



# CSR reporting among Zimbabwe's hotel groups: a content analysis

CSR reporting: a content analysis

Dzingai Kennedy Nyahunzvi

*Tourism and Hospitality Management Department, Midlands State University,  
Gweru, Zimbabwe*

595

## Abstract

**Purpose** – The purpose of this paper is to determine the nature and adequacy of corporate social responsibility (CSR) reporting among Zimbabwe's hotel groups.

**Design/methodology/approach** – Content analysis was used to examine websites, annual reports and mission statements of Zimbabwe's hotel groups.

**Findings** – Zimbabwe's hotel groups gave primacy to financial performance rather than social and environmental themes in their CSR reporting. In comparative terms, the hotel groups lag behind some of their developed world's counterparts in CSR reporting.

**Research limitations/implications** – Future studies may examine the actual CSR practices adopted by Zimbabwe's tourism and hospitality sector. Research efforts should also be directed towards producing a framework to guide the effective design of CSR dedicated pages on corporate websites.

**Practical implications** – The research findings suggest that CSR initiatives and reporting are still a peripheral issue among Zimbabwe's hotel groups. A need for legal compulsion and third party verification to enhance the hotel groups' CSR reporting was identified. Further, the crafting of CSR policies and their institutionalization are complementary moves that should be adopted by the hotel groups.

**Originality/value** – This is perhaps one of the first papers exploring CSR reporting in the Zimbabwean hospitality context in particular, and the developing world in general. It is hoped that this paper stimulates further research involving the CSR practices and reporting of the entire tourism and hospitality supply chain in the developing world context.

**Keywords** Corporate social responsibility, Hospitality services, Tourism, Corporate websites, Sustainable development, Zimbabwe, Hotels, Developing countries

**Paper type** Research paper

Received 13 April 2012  
Revised 4 July 2012  
30 October 2012  
Accepted 12 November 2012

## Introduction

The construct of corporate social responsibility (CSR) has in recent decades attracted the imagination and interest of a range of stakeholders including the private sector, civil society, public sector organizations, researchers and the general public. However, as observed by Carroll (1981), the CSR concept is not new having been adopted by diverse companies in the developed world since the 1940s. It has further been observed that CSR has proved a "slippery term" as it is understood and interpreted differently by many people (Holcomb *et al.*, 2010). Given this conceptual fuzziness, for the purposes of this study, the term CSR is used to mean voluntary actions by corporations that are aimed at making them good corporate citizens (McWilliams and Siegel, 2000). Interpreted broadly this way, CSR initiatives define efforts by a corporation that are not solely driven by the profit-motive rather the company seeks proactively to find "solutions to society's many problems and to engage in activities aimed at improving

