they possess some basic elements rather than an extensive knowledge. Practices for this group were motivated by legitimisation and lifestyle motives. Indeed, the motives of sustainability engagement may not necessarily be economic and for that reasons “conceptualizing small businesses in tourism as rational economic agents have severe limitations when seeking to understand the factors that influence environmental engagement” (Sampaio, Thomas, & Font, 2012, p. 235). Overall, the findings indicate that there was no extensive knowledge among home-stay owners in Ghana. Nonetheless, studies conducted in Canada by Dodds and Holmes (2011) found that B&B owners possessed a fair awareness of sustainability and as a result engaged in a number of benign practices. The current study argues that some simple less costly sustainable actions could be practised even if owner knowledge is limited which also implies that practices could become better if owners are knowledgeable.

The preceding different levels of sustainability knowledge found in this study reflects the ambiguity of the concept which translates into the problem of what to sustain within the home-stay sector (McCool et al., 2001). The results of the qualitative data show that home-stay owners are concerned and interested but do not understand what sustainability means particularly in their daily operations. Berry and Ladkin (1997) indicate that most small businesses struggle to understand the ambiguity surrounding sustainability due to vague guidelines. Dodds and Holmes (2010) further suggest that while most businesses are interested in sustainability, the ambiguity of the concept discourages real implementation, with Tilley (1999) adding that lack of eco-literacy affects sustainability engagement among small businesses. Thus ambiguity creates different interpretations compounded by ineffective sustainability communication in Ghana. This study suggests that each owner has their own set of principles and important actions that constitute sustainability based on their limited understanding. Moving towards sustainability therefore requires understanding and depth of what to do for sustainable performance to be achieved.

A further quantitative analysis that examined the application of sustainability practices and the role of business reasons on sustainability practices revealed that there are generally similar practices among owners with different business reasons. Some practices are in line with the business reasons but others are not. For instance, Group one, the "Income seekers" who have more below tertiary educated younger males started home-stay for revenue reasons. The two most important goals of this first group are income and autonomy. Hence, this group characteristic is typical of "business first" owners (Shaw, 2004) as they perceive opportunities and socio-cultural goals as less important for their business. Despite their income orientation, the vast majority were not practising economic sustainability actions even though social, cultural and environmental actions were practised.

The second group (i.e. Social interaction seekers) who have more below tertiary educated younger males started home-stay purposely to make friends and socialise. This group has three main important goals namely socio-cultural interaction, opportunity and income. Given the combination of lifestyle and profit oriented goals, this group symbolises a mixed group of owners who value interaction and profit of home-stay business (Zhao & Getz, 2008). Similar to Group one, the majority of Group two respondents were not practising economic sustainability actions. However, socio-cultural and environmental actions were practised.

The third group was called “Culture exchange seekers” who have more tertiary educated younger females and started the business in search of cultural exchange. For this third group, socio-cultural interaction and prestige and opportunity were the two important goals for this group. Nonetheless, income and autonomy were less important for them. The third group, thus, resembles lifestyle owners who are socio-culturally driven (Ateljevic & Doorne, 2000) and shows a high level of commitment to the tourism trade (King, Breen & Whitelaw, 2014). In view of this, this group was practising socio-cultural actions in addition to other environmental actions in their business operation. Like their previous groups, economic practices were less practised.

The fourth group, the “Altruism seekers” who have more tertiary educated older females started home-stay because of their desire to be kind to strangers. Hence, both lifestyle and growth goals were of least significance to this group. Quite dissimilar to the previous group, less than half of the group engaged in social sustainability practices even though cultural and environmental practices were common. In addition, economic sustainability actions were not practised by an overwhelming majority of this group. This reinforces their business reason which is selflessness. Consequently, in some instances, business reasons are related to practices but in other instances they are not.

The preceding group analysis reveals that unlike other forms of tourist accommodation, close interaction and socio-cultural exchange with the guest are central aspects of home-stay experience and it is almost inescapable within the home setting (Getz & Carlsen, 2000). Hence, whether the respondents in the current study started home-stay for income reasons or non-income reasons, practically they have to embrace the socio-cultural interaction which is a key nature of the home-stay product (Lynch, 2005b). McIntosh and Siggs (2005) in an earlier study on the experiential nature of boutique accommodation found that while the home-stay facility is important to the guest, the interaction between host and guest is more important since it leads to personalised services for many guests. This has been variously described by some earlier scholars as host/guest transaction describing the interactional nature of the home-stay experience (Lashley, Lynch, & Morrison, 2007).

In terms of sustainability application, the practice of socio-cultural actions by all groups reflects the nature of home-stay as a unit for social interaction and cultural exchange (Lynch, 2005a) making all four groups possess a true desire to interact and share their culture with their clients. Economic actions were not practised since it was not the major reason for starting a home-stay for groups two, three and four. Pragmatic sustainable environmental actions were practised based on resource scarcity and cost saving reasons. For instance, for water scarcity reasons in most parts of northern Ghana, groups one, two, and three who hail from northern Ghana were practising water treatment in addition to regulating the amount of water usage. A previous study by Carlsen, Getz, and Ali-Knight (2001) similarly found that environmental conditions influence certain pragmatic environmental practices. For instance, the prevalent dry conditions in Western Australia led to high water conservation practices among small business owners in the region.

Nonetheless, for Group four who have more respondents from southern Ghana, about 60% were not taking actions on regulating the quantity of water usage even though the majority treated water. Other environmental actions such as recycling and reuse were not practised by the majority of owners. Yet previous studies on small firms in tourism by Horobin and Long (1996) in Yorkshire Dales National Park and Garay and Font (2012) in Catalonia, found that recycling of waste is a common environmental practice. In Ghana, the reason behind non-practice of recycling could be explained by the supplementary nature of the business which leads owners to engage in less costly actions that correspond to their supplementary income.

The nature of home-stay sustainability application could be well explained by the egg of sustainability model that underpinned this study. Home-stay owners in order of importance put economic sustainability last since the home-stay business was not a money making business for many of the owners but a platform to share their culture and interact with clients. Consequently, socio-cultural actions are more important than economic actions. Moreover, the prevailing environment within which the business is situated influences certain pragmatic actions of the business which were not initially part of owner start-up goals. Hence, while environmental sustainability awareness among these owners may be low, some pragmatic environmental actions may be high (McKeiver & Gadenne, 2005). The preceding findings among home-stay owners lead to a rethink of what sustainability is and how it matters to these people. By applying the egg of sustainability model, the study has demonstrated through an earlier qualitative approach that, knowledge of sustainability among home-stay owners is limited in varying degrees, even though respondents genuinely care and are willing to engage in non-economic dimensions of sustainability.

The quantitative section of the study further provided empirical evidence on the sustainability practices and the role played by business reasons. There are generally similar practices for owners with different reasons even though some previous studies have found otherwise. For instance, Sampaio et al. (2012) found that some owner-managers may have a preference of mastering and engaging in unfamiliar and novel practices (self-confident); others may engage in familiar and easier practices (selfcentred); while others may lack confidence in their ability to engage in environmental practices (skeptical). In the results of the current study, socio-cultural and environmental practices were common to all four groups. In addition to that, all respondents possess similarly positive sustainable tourism attitudes, similar environmental worldviews, and environmental responsibilities. While Sampaio *et al.* (2012) found that environmental engagement levels vary based on the differences in worldviews among small accommodation firms, environmental attitudes played no such differential role in the present study. It could be surmised from the nature of owner sustainability practices, level of knowledge, care and willingness, that the sustainable performance of the home-stay sector was satisfactory. Nonetheless, this satisfactory performance was challenged with several performance issues mostly emanating from owner practices and the exposure of the guest and host to a foreign culture.

8.2 Performance constraints, capabilities and obstacles of the home-stay sector

In line with the research questions, constraints, capabilities and obstacles were examined. The results thus explain that the current sustainable performance of the home-stay sector was satisfactory because home-stay owners in a majority of cases were constrained by what owners described as improper attitudes of their clients, community-related issues, owner personal issues and those that are connected to government and NGOs. All the four groups identified at the quantitative stage mentioned that the current performance was constrained by the improper attitude of guests which is a common challenge within the home-stay setting where different cultures meet (Ahmad et al., 2014). Ahmad et al. (2014) contend that attitudinal differences between guest and host of home-stay are in many cases symptoms of culture clashes. In addition to this, Group one reported more community wide issues that affect their performance since this group was from the northern part of Ghana where the environment is constrained by resources. Existing home-stay studies usually identify constraints that are owner or government oriented (e.g. Ahmad *et al*., 2014; Dodds & Holmes, 2011) with little emphasis on challenges posed by the community and environment where the owners operate their businesses. The current study identifies the home-stay community as a source of constraint to business performance. However, groups two, three and four reported more personal challenges in addition to guest related issues. NGOs and government related challenges were generally limited for all the four groups of owners.

Despite the overwhelming report about clients' attitude, owners appreciate the cultural differences between host and clients and they believe they are capable of influencing their clients to modify their behaviour to ensure peaceful co-existence. Nonetheless, other community related issues (e.g. poor potable water) were beyond operator control. While no major obstacles exist for all owners of the current study, the results of this study suggest that home-stay owners in Ghana are not immune to the impediments of small tourism firms as argued in previous studies. More than a decade ago, Morrison and Teixeira (2004) indicated that small business failures arise from the multi-dimensional impediments to the performance of the sector. Other studies have indicated that SMEs are characterised by high failure rates within their first few years (Halabi & Lussier, 2014). Hence, moving towards sustainability requires understanding such constraints of performance for a holistic strategy. In the current study, given the high contact between guests and owners typical of a home-stay (Getz & Carlsen, 2000), the major performance challenges are more people and culture oriented rather than money oriented.

8.3 Strategies for improving performance within a sustainable development framework

From the preceding discussion on business reasons, sustainability knowledge, care, willingness, practices, and business performance constraints, strategies on how to improve the sector performance are proposed. The strategies suggested in this study for home-stay owners include clients' orientation to address improper guest attitude, education and training to address owner limited knowledge of sustainability, financial incentives to encourage environmental practices, NGO monitoring, and government coordination.

As part of addressing the improper attitude that was the most predominant performance challenge to sustainable performance, this study suggests that home-stay clients should be given sustainability orientation particularly in relation to their behaviour within the home-stay setting. As discussed earlier in this chapter, home-stay clients find themselves in an unknown culture and environment different from theirs and such differences can only be corrected through proper behavioural orientation of accepted practices of the host culture. For instance, availability and usage of resources such as water and electricity may differ between the clients' origin and that of the host destination, and as a result clients must be made aware of the challenges of resources within the home-stay facility. Client orientation should be the responsibility of NGOs who arrange and place clients in a home-stay accommodation. When this strategy is well-implemented by NGOs, home-stay clients will take sustainability practices seriously which can motivate the willingness and care of owners. This is because clients' lack of concern leads owners to place less emphasis on certain sustainability practices. In other jurisdictions (e.g. Greek and Germany), tourism NGOs and intermediaries play a key role in facilitating sustainability practices (Sigala, 2008).

In addition to the above, there is the need for a monitoring scheme by NGOs to ensure that clients take the responsibility of adhering to sustainability principles in various home-stay facilities. This monitoring scheme will help improve the willingness of home-stay owners to engage in sustainability practices. Essentially, each client should also be responsible for managing the use of water, energy, and waste. When such consumer efforts are combined with those of owners' high environmental responsibility plus other stakeholder efforts, significant improvement can be achieved. From the above, it can be realised that both NGOs and clients have a responsibility in the future sustainable performance of the home-stay business.

Education and training of sustainable performance is another strategy needed to address the constraint of limited knowledge of sustainability identified in this study. Dodds and Holmes (2011) indicate that when a fair number of B&B owners are very much aware of sustainability, strategies should focus on the tools for implementation. However, in the current study, knowledge is superficial and the majority do not understand sustainability, making education crucial. The education and training of home-stay owners in Ghana should be the responsibility of the Ghana Tourism Authority which is officially mandated to ensure sustainable development of the tourism sector. Home-stay owners' education should begin with setting up a special sustainable development unit that will identify specific sustainability targets for the home-stay sector that fit into the broader national sustainability goals of Ghana as well as training owners locally about such targets. This strategy would lead to a good understanding of the concept which will, in turn, improve upon performance sustainably for the sector and Ghana as a destination. The literature confirms that successful implementation of sustainability principles begins with understanding the concept (Firth & Hing, 1999; Lee & Moscardo, 2005). In addition, Garay, Font and

Pereira-Moliner (2017) accentuate that behavioural change can only be successful through sustainability education and training. Accordingly, educational strategies that encourage SMTEs to incorporate sustainability into their business culture are the necessary initial strategies to facilitate the sustainability transition. Indeed, education provides one of the major forces of change to draw owner attention, interest, desire, and further action to transition towards a sustainable development (Tilley, 1999; Gössling, 2018). The implication of education and incentives to sustainable engagement is a recognised fact. Getz et al. (2001) raised an important question as to whether small family businesses engage in sustainability, and if not, education and incentives are key strategies to employ. However, education should be backed by financial support.

Consequently, while income was not a major reason for starting the business for about three-quarters of the groups, some sustainable actions are cost-driven and providing financial incentive can aid sustainable environmental practices. Accordingly, financial incentives are important and it should be communicated well to home-stay owners. Financial incentives are the sole responsibility of the government of Ghana through its agencies (e.g. Ghana Tourism Authority and Ghana Investment Promotion Centre). The government can provide relevant subsidies to home-stay owners given their low practice of business viability actions and the high cost of certain environmental sustainability practices (e.g. recycling). Dodds and Holmes (2011) concluded in their study that financial support is a major incentive to small accommodation owners in Canada. It is therefore assumed that in a developing country setting such as Ghana, such an incentive will be even more needed given the secondary nature of the home-stay business.

The study also suggests the need for initiatives by the government to coordinate the business relationship between home-stay owners and NGOs to ensure that there is a fair trade between both parties. Currently, such a coordination is non-existent and NGOs possess the higher power to decide how much is paid to home-stay owners.

8.4 Developing a research framework on how the home-stay sector can perform better sustainably

Based on the emerging findings of both quantitative and qualitative, a possible research framework is developed to explain how the home-stay sector can perform better within a sustainable framework (Figure 8.1). The framework consists of two parts – peripheral or background issues, and core issues that are in line with the research questions.

The framework postulates that prior to starting a home-stay by owners, certain background issues existed. For instance, owners have their own individual profile, attitudes and worldviews before starting a home-stay business. So while such issues were not part of the main objectives, they offer further explanation on how home-stay businesses can perform better within a sustainable development framework.

For the most part, the main factors that need exploration to inform strategies for improving performance within a sustainable development framework include owner business reasons, sustainability knowledge, care, willingness, practice, business constraints, capabilities and obstacles. Consequently, the framework argues that improving sustainable performance of home-stay requires understanding the business characteristics of home-stay particularly in relation to the cognitive factors (i.e. business reasons) that explain why they started the business. Such business reasons to some extent play a role in home-stay owners' sustainable performance (i.e. what they know, care, willing and practising for sustainability). For instance, qualitative knowledge groupings show that different knowledge levels have different and similar business reasons. Yet all knowledge groups care, are willing and are taking some form of sustainable actions. In addition, the quantitative results show that business reasons to some extent play a role in sustainability application but not always. There are instances where owners take actions related to their main reason and there are instances where owners do not. For instance, the “Income seekers” generally did not practise economic sustainability, however, the “Social interaction seekers” did practise social sustainability actions related to the quality of life. The “Cultural exchange seekers” also practise cultural actions which relate to their business reasons. Similarly for the “Altruism seekers”, the highly practised dimension was cultural sustainability. Hence, there is no clear-cut role of business reasons on sustainability application which warrants further studies.

For the most part, sustainability knowledge and practice play a key role in business performance and vice versa. For instance, the kind of practices owners engage in frequently have a significant impact on the performance issues. In the current study, both quantitative and qualitative data revealed a number of performance issues that were generally socially and culturally oriented given that practices were mostly focused on socio-cultural actions.

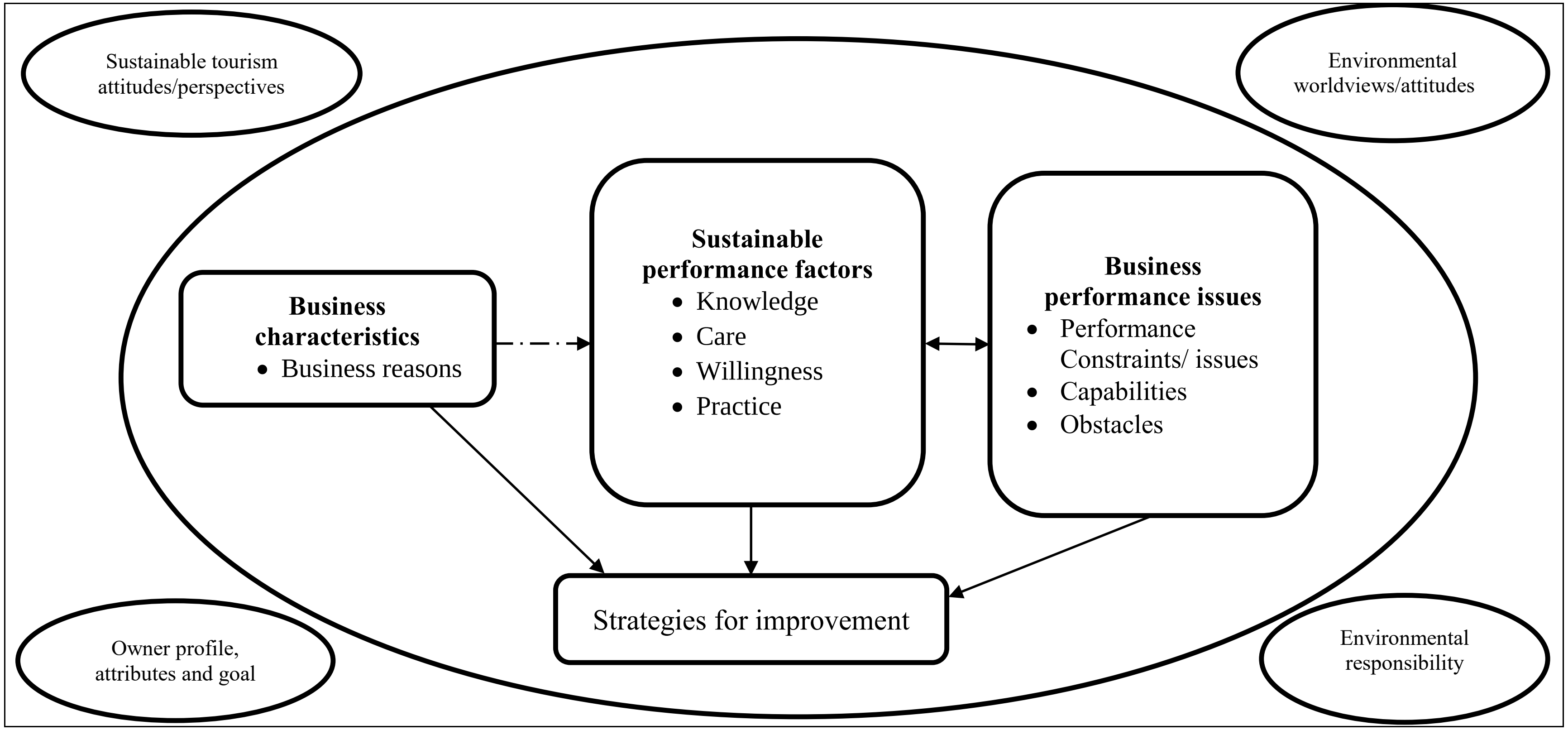

Figure 8.1: Improving home-stay performance within a sustainable development framework

Certainly, how to improve the home-stay sector performance within a sustainable development framework is determined by the outcome of the three main issues namely the business characteristics, sustainable performance factors and business performance issues identified in the study. For instance, the limited knowledge of sustainability found in the qualitative study could be improved through education and training on sustainability by the Ghana Tourism Authority whereas the improper attitude of clients outlined as a major constraint in the quantitative chapter by owners requires sustainability orientation by NGOs who are responsible for recruiting clients and placing them in various homes. Moreover, since some owners are income seekers, environmental sustainability could be improved by providing financial incentives to induce sustainability practices that are expensive (e.g. recycling and sorting) for owners.

8.5 Implication for industry and academia

The findings of the study suggest an overall limited sustainability knowledge that precludes performance, compounded by constraints created partly by the tourism sector. While the sector has a major role to play, the tourism authority's educational and training role and clients' orientation are the most crucial steps. These findings present some useful insights relevant to the tourism industry and academia.

In Chapter Three, it was argued that sustainability involves the three dimensions of economic, socio-cultural (quadruple if the social dimension is divided into social and cultural dimensions) and environmental (Swarbrooke, 1999). For that reason, tourism enterprises seeking to be sustainable must seek to address all the dimensions. However, the results of this study which revealed that income seeking practices are not of great concern to home-stay owners, imply that certain tourism businesses can still be sustainable without focusing on business viability variables since those businesses survive by promoting socio-cultural experiences of their products and money seeking is not the primary goal of those businesses. This raises critical questions about the relevance of the triple bottom line model proposed by Elkington (2004) and whether all tourism firms must meet the bottom line components to be considered sustainable even when in reality some components may not matter to such enterprises.

In addition to questions raised about the relevance of the triple bottom line to home-stay businesses, the findings also suggest that despite 30 years of advocacy, the concept of sustainable development still remains relatively unknown, especially in the African context – and this should be of concern to both academics and industry players. Tilley (1999) has, for instance, argued that there is ignorance of the concept among small businesses delivering services at the grass roots while Firth and Hing (1999) add that successful application of sustainability principles emanates from understanding the concept by service owners who are positioned to influence customers' (tourists') behaviour. Nonetheless, well-informed, well-resourced and well-connected large companies in tourism and hospitality are taking the lead in sustainability actions due to their corporate education and training of sustainability and further inclusion of sustainability into business goals and culture (Goodman, 2000). Goodman (2000) explains how Scandic Hotels have made significant progress through an initiative called *The Resource Hunt* which began with intensive sustainability education of the Scandic Hotels staff. The current study suggests that the slow implementation of sustainability among most SMTEs as argued in the literature (see Masurel, 2007), may be due to failure to examine SMTEs limited knowledge of the concept and to identify the possible strategies to remedy the situation. Certainly, "a small business is not a little big business" (Welsh & White, 1981, p. 18) and strategies that fit the unique nature of such tourism enterprises and their unique settings are pertinent.

Also, there is still a lack of altruistic motive for acting sustainably. Though small business owners generally care about sustainability, they are sometimes unwilling to implement sustainability practices unless they are assured of a reduction in the cost of business operation or practices are beneficial to their family. Font et al. (2016), in their study, found that the majority of small tourism firms possessed business-driven motives for acting sustainably rather than altruistic motives. Consequently, the current study's findings shed light on why small firms have been slow to transition towards sustainability (Masurel, 2007). Additionally, the study's findings confirm the view in the literature that willingness is an important component of sustainability engagement and subsequent sustainability performance (Shane et al., 2003).

It is worth noting that there are no clear sustainability standards for SMTEs in Ghana to follow in order to transition towards sustainable performance. Hence, there is a wide range of sustainable and unsustainable practices among these businesses. Indeed, the assessment of sustainability remains one of the "thorny" issues of the concept both in the past and at present (Zinck & Farshad, 1995; Miller, 2001; Lynch & Mosbah, 2017). This issue is further complicated by the over ambitious list of sustainability indicators that allow enterprises to pick and choose rather than focusing on a list of small achievable indicators and working towards them successfully (Agyeiwaah, McKercher & Suntikul, 2017). The present study, thus, suggests that clear standards and simplification represent the way forward for enterprises to make progress towards sustainable performance.

Moreover, there is still a lack of sustainability education for most small and medium tourism enterprise owners in Ghana and, yet it is expected that SMTEs contribute to sustainable development in their operations. As already mentioned, Tilley (1999) maintains that education provides one of the major forces of change to draw owner attention, interest and further action to transition towards sustainable development. Certainly, knowledge is conditional for change (Gössling, 2018). While the impact of sustainability education is known, its implementation is limited to SMTEs, making them laggards in sustainable performance.

Nevertheless, there are some prospects for SMTEs such as home-stay businesses to become sustainable and perform better. The prospects come from the unique nature of most SMTEs that deliver personalised services to their clients. Such unique personalised service can be capitalised on to improve performance. For instance, McIntosh and Siggs (2005) contend that small accommodation enterprises such as home-stay offer unique personalised services that establish a deep socio-cultural relationship between the customer and service provider. This relationship formation is what Tucker and Lynch (2004, p. 23) call ‘‘people-people’’ product. Certainly, SMTEs possess unique features that can facilitate progress towards sustainability. For instance, Ghana has unique socio-cultural attributes related to dressing, language, building architecture, food and festivals which could be employed to facilitate socio-cultural sustainability of home-stay in Ghana. Clients can participate in cultural festivals that display the authentic culture of the Ghanaian people. By doing this, the integrity of Ghanaian festivals would be promoted and preserved while clients enjoy unique experiences that cannot be found in other destinations.

8.6 Chapter summary

This section has discussed both findings emerging from qualitative and quantitative data of the study. While both data sets identified different types of groups and compared them along with other variables, both data sets give sufficient evidence of the prevailing knowledge, care, willingness and practices of sustainability in Ghanaian home-stay accommodation. For instance, knowledge is low but owners care and are willing to take actions on certain dimensions of sustainability. For instance, despite the low knowledge, some pragmatic sustainable environmental actions were practised because of resource scarcity.

Moreover, cultural actions were practised because of true desire to share local cultures while willingness to practise quality of life actions was equally high. However, economic is least important and not practised because the business is a secondary income source. Given owners' sustainability practices coupled with the fact that home-stay examined in the current study harbours individuals of different cultures, improper attitude on the part of the guests was high and required strategies such as clients sustainability orientation to transition the sector towards a sustainable performance. A research framework is developed to summarise the discussed issues. In addition, the implications of the study findings were discussed and summarised. The next chapter presents the conclusion of the study by reviewing the entire thesis and major findings.

CHAPTER NINE: CONCLUSION

9.0 Introduction

This chapter concludes the current study. The chapter is divided into seven sections. The first section presents a review of the study with key highlights from each chapter. Following the study review, the second section presents the major findings of the study based on the specific research questions that underpinned the current study. Within this same section, the findings are discussed and contextualised. The third section discusses the implications of the study to sustainable performance within the home-stay sector. The fourth section presents contributions to knowledge with the fifth section presenting the limitations of the study relating to the scope and methods used. The sixth section presents the recommendation for future research. The seventh section summarises the chapter.

9.1 Review of the study

The current study has nine chapters including this concluding chapter. Chapter One introduced the thesis background and purpose. From the extant literature, the gap identified indicates that despite the significant role played by SMTEs, they are challenged with performance issues that require a multidimensional framework of sustainable development. But to understand the current state of sustainable performance and strategies to sustainable performance, it is crucial to examine home-stay owner business reasons, knowledge, willingness, concern, and practices of sustainability; the performance constraints that affect the current sustainable performance; and strategies to enhance sustainable performance of the home-stay sector. Finding answers to these questions underlies the central purpose of this study.

Following the background and problem, a set of research questions were developed to guide the study:

Specific research questions

1. What do home-stay owners know about sustainable development?
2. Do home-stay owners care about sustainable development and willing to be sustainable?
3. Do owners apply sustainable practices as part of their business operation?
4. What is the role of business reasons on sustainable performance of the home-stay sector?
5. What are the performance issues/constraints, capabilities and obstacles of the home-stay sector of Ghana?

Following the outlined research questions in Chapter One, the significance of the study was explained to highlight the need for the current research as well as the contribution of the study to both the research community and industry. As part of concluding the Chapter One, the organisation of the chapter was presented to outline what is expected in each chapter of the thesis.

The first chapter was subsequently followed by the Chapter Two which was devoted to examining the literature review on the factors that play a significant role in sustainable performance such as the type of business, goals, and business reasons. In this section, both broad and specific literature sought to define SMTEs with a further literature review on business characteristics, business reasons and goals of SMTEs. Subsequent sections narrowed the literature examination to home-stay business characteristics and business reasons to understand the unique features of home-stay operations in the literature. This section review underpinned the fourth objective that ascertained the role of business reasons on sustainable performance of the home-stay sector. This examination of the literature was further followed by the conceptual underpinning of the study in Chapter Three.

Chapter Three presented the conceptual issues of the study. The main purpose was to identify relevant triple bottom line models and dimensions that can help the examination of the research questions. As part of examining the appropriate model, three major issues of sustainability including definitional, performance/assessment and implementation that underlie the research questions were addressed. Definitional issues relate to the first two research questions that sought to examine knowledge, care, and willingness of respondents. The second reviewed literature on performance/assessment issues was related to the third and fifth research questions of sustainability application, business performance issues, operator capability, and obstacles of home-stay operations. The final review on implementation issue of sustainability is related to practical strategies to facilitate progress. Finally, within this chapter, the egg of sustainability model was chosen to guide the research.

Chapter Four examined the context of the study and focused on issues relating to SMTEs in Ghana. Within this chapter, a detailed background was given on Ghana with further examination of the factors within Ghana that affect SMTEs' performance. Following such examination of factors, the north and south regions where the study was conducted were described in terms of their location in Ghana as well as their characteristics. Given the distinct nature of each region, this part was significant to the study. The chapter was summarised and followed by the next chapter on methodology.

The methodology section was presented in Chapter Five where details of how the study was conducted were explained. This section was made up of aspects such as research design, research paradigm, research approach, design and execution of research instruments among others. As part of explaining how the main research question was answered, the mixed method paradigm of pragmatism was chosen and approached using a combination of the exploratory sequential mixed method and convergent parallel mixed method. While the former method begins with qualitative at the initial phase followed by quantitative, the latter allows a one-shot data collection procedure. Based on the methods used, two data sets of qualitative and quantitative were collected and analysed with the former data subjected to thematic analysis using the QDA Miner software and the latter analysed using SPSS analytical functions such as cluster analysis, chi-square, factor analysis, and ANOVA. For instance, the qualitative stage was devoted to identifying different sustainability knowledge and as a result respondents were grouped into three sustainable knowledge groups based on thematic analysis using QDA Miner software. But in the quantitative stage that focused on sustainability application, home-stay owners were clustered based on their business reasons, and further examination of their business goals and sustainability application followed.

Chapter Six presented the findings on the qualitative data of the study that focused on knowledge of home-stay owners. In this chapter, respondents were categorised into three knowledge groups namely “Don’t know”, “Have heard” and “Superficial” and compared across what each group does in line with the triple bottom line rubrics of economic, socio-cultural and environmental sustainability. The chapter also discussed the motives behind owner sustainability practices followed by a discussion section.

In Chapter Seven, the respondents were clustered into four groups based on the business reasons namely “Income seekers”, “Social interaction seekers”, “Culture exchange seekers" and "Altruism seekers" and compared across different goals, sustainability application, sustainable tourism attitudes, environmental worldviews, environmental responsibility, and business performance constraints, capabilities and obstacles.

Chapter Eight discussed the results based on research questions with support from existing literature and further developed a research framework to summarise the discussion. The implications of the results to the tourism industry and academia are discussed.

9.2 Major findings and achievement of research questions

This section presents the major findings and achievement of the research questions. It further discusses the implications of the findings in the context of the Ghanaian home-stay operations. The presentation follows the seven main research questions identified to guide the study.

Research question one: What do home-stay owners know about sustainable development?

The findings of the current study show that home-stay owners know little about sustainable development. Three knowledge groups were identified: the "Don't know", "Have heard" and "Superficial". While many of the owners have heard of the term, at best only seven (i.e. 27%) out of 26 owners had any basic knowledge of the term. Nonetheless, they all seem to be practising certain dimensions of sustainability to a greater or lesser extent often because of pragmatic reasons to save cost, legitimise their relationship with other stakeholders and for lifestyle reasons. Similar to studies conducted among student groups and tourists, knowledge of sustainability is varied among different populations but are mostly limited. There is an overall recognition that sustainability is important; nonetheless, actions are predominantly limited to three dimensions (i.e. social, cultural and environmental). Most scholars have attributed non-practice to lack of knowledge (Firth & Hing, 1999; Lee & Moscardo, 2005). Conversely, other scholars think sustainability can be practised without a deep understanding of the concept (Anand, Chanan, & Singh, 2012). But in some cases, owners may be more interested in appearing sustainable - "greenwashing" (Muangasame & McKercher, 2015) whereas others may choose to under communicate their sustainability practices - "greenhushing" (Font, Elgammal & Lamond, 2017). Despite these contesting positions, there is no gainsaying the point that knowing and understanding sustainability action is a crucial step to progress. Within the Ghanaian home-stay context, the limited knowledge lead owners to pick and choose simple actions because of pragmatic reasons.

Research question two: Do home-stay owners care about sustainable development and willing to be sustainable?

Based on both the qualitative and quantitative data, the results indicate that "yes", home-stay owners care and are willing to be sustainable even if they have limited knowledge of the concept. The owner concern and willingness can be explained by the motives behind their actions and these motives are connected to their business' characteristics. Three motives for engaging in sustainability were identified: lifestyle, cost reduction and societal legitimisation. This finding concurs with a study by Font et al. (2016). Lifestyle motives explain actions that form part of owner's daily life and business DNA. Those actions are not meant to please anyone or to reduce cost. Examples include sharing local food, engaging in religious activities, and waste disposal. The second motive, cost reduction, explains actions taken purposely to reduce the cost of operating a home-stay business. Such actions are economically driven. Examples include conserving energy, filtering water, and reducing the number of electrical appliances used. The final motive, social legitimisation, stems from owners' bid to please NGO intermediaries who insist that home-stay owners should share local foods with clients. Hence, food sharing becomes an important action to owners. In Ghana, the home-stay sector is championed by NGOs who make arrangements for clients' accommodation (Agyeiwaah & Mensah, 2016). The NGOs are also responsible for recruiting home-stay owners so that NGOs decide who becomes a home-stay owner and who does not.

Nonetheless, the Ghana Tourism Authority provides an opportunity for many interested families, but the sign-up fees discourage prospective owners. Accordingly, owners' adherence to NGO regulations is key to their business. Given this situation, there are actions that home-stay owners might probably not practise, but because NGOs insist, home-stay owners are concerned and willing to act. As mentioned earlier, sharing local food and teaching local language with clients are two examples of such actions. This social legitimisation motive suggests that tourism intermediaries can facilitate the transition towards sustainability, especially in instances where they play an indispensable role in the supply chain.

Research question three: Do owners apply sustainable practices as part of their business operation?

The results of the quantitative data results indicate that "yes", home-stay owners generally apply sustainability practices specifically social, cultural, and environmental actions and such practices were not significantly different among the identified groups.

For instance, cultural sustainability which is most practised was due to a true desire to share their culture with their clients. Among the four groups identified (i.e. Income seekers, Social interaction seekers, Culture exchange seekers and Altruism seekers) using cluster analysis, cultural practices were not significantly different among owners of different business reasons and goals. This implies that whether Ghanaian home-stay owners are business-oriented or lifestyle (Ateljevic & Doorne, 2000; Getz & Carlsen, 2000; Morrison & King, 2002; Getz & Petersen, 2005), certain sustainability practices are core to all owners since those practices form an important part of the home-stay experience. In addition to cultural practices, social actions that improve quality of life of owners and their communities were also practised by the majority except group four. All owners were practising certain environmental actions to a greater or lesser extent to save cost and for resource scarcity reasons. However, the vast majority of owners were not practising economic sustainability because of the supplementary nature of the business. The non-practice of economic sustainability as against environmental and socio-cultural provides empirical support for the egg of sustainability model adopted for this study. For the most part, placing economic issues as a less relevant dimension within the home-stay context raises critical questions of how economic sustainability matters to socio-culturally-driven tourism products such as home-stay where the business is supplementary and not a major source of family income (Getz & Carlsen, 2000; Ahmad et al., 2014). Interestingly, the characteristics and practices of home-stay owners in a developing country such as Ghana are not different from those found in the literature in developed countries such as New Zealand, where socio-cultural interaction is prioritised to ensure personalised client experience (McIntosh & Siggs, 2005).

Research question four: What is the role of business reasons on sustainable performance of the home-stay sector?

By clustering home-stay owners based on their business reasons and comparing across different sustainability application, the study revealed that business reasons to some extent play a role in sustainability practices but not always. Hence, the role played by business reasons is not clear-cut. For instance, the first group called "Income seekers" who started home-stay for money-making reasons in most cases were not practising economic sustainability. Nonetheless, social, cultural and environmental actions were common among the first group. Group two, three and four who were not economic driven predominantly did not practise economic sustainability even though social, cultural and environmental practices were common among groups two and three.

The results on the role of business reasons need contextual elaboration. First the Ghanaian home-stay businesses, just like home-stays elsewhere are socio-cultural products where owners are in the business for supplementary reasons. While they know and care about economic relevance of this business, certain socio-cultural benefits (e.g. prestige and travel opportunities) lead Ghanaian home-stay owners to downplay the relevance of economic viability. Thus, most Ghanaians who operate home-stays are in earnest anticipation of some opportunities such as travel or fringe benefits; a phenomenon first hinted at by Bruner (1996, p. 291) when he wrote about the people of the Central Region of Ghana over two decades ago:

> Expectations are high …. Some have plans for selling food and crafts, others want to provide home-stays and even to organize performance groups for the tourists. Local people may benefit from such contacts with tourists in ways besides the financial remuneration. In addition to money, they may receive presents, and some have become pen pals or gone abroad with tourists.

Second, the basis of this travel expectation or opportunity as a result of hosting clients in their home is more religious than business. Religions in Ghana perceive hospitality as a sacred phenomenon with teachings of reciprocity at the core of this belief system. For instance, both Christianity and Islam, the two most dominant religions in the country, support such local beliefs to be kind to strangers in the hope of both physical and spiritual blessings/benefits (Reynolds, 2010). Consequently, hospitality provides "a pivotal point from which a shared ethic of reciprocity can emerge" (Reynolds, 2010, p.175). Given the above nature of home-stay and the socio-cultural expectations, sustainability practices related to business viability is less important to the majority of the owners such that those with profit oriented reasons downplay profit related practices but focus on socio-cultural practices of the business. On the other hand, those with socio-cultural business reasons practise related sustainability practices.

Research question five: What are the performance issues/constraints, capabilities and obstacles of the home-stay sector of Ghana?

Performance issues/constraints of the home-stay sector of Ghana

This study identified five broad performance issues, viz. improper guest behaviour/attitude (48.1), community related issues (23.7%), owner personal issues (22.9%), NGOs and government related issues (9.3%) which were not significantly different for home-stay owners with different start-up reasons (i.e. Income seekers, Social interaction seekers, Culture exchange seekers and Altruism seekers). The diverse nature of performance issues means that a number of multi-dimensional factors need to be addressed for owners to transition towards sustainability.

The high rate of improper guest behaviour is partly due to the different cultures of both the host and the guest. Ghanaian tradition, (in terms of dressing, greetings, mannerisms), is significantly different from the Western culture of international volunteer tourists who use home-stay. For example, within the family context, children are expected to assist in house chores, greet the elderly every morning and wear attire which does not expose certain parts of the body (Gyekye, 1998). However, this is not the case in other cultures. Owners complain that most clients wear “shorts” which are seen as “indecent” in the Ghanaian culture, but this may not be so in the Western culture. Writing about dressing in Ghana in her news article entitled, “So, we are going to Ghana: But what will we wear?” Wettlaufer (2014) explains the seriousness of dressing in Ghanaian traditional setting. For “many Ghanaians will make assumptions about visitors based on how they dress (Wettlaufer, 2014, p. 1). Aside from dressing expectations, home-stay owners expect their clients to assist them with house chores as a family unit. When these cultural expectations are unmet, owner dissatisfaction sets in (see also Ahmad et al., 2014). It is important to state that “improper” guest behaviour is used in the context of Ghanaian culture and thus, some or all of these behaviours may be considered appropriate elsewhere.

Community related issues are broad social issues that affect the business together with other owner personal issues. For instance, community health-related issues such as mosquitoes in the community, lack of potable water and reliable electricity were mentioned. These broad issues cannot be addressed by the owners alone. However, small actions such as using mosquito nets are usually taken by owners.

The problem posed by NGO is related to economic issues. In Ghana, owners are expected to accept whatever amount is paid by NGOs. They are also supposed to refrain from discussing money related issues with their clients. Yet, out of curiosity, home-stay owners sometimes ask their clients how much is paid to the NGOs in instances when clients are too demanding. With such knowledge, resentments set in when owners perceive they are being cheated by their NGOs. Significantly, the local NGOs are regulated by their head offices in the West, hence issues of payment must be approved by the head office and little can be done by local NGOs. The north-south regulation of volunteer NGOs is prevalent in many African countries (Strong, 2016).

In Ghana, not much has been done for the home-stay sector to make progress towards sustainability. While the government of Ghana perceives the sector as an important part of promoting local involvement (Bentum-Williams, 2012), the implementation of real action is limited. That said, home-stay owners believe that government effort in terms of sustainability education, training, and incentives can help them to improve their business performance, even though that is not the prevailing situation. Thus, the results confirm the important role of governance in the progress towards a sustainable performance of the home-stay business.

Capabilities of the home-stay sector of Ghana

The results show that there are certain performance issues all owners (i.e. Income seekers, Social interaction seekers, Culture exchange seekers and Altruism seekers) can address and those they cannot address. Actions to address the constraints include educating clients on culture differences, providing mosquito nets, and providing alternative local foods to enhance cultural experiences. Most of these actions were simple and socio-culturally oriented. However, there were certain constraints that owners felt they were not capable of addressing – examples are community-wide issues such as potable water, unreliable electricity and NGO issues such as inadequate payment. Re-echoing the significant role of NGOs in the Ghanaian home-stay business, financial issues are the sole responsibilities of NGOs. Most owners in Ghana refrain from intruding into monetary issues. Given this circumstance, home-stay owners in Ghana can hardly influence how much they are being paid, even though they sometimes complain to the NGOs to increase payment. The financial leakage in the Ghanaian tourism industry to tourism intermediaries such as tour owners and NGOs is an acknowledged fact (Teye et al., 2002) and the home-stay business is not immune to this problem.

Obstacles of the home-stay sector of Ghana

Overall, there are no major obstacles to addressing the performance constraints raised by all owners (i.e. Income seekers, Social interaction seekers, Culture exchange seekers and Altruism seekers). However, there are minor social (e.g. gender issues and clients dissatisfaction) and economic (e.g. difficulty in accessing loans) obstacles to overcome. The results suggest that owners can overcome performance constraints individually when the right strategies are put in place. If there are no obstacles to act, then it stands to reason that deep awareness issues of what to do and how to address performance constraints exist (e.g. owner personal issues).

Within the Ghanaian home-stay context, the owners have a superficial knowledge of environmental actions such as recycling. However, knowledge of what recycling entails and how to start recycling is limited. Consequently, there is still some basic knowledge gap which needs to be filled for owners to make progress towards sustainability, especially when they possess a high sense of environmental responsibility to take those actions. Tilley (1999) argues that the underlying issues of the slow progress of SMEs are the lack of environmental awareness and lack of eco-literacy. Considerable progress has however been made by large companies (Goodman, 2000). This study thus provides further confirmation of sustainability awareness gaps among small businesses in tourism. Consequently, strategies for making progress are recommended.

Recommended strategies necessary for the home-stay sector to perform better within a sustainable development framework

The preceding results of the study show that attitudinal change on the part of clients will go a long way to improve owner/operator sustainability practices. Consequently, one major strategy involves sustainability orientation of the home-stay clients by NGOs who do client placements. Given the differences in resource scarcity in Ghana and that of the client originating country, information on resource use is a critical step to sustainable performance in Ghana. For instance, electricity in Ghana is unstable and owners require the effort of their clients to conserve energy. Accordingly, home-stay owners can individually take actions, but without clients' responsible behaviour, it might not be successful. Essentially, NGOs who recruit clients for each owner can provide specific sustainability orientation and monitoring to clients as a support to improving home-stay performance. A study by Williams and Ponsford (2009) attests that tourist interest in sustainability can have a significant impact at the host destination.

Sustainability education and training represent another crucial strategy for progress towards sustainability. Education and training should be the sole mandate of the Ghana Tourism Authority. It is expected that education can ignite genuine willingness and care that will make owners act with deep understanding supported by altruistic motives. Indeed, Schaper (2002a) argues that the antidote to little knowledge of sustainability is education which involves showing small business owners how to behave and act sustainably. Low education is a general problem in Ghana and sustainability education is not an exception (Ghana Web, 2014). Like most developing countries, resources to subsidise and promote mass education are non-existent in Ghana, so individuals bear the full cost of education. There has, however, been a recent attempt to sponsor free secondary education in the country (Government of Ghana, 2017). Owing to the current status quo, the funding of education is the sole responsibility of the individual Ghanaian and this applies to individual business owners who need relevant knowledge to improve performance. Meanwhile, previous studies argue that the management of small firms is dependent on the social world of owners such that their level of knowledge has enormous influence on sustainable performance (Morrison & Teixeira, 2004).

Since the home-stay business is a supplementary source of income, the financial incentive is relevant to encourage home-stay owners to engage in good and expensive environmental actions. Given the part-time nature of the business, government financial support is pertinent to encourage owners to practise actions such as recycling, sorting and reuse which recorded high non-practice among respondents due to their cost component. Government coordination among stakeholders is also a necessary strategy to ensure fair trade. From the results of the study, thus, it can be asserted that sustainable performance by home-stay owners in Ghana requires a cooperative responsibility of home-stay owners, clients, NGOs and the government ministry, department or body in charge of tourism.

9.3 Implications of the findings for sustainable performance of SMTEs in Ghana

In a developing country where poverty is high, it would be expected that the reason and goals for setting up a home-stay business would be solely economic, and that economic performance would be optimum. However, in the Ghanaian context, money making practices were limited as the business is seen as a part-time job as found in other previous studies in Western Australia (Zhao & Getz, 2008). Importantly, there is less commercialisation within the Ghanaian home-stay business but priority is given to social and cultural factors rooted in Ghanaian traditional beliefs of hospitality. While this characteristic of the business is a good conduit for the social and cultural performance of the business, it is a hindrance to an economic and environmental performance where money is required for some expensive benign actions (e.g. recycling). Given the emphasis on non-economic factors, business viability may not be significant to these firms as their core business delivery revolves around the provision personalised socio-cultural experience (McIntosh & Siggs, 2005). This contradicts the basic assumption that business viability is an essential element of sustainability (Butler, 1999; Swarbrooke, 1999) as explained by the triple bottom line models. For instance, a study by Zhao and Getz (2008) has found that small business owners in the southern province of China are concerned about making lots of money in addition to autonomy goals and as a result engage in practices to fulfil such goals. While such mixed goals were also recorded in the present study, economic practices were not prevalent.

Moreover, the findings of positive sustainable tourism attitudes and high environmental responsibility are essentials to make progress towards sustainability. It would have been expected that given the part-time income from tourism, respondents may have some resentments towards the industry as found in previous studies (e.g. Teye et al., 2002). However, this is not the case. Ghanaian home-stay owners believe that tourism is an essential tool for sustainable development; even the more when owners are in search of opportunities and socio-cultural exchange and prestige

(Abbey, 2002). This implies that encouraging sustainability practices through tourism activities is attainable among Ghanaian owners. Ghanaians are becoming more familiar with the tourism industry through direct encounter with tourists via home-stay operations. Consequently, the basis of developing such a positive attitude is very experiential. This experiential attribute (McIntosh & Siggs, 2005) is necessary to encourage sustainable actions that enhance the benefits of tourism to residents. Similarly, home-stay owners' recognition of the equal importance of plants and animals in the ecosystem is a key indication of their willingness to take simple sustainable environmental actions coupled with their high sense of responsibility. Thus, Ghanaian home-stay owners believe that sustainability responsibility begins with them, even though they need a supporting role from the government. This implies that sustainability at the individual owner level is achievable among home-stay owners.

The dearth of understanding what tourism should sustain is the greatest stumbling block to progress (McCool et al., 2001). Both Tubb (2003) and Lee and Moscardo (2005) have emphasised how deep understanding of environmental issues can influence tourist behaviours positively. This argument applies in the home-stay context. Accordingly, given the ambiguity that surrounds sustainability as a goal, one of the crucial steps to progress is to understand the concept and identify what needs to be sustained. Once this issue is rectified, other steps can follow. Importantly, the Ghana Tourism Authority does not have a specified list of items that small businesses should know and sustain. Hence, while owners possess positive attitudes to tourism and are environmentally responsible, they are still lagging in sustainable performance. This study contends that possessing the right sustainable attitude is good, but understanding what tourism should sustain is a necessary step to sustainable performance. Therefore, education and training is a crucial first step to moving small firms in Ghana towards a sustainable path.

Theoretically, given the above finding on lack of depth of sustainability knowledge, any attempt to allow owners to make a choice out of the many sustainability actions may lead to information overload since owners do not know which actions are better than others as well as the inter-relationship between and among them (Chernev et al., 2015). Accordingly, progress towards sustainability requires the identification of simple actions for owners to implement in their business since their lack of knowledge leads to their selective engagement in both sustainable and unsustainable practices (Agyeiwaah et al., 2017). In this regard, it is suggested that any form of education adopted must focus on actions related to key indicators of business viability, quality of life, energy management, water quality and water management, waste management, and maintenance of cultural integrity. These key indicator actions adopted in the present study serve as initial steps to be taken towards a forward path of making their businesses sustainable. In the future, other peripheral actions can be added.

9.4 Contribution to knowledge and practice

By adapting the egg of sustainability model and developing a research framework for the home-stay sector, the study findings present significant insights into sustainability issues within the home-stay sector which should matter to tourism scholars and practitioners. The main supporting findings of the thesis indicate that while home-stay owners are not very knowledgeable of sustainable development, they practise certain sustainable actions in their daily operations. However, owner practices contributed to the current satisfactory performance of the sector. Indeed, it is argued that respondents can do better if they became knowledgeable of sustainability. Knowledge of sustainability has been described as a major force of change (Tilley, 1999; Gössling, 2018). In addition, home-stay owners care and are willing to be sustainable even though they are not knowledgeable. The feeling displayed by the owners throughout this study indicate that they would be much more interested and willing if they were knowledgeable about what sustainability is. Despite their lack of knowledge, owners could analyse what sustainability constructs matter to their business delivery such that economic sustainability construct was of least significance to home-stay owners. For the most part, successful implementation of sustainability practices emanates from the ability to pay from profits of the businesses (Radwan et al., 2010). Nonetheless, within the home-stay sector, money is not a major reason for most owners and as a result the actions taken cost little. This special case of the home-stay sustainability requires a reconsideration of what constitutes sustainability for different small tourism enterprises.

While the preceding analogy demonstrates the "so what" of the findings, this study has contributed to developing a research framework for unravelling the deep issues of SMTE sustainable performance which was previously non-existent. Consequently, the interwoven issues of improving performance within a sustainable development framework have been identified in this study and this can be applied and tested in other settings in the future. The study has also contributed to the evidence that sustainability is not well understood by SMTE owners in Ghana. So, for instance, this study has shown that within the same destination and line of business, there can be distinct levels of sustainability knowledge, yet, no deep understanding exists. Moreover, practices are partial and selective which explain why small firms are lagging in the transition towards sustainability.

By applying key suggested indicators in the literature, this study has also demonstrated how existing measures could be applied to expand the knowledge of indicators of sustainability for small enterprises to make progress. By extending the theory of choice overload in marketing, this study has justified why it is necessary to have specific key indicators for SMTE owners who have, at best, superficial knowledge of sustainability. Consequently, the adapted list of key dimensions and indicators are useful to both industry and academics who are overwhelmed by countless indicators in the sustainability literature.

Finally, this study contributes to the understanding of the definitional, assessment and implementation issues among SMTEs and it highlights the unique nature of SMTEs in Ghana with a significant contribution for other developing countries on how to improve the tourism sector within a sustainable development framework. Consequently, the present study extends the research terrain of SMTEs and sustainability research in developing countries of Africa. For instance, the findings demonstrate different business reason groups from different parts of Ghana indicating that the reasons for starting a home-stay may differ from region to region within Ghana.

9.5 Limitations

There is the need to acknowledge certain limitations of the study. In terms of scope, this study is limited to only home-stay accommodation businesses in Ghana and does not include other small accommodation enterprises such as guest houses and hostels. Hence, the results cannot be generalised to other small accommodation enterprises within Ghana that have a different set of operation. In addition to such limited scope, the geographical coverage included three out of ten regions in Ghana which means that certain contextual issues in the other seven regions of Ghana may be missing in the data.

Methodologically, the employment of cluster analysis for grouping variables was helpful to the study objectives. Following such analysis, continuous scale variables employed further ANOVA, whereas categorical scale employed chi-square. In order to adhere to the assumptions of expected count in chi-square to enhance the robustness of the test, most categorical data were collapsed into smaller groups to enhance their robustness. This means that certain minor categories were merged and such details are hidden in the data presentation. Examples include demographic variables such as age and education in addition to sustainability application variables that were grouped into "Practice and Non-Practice".

The use of structured interviews with specific questions means that responses were directed. For instance, the interview schedules were made of detailed individual questions that required specific answers. These questions were further probed. However, such an approach was informed by earlier pre-test challenges as well as the employment of research assistants. Structured interviews therefore facilitated consistency in the results as well as eliciting directed responses that helped address the purpose of the current study.

As with all studies, certain questions would have been probed further but for the constraint of time and resources. Yet the current study examined issues that addressed the main research questions of the study. Finally, both quantitative and qualitative data were conducted at different stages of the study and therefore the data are separately presented in two different chapters (i.e. Chapter Six and Chapter Seven). The two data collection methods were conducted within a period of six months with the qualitative study preceding the quantitative study.

9.6 Recommendation for future research

Given the limitation of the study to only three regions of Ghana, further studies on other regions in Ghana as well as other small tourism enterprises may be useful. The structures of other small tourism enterprises in Ghana are different and their sustainable issues may be different from those of home-stay.

It is also worthwhile to extend research on sustainable performance into larger accommodation enterprises. The literature on sustainability continues to prove that large firms around the world are taking the lead in sustainability practices but with little connection of how their level of knowledge plays a significant role in such practices. Moreover, the findings of such studies are usually based on developed economies. By examining large firms in diverse contexts, comparisons could be made for intra- and inter-sectorial benefits to the tourism and hospitality industry globally.

Moreover, based on the major findings and contribution of the study, it is suggested that further studies expand the idea of sustainable performance in other developing countries. Given that the present study was conducted in Africa, further studies that take into account other uncovered developing economies in Asia and South America have the potential to reveal supportive and/or unsupportive findings to the current study. Thus, expanding this research idea into other regions of the world is needed.

One key observation from the study was the need for a collaborative effort for sustainable performance of home-stay. Consequently, other stakeholders, including the broader community, clients, and private institutions are also relevant stakeholders whose level of knowledge on sustainability as well as practices can be ascertained. For instance, a future study that focuses on local residents' sustainability knowledge, care, willingness, and practice will be useful to the Ghana government in designing a comprehensive framework for moving the country towards a sustainable path. The lack of national progress may be replicated in small businesses partly due to lack of broader community awareness. Hence, a study on residents' knowledge will be useful.

In addition to local residents, tourists are also key stakeholders whose actions affect the transition towards sustainability. Consequently, future studies on tourists' awareness, concern, willingness, and practice will be relevant. Much of the literature (e.g. Firth & Hing, 1999; Lee & Moscardo, 2005) have explored the awareness of tourists but with less examination of the actual concern, willingness and practice of tourists. Put simply, further studies on the different stakeholders in the tourism system will be relevant in expanding the knowledge on sustainability transition.

9.7 Chapter summary

This study has provided empirical evidence on the definitional, assessment and implementation issues of SMTEs as part of improving performance within a sustainable development framework. The first section of the chapter presented a review of the study. The second section presented the major findings and achievement of research question within the context of Ghana. This was followed by a discussion of the implications of the results to sustainability among small tourism businesses such as home-stay. The study's contribution to knowledge was also presented, highlighting the major additions to the existing literature. Limitations of the study were presented. Finally, future areas of research that could be explored were presented and the chapter was subsequently summarised.

APPENDICES

Appendix I

School of Hotel & Tourism Management 酒店及旅遊業管理學院

The Hong Kong Polytechnic University 香港理工大學

INTERVIEW SCHEDULE FOR HOME-STAY OWNERS

Dear Sir/Madam

The purpose of this interview is to explore how the home-stay sector of Ghana can perform better within a sustainable development framework. The study is in connection with a PhD thesis as part of the requirements for award of a degree. It would be greatly appreciated if you could spend few minutes of your time for this interview. This research is purely for academic purposes. You are however, assured of the strictest confidentiality and anonymity. Thank you.

Elizabeth Agyeiwaah (PhD Candidate)
Contact: +852-6432 /+233- Email:elizabeth.agyeiwaah@

1. Antecedents

a. Business characteristics

- ✓ Region/Suburb (i.e. Location of home-stay)
- ✓ Number of rooms available for guests
- ✓ Years in operation
- ✓ Employees
- ✓ Full-time/ part-time

b. Goal

- ✓ What do you seek to achieve from this business?

c. Business reasons and traits/attributes

- ✓ Why did you to start a home-stay business?
- ✓ What three personal attributes/traits would you use to describe yourself?

2. Definitional issues of sustainability

a. Knowledge of Sustainability

- ✓ Have you heard of sustainability (probe into channel)? Probe specifics: Do you know economic, social, environmental and cultural sustainability? Probe: What are the principles/actions behind (a) TBL sustainability, (b) sustainable development, and (c) sustainable tourism? Probe: What are the differences and similarities of these terms?
- ✓ How do you see your own responsibility of this idea? How is home-stay related to this? What do you think could be done by you, by govt., etc., asking them about specific practices, etc.?
- ✓ Does government provide any funds, information or empowerment in terms of economic, social, environmental and cultural sustainability?
- ✓ Do you feel the small waste you generate contributes to the waste management problems in Ghana and the world? Probe: Why? **Repeat for water shortages and energy crisis.**
- ✓ Do you feel the many hotels, big companies and other people in Ghana and the world are responsible for Ghana and the world's waste problems but not you? Probe: Why? **Repeat for water and energy.**
- ✓ Do you feel managing waste, treating water and conserving energy is the responsibility of others (e.g. Ministry, government, big companies) since you are too small to affect changes? Probe: Why?

b. Care of Sustainability (focus on specific measures of sustainability)

- ✓ Given your business reasons, is economic, social, natural environment and cultural sustainability important to you? Probe: Do you (a) know and (b) care what happens to your Revenue? Visitor satisfaction? Occupancy? Community members? Security? Waste production? Water quality/treatment? Energy consumption? Local language, food and dressing?
- ✓ Can you influence these issues?

c. Willingness to act sustainably (focus on specific actions for each measure)

- ✓ Are you willing to adhere to sustainable economic, social, natural environment and cultural actions?
  Examples: would you by-pass intermediary, provide extra services, encourage clients to buy local crafts from local vendors, provide extra security, recycle waste, sort or burn waste, adopt brand new home appliances, use energy-saving bulbs, treat water, cook local foods, and give local names and dresses?
- ✓ What actions of economic, social, natural environment and cultural sustainability can you control?
- ✓ What actions of economic, social, natural environment and cultural sustainability are beyond your control?
- ✓ How could you alter your behaviour to achieve a sustainable economic, social, natural environment and cultural business?
- ✓ To what extent are you willing or able to change your behaviour to achieve a more sustainable business?

3. Assessment of issues of sustainability

a. Sustainability practices

- ✓ What do you normally do that affects the four tenets of sustainability? Probe: have you done anything (if they have) and how has is affected economic, social, environmental and cultural sustainability?
- ✓ For example, from an economic standpoint, is recycling a source of income, cost reduction or does it actually have costs to your business?
- ✓ Is burning waste a cost or income for the business?
- ✓ Is an alternative energy source a cost or income for the business?
- ✓ Is treating water a cost or income for the business?
- ✓ Does encouraging clients to buy local crafts from local vendors improve community life?
- ✓ Does teaching clients local language a source of maintaining cultural integrity?
- ✓ Does sorting waste help manage waste production and improve the environment?
- ✓ Does using refillable bottles help reduce waste production?
- ✓ Have you actually monitored cost savings brought about by introducing more sustainable actions? How? How much?

b. Business performance issues

- ✓ What performance challenges are you now encountering? Probe: economic, social, natural environment and cultural issues.

4. Capabilities

- ✓ Can you influence the challenges of your business? Probe into a hierarchy of capabilities (i.e. easy and harder things to do/influence).

5. Obstacles

- ✓ What will be your major hurdle in addressing your business challenges? (internal vs. external?)
- ✓ Example, obstacles or supporting role from the government.

6. Implementation issues of sustainability (*strategies*)

- ✓ In your own view, what would you suggest should be done for the home-stay sector to perform better? Probe: economic, social, natural environment and cultural strategies.
- ✓ Probe much more deeply as to whether a hierarchy of sustainability issues exists: What actions are easier or harder to implement?
- ✓ **Economic:** increasing occupancy/arrivals, increasing revenue, increasing satisfaction.
- ✓ **Social:** involving local residents, enhancing security of homes, enhancing community satisfaction
- ✓ **Environmental:** sorting waste, burning waste, feeding animals with organic waste, recycling, using refillable bottles, using alternative energy source, buying new appliances, water treatment.
- ✓ **Cultural:** cooking local foods, teaching local language, giving local dresses, taking clients to church, giving clients local names, taking clients to local attraction sites etc.

7. Sustainable performance *(outcome)*

- ✓ What do you think would be a worthy result (s) for implementing the above strategies?

8. Demographics

- ✓ Age: a. 25-34 [ ] b. 35-44 [ ] c. 45-54 [ ] d. 55+ [ ]
- ✓ Gender : a. Male [ ] b. Female [ ]
- ✓ Education: a. No formal education [ ] b. Primary [ ] c. Secondary [ ] d. Tertiary non-degree [ ] e. Tertiary degree [ ] f. Others [ ] Please specify: …………
- ✓ Marital status a. Unmarried [ ] b. Married [ ] c. Others [ ] Please specify: …………
- ✓ Is this business primary or secondary income for the family?

Appendix II

School of Hotel & Tourism Management 酒店及旅遊業管理學院

The Hong Kong Polytechnic University 香港理工大學

QUESTIONNAIRE FOR HOME-STAY OWNERS

Introduction

Dear Sir/Madam

The purpose of this questionnaire is to examine how the home-stay sector of Ghana can perform better within a sustainable development framework. The study is in connection with PhD thesis as part of the requirements for award of a degree. It would be greatly treasured if you could complete this questionnaire. This research is purely for academic purposes and nothing else. You are however, assured of the strictest confidentiality and anonymity. Thank you.

Elizabeth Agyeiwaah (PhD Candidate)

Contact: +852-6432   /+233-   Email:elizabeth.agyeiwaah@

Please answer the following questions and tick [√] where appropriate. Student helper: Please seek verbal consent first.

Section One: Context and business characteristics				
1. City/Suburbs :		Cape Coast ☐	Mamfe ☐	Tamale ☐
2. How many rooms do you have available for clients?		1-2 ☐	3-4 ☐	5 and above ☐
3. How long have you been operating home-stay?	Less than one year ☐	1-5 years ☐	6-10years ☐	11years and beyond ☐
4. Which of the following employee groups apply to your home? (Check all that apply)		Self/ family (e.g. spouse, children) ☐	House help ☐	Other ☐, specify .. ………………
5. My home-stay operation is:			Full-time ☐	Part-time ☐
6. Which of the following words describe your attribute as a home-stay owner? (Check all that apply.)			Risk-taker ☐	Creative ☐
Innovative ☐	Committed ☐	Flexible ☐	Other☐, specify………………………………	

Section Two (a): This section explores business reasons of owners. Please describe why you started operating a home-stay.

Section two: Business reasons
7. Please describe the main reason why you started operating a home-stay :……………………………… ……………………………………………………………………………………………… ……………………………………………………………………………………………….. ……………………………………………………………………………………………… ……………………………………………………………………………………………… ………………………………………………………………………………………………

Section Two (b): This section examines owner start-up goals. Kindly tick only one [√] how important the following goals were to you when starting this business. Note for Student helper: probe is it "not at all important or very important"

8. Statements— My start-up goal was to:	(1) Not at all Important	(2) Rather unimportant	(3) Neither unimportant nor important	(4) Rather important	(5)Very Important	(6) No opinion
Be my own boss.						
Support my leisure interest and hobby.						
Enjoy a good lifestyle.						
Get similar treatment from my clients should I/my family members travel abroad.						
Get opportunities for my children.						
Position and develop Ghana as a preferred destination.						
Establish friendship, interaction and cultural exchange.						
Generate extra income for my family.						
Provide a retirement income.						
Provide selfless service to strangers.						
Gain prestige by operating a home-stay business.						

Section Three: Environmental attitude/worldviews- This section assesses the general environmental worldviews of owners. Please indicate for each statement the extent to which you agree or disagree.

Strongly disagree [SD=1]; Disagree [D=2]; Neither agree nor disagree [NAD=3]; Agree [A=4]; Strongly Agree [SA=5]; Don't know [DK=6]

9. Environmental worldviews	SD	D	NAD	A	SA	DK
We are approaching the limit of the number of people the Earth can support.						
Humans have the right to modify the natural environment to suit their needs.						
When humans interfere with nature it often produces disastrous consequences.						
Human ingenuity will ensure that we do not make the Earth unlivable.						
Humans are seriously abusing the environment.						
The Earth has plenty of natural resources if we just learn how to develop them.						
Plants and animals have as much right as humans to exist.						
The balance of nature is strong enough to cope with the impacts of						

modern industrial nations.						
Despite our special abilities, humans are still subject to the laws of nature.						
Human destruction of the environment has been greatly exaggerated.						
The Earth is like a spaceship with very limited room and resources.						
Humans were meant to rule over the rest of nature.						
The balance of nature is very delicate and easily upset.						
Humans will eventually learn enough about how nature works to be able to control it.						
If things continue on their present course, we will soon experience a major ecological catastrophe.						

Section Four: This section assesses the economic, social, cultural and environmental attitudes of owners towards sustainable tourism. Please indicate for each statement the extent to which you agree or disagree.

Strongly disagree [SD=1]; Disagree [D=2]; Neither agree nor disagree [NAD=3]; Agree [A=4]; Strongly Agree [SA=5]; Don't know [DK=6]

10. Economic Attitudes	SD	D	NAD	A	SA	DK
Tourism brings income to our community.						
Tourism creates new market for our local products.						
Tourism generates tax revenue for the local government.						
11. Social Attitudes						
I enjoy interacting with tourists.						
I have developed friendship with tourists.						
I feel my quality of life has improved through tourism.						
12. Cultural Attitudes						
Tourism promotes cultural exchange.						
Because of tourism development, I have a better appreciation of my culture.						
Tourism helps to preserve and improve our culture and traditions						
13. Environmental attitudes towards tourism						
Tourism must protect the community environment.						
Tourism needs to be developed in harmony with natural and cultural environment						
I think that tourism development should strengthen efforts for environmental conservation.						

Section Five: AIDA Categorical Assessment- The section uses a modified AIDA model to examine owners' awareness, concern, willingness and practice of sustainability. Kindly respond by ticking one of the categories ranging from whether you "have not heard" to "already doing" any of the actions.
Student helper: Probe for one specific response for each issue.

Issue	**Have not heard and don't know**	**Heard but don't know much about it**	**Aware but beyond my control**	**Aware but not greatly concerned**	**Aware and concerned but not taken any action**	**Concerned and willing but don't know where to start**	**Concerned and willing to take action but cannot do for various reasons**	**Can do something about it but have not done**	**Already doing/using it but occasionally**	**Already doing/ using it always**
14. Environment										
Recycling of waste										
Re-use of bottles (e.g. empty Voltic bottles)										
Sorting/separating waste										
Water treatment (e.g. filtering, boiling, using chemical)										
Amount of water usage										
Energy conserving appliances (e.g. three star fridges and ECG bulbs)										
Alternative solar lamps										

AIDA Categorical Assessment cont'd

Issue	Don't know much about it	Aware but not greatly concerned	Aware but beyond my control	Aware and concerned but not taken any action	Concerned and willing but don't know where to start	Concerned and willing to take action but cannot do for various reasons	Can do something about it but have not done	Already doing something about it but occasionally	Already doing something about it always
15. Economic									
Actions that improve profit earned on each client									
Actions that improve expenditure on each client upkeep									
16. Social									
Actions that improve owner quality of life through hosting									
Actions that improve community quality of life by hosting clients									
17. Cultural									
Promoting cultural exchange through sharing local food with clients									
Promoting cultural understanding by speaking local language with clients									

Section Six: Enironmental responsibility- This section examines what respondents feel about their responsibilities of some environmental issues. Please indicate for each statement the extent to which you agree or disagree. For all Likert scale questions, Student helper should probe: Is that strongly agree/disagree or just agree/disagree?

Strongly disagree [SD=1]; Disagree [D=2]; Neither agree nor disagree [NAD=3]; Agree [A=4]; Strongly Agree [SA=5]; Don't know [DK=6]

18. Responsibility	SD	D	NAD	A	SA	DK
I feel I am responsible for minimising the waste I generate at home.						
I feel the government is responsible for recycling my waste after disposal.						
I feel I am responsible for treating the water I drink at home.						
I feel I am responsible for conserving water in my home.						
I feel responsible for conserving electricity supplied in my home.						

Section Seven: Performance issues: This section identifies the performance issues in your operation. Identify one most important constraints and explain "what" and "how" you can address it.

19. Identify one most important constraints of operating home-stay.	**What can you do about your business constraint?**	**How can you address your business constraint?**	**Reasons why you cannot address the identified constraint.**

Section Eight: Demographics

20. Gender	Male ☐		Female ☐	
21.Age	25-34 ☐	35-44 ☐	45-54 ☐	55+ ☐
22. Education	No formal education ☐	Primary ☐	Secondary ☐	Tertiary non-degree ☐
	Tertiary degree ☐	Other ☐ Please specify…………………………………		
23. Marital status	Unmarried ☐		Married ☐	
24. Home-stay business is	Primary income for the family ☐		Secondary income for the family ☐	
25. Occupation:				
26. Religion:				

Thank you for your cooperation

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