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# Sustainability Decision-Making in Tourism SMEs
# in El Salvador



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# Abstract

The purpose of this thesis was to investigate the influences on the sustainability decision-making by owners and managers of small and medium-sized tourism enterprises (SMEs) in El Salvador. The thesis examined several reasons and barriers for implementing sustainability activities, where each component could be transferred to the framework developed by Tamajón & Font (2013) and Font et al. (2014). This thesis also studied the tourists and residents' influences on the applied framework. The research was carried out by conducting online surveys to the decision makers of tourism SMEs in four touristic areas of El Salvador. The residents and tourists were also analysed through paper-based self-administered questionnaires. I received 57 usable responses from the decision makers, which I analysed with statistical instruments and an analytical mind-set. My results showed that the most influential frame in the reasons was the lifestyle value frame, which recorded 54% of the total influence and was favoured significantly more than the other two frames by 77% of the decision makers. The most influential frame in the barriers were the business frame, which recorded 60% of the total influence and was favoured significantly more than the other two frames by 70% of the decision makers. The residents and tourists valued sustainability activities as being important to them. I was able to conclude, that the theoretical framework I had used was able to describe the influences on sustainability decision-making well. I also found that the differences in influence on the sustainability decision-making was significantly different in El Salvador compared to the previous studies in developed countries. Decision makers in El Salvador was influenced more by the lifestyle values, where the strong commitment to their community was evident, and less by the business frame, where monetary incentives was not a factor. However, differences in the contexts of developing and developed countries have an impact on how many and with how much effort sustainability activities are implemented, which can influence the decision-making process, making the comparison less valid. The tourists had not been a catalyst for the framework to be more influential, whereas the residents had increased the influence from the lifestyle value frame.

# 1.0 Introduction

Tourism is one of the World's biggest industries, which affects millions of lives all around the World (WTO, 2014). Tourism employs millions of people who serve millions of tourists every day (WTO, 2014; Page & Connell, 2009). The French writer known as Voltaire once said, *"With great power comes great responsibility."* (Voltaire, et al., 1840), which most certainly is true for the tourism industry. The tourism industry uses a massive amount of resources, which is a huge concern for today's society (UNEP, 2014). Environmental battles are no longer a matter of national interest, but a concern for the entire globe. Being environmental friendly was seen as a quality-of-life-factor in the 70s, not a survival issue, as we know it today (Buchholz, 1991). However, the environment is not the only crucial issue to address, the well-being of humans are as important as anything else is. The population of earth is growing steadily, but without the resources to support living, more and more people are forced into poverty. Poverty is not only concerned with lack of money, but also lack of education, facilities and food (Spenceley, 2008). The resources on this planet need to be handled with care and responsibly in order to facilitate future generations. The tourism industry holds a major responsibility to secure the well-being of future generations. The concepts of sustainability is crucially needed to be embedded in the current and future business practices, especially in the developing countries, where the cost of tourism for the society can be great (Richards, et al., 2002). Research suggest that sustainable tourism practices are lacking in developing countries (Clarke, 2004; Tilley, 2000; Thomas, et al., 2011). The tourism industry in the developing countries consists of many different actors, where large corporations and small and medium-sized enterprises (SMEs) are some of the fundamental actors. The tourism businesses who most often have been researched by scholars are corporations (Thomas, et al., 2011). The corporations have many employees and a high revenue, making them an important player at the tourism destination. This means that the tourism SMEs are often left in the shadow, as each tourism SME only accounts for a small number of employees and a marginal revenue. However, the tourism SMEs make up the far highest number of businesses in the tourism industry, and their collective contributions to the industry is massive (Horobin & Long, 1996), thereby making them an important participant that needs to be taken seriously. The tourism SMEs need to be sustainable, if the tourism industry has to be sustainable. If the tourism SMEs are unsustainable, it can jeopardise the future quality of their destination area. The nature and wildlife can be damaged to the extent that it loses its beauty and value. The community's socio-culture can also be altered so the authenticity becomes weakened or conflicts between residents and tourists occur. Finally, if the tourism SMEs are not profitable, they will not be able to survive in the end. All

these pitfalls need to be acted on, as the quality of the destination can be degraded, which can result in a loss of tourists. Many communities will not be able to maintain or develop their living standards, if they have no inflow of tourism, which can shove them into poverty (Ashley, et al., 2001).

## 1.1 Problem Statement

One of the key problems, for making tourism SMEs implement sustainability activities, is the lack of knowledge about decision-makers' motives for implementing or neglecting sustainability activities. It is necessary to understand what the reasons and barriers of implementing sustainability activities are for the tourism SMEs. It is very difficult to create and implement qualified suggestions, policies and projects on how to make tourism SMEs in developing countries implement additional sustainability activities, until it is known why they are choosing to implement or neglect sustainability. There is only knowledge about sustainability decision-making from studies made in developed countries, where they state business, legitimisation and lifestyle values are influencing the sustainability decision-making (Tamajón & Font, 2013; Font, et al., 2014). However, the society, environment, and lifestyle in a developing country can have completely different impacts on the decision-making process compared to a developed country. Research needs to be done in order to find out what triggers and influences the sustainability decision-making in tourism SMEs in developing countries. Is it because of environmental concerns, social obligations, a focus on making profit, or is it something else?

## 1.2 Purpose of the Study

The purpose of this study is to find out how sustainable tourism SMEs in El Salvador are and examine which factors that have influenced their sustainability decision-making. It will be easier to find solutions on how to make changes, so that there will be an increase in sustainability activities, if it is clear which factors that influence the decision makers. The study seeks to compare tourism SMEs in developed countries with the tourism SMEs in El Salvador, in order to uncover, if the same factors are relevant in the sustainability decision-making process. This study also tries to find out how valuable sustainability is for the tourism SMEs key stakeholders such as tourists and residents at the destination. These opinions and attitudes shall give us a better understanding of how the sustainability decision-making is influenced. This study is a master thesis written at Copenhagen Business School. I find this topic relevant to investigate, because I have travelled around the world and observed many differences from developed to developing countries in regards to the care for and importance of the

environment, culture, people and economics. I am critical about transferring the current theories on sustainability decision-making to tourism SMEs in a developing country, because these theories have been constructed by research in developed countries. There seems to be a gap in the literature, about sustainability decision-making by tourism SMEs in developing countries.

## 1.3 Research Question

My problem statement has led me to the following research question:

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To what extent does the three frames of business, legitimisation, and lifestyle values influence the sustainability decision-making by tourism SMEs in El Salvador?

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In the search for an answer to my research question, I will examine how sustainable the tourism SMEs in El Salvador are and I will examine what the values and attitudes to sustainability are among the residents and tourists in El Salvador. I am examining the amount of sustainability activities implemented, as the specific activities can help me determine how influential each of the three frames is. I have included an examination of the residents and tourists because these two stakeholder groups are important actors within the theoretical framework of the three frames. The residents have a connection to both the legitimisation and lifestyle value frame, while the tourists have a connection to both the legitimisation and business frame. By examining the values and attitudes among residents and visitors, I will be able to obtain a richer understanding of the extent to which the three frames influence the sustainability decision-making.

## 1.4 Definitions

### 1.4.1 Sustainability decision-making

I see decision-making in a normative perspective, where people are assumed rational decision makers. Rational decision-making suggests that people are equipped with a set of preferences that they consult during the decision-making process. People are weighting the pros and cons of the options and all decision-relevant information is available to them (Arvai, et al., 2012). However, I acknowledge that decision makers are challenged with a central trade-off. They either need to take excessive amount of time to make every decision coherent with their preferences or accept that the ideal decision-making is probably impossible to achieve and may therefore need to take shortcuts (Payne, et al., 1993). I will only look at decision-making that relates to sustainability, which means that: *"Decision-making for sustainability requires explicit social, environmental and economic considerations during the decision-making process."* (Arvai, et al., 2012).

*1.4.2 Tourism*

WTO defined tourism as *"the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes"* (WTO, 2002, p. 17). People who are doing tourism, is in this thesis termed as tourists or visitors. According to the Oxford Dictionary, a tourist is *"a person who is travelling or visiting a place for pleasure"* (Oxford Dictionaries 1, 2014), while a visitor is *"a person visiting someone or somewhere"* (Oxford Dictionaries 2, 2014). When visitors and tourists are mentioned, they are always thought of in relation to tourism.

*1.4.3 Sustainable Tourism*

The term, sustainable tourism, has been subject to a lot of different interpretations and understandings. The concept of sustainable tourism was developing in the 90s, while the second global wave of environmental concern had caught the World's attention. This resulted in overemphasised focus on the environmental aspect of sustainability, and often neglected the impacts on human resources (Butler, 1999). The World Tourism Organization (WTO) recognised this fact and they developed a definition that brought the different aspects into account. Together with the United Nations Environment Programme (UNEP) they came up with the definition of sustainable tourism as I use throughout this report:

*"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities."* (UNEP & WTO, 2005, p. 12)

It is important to note that there needs to be established a suitable balance between the three dimensions of economic, social and environmental impacts in order to secure the long-term sustainability. It is also essential to see sustainable tourism as a continual process of improvements and not as a finite state. This definition also applies equally to tourism in all forms and in any destination including mass tourism and niche segments in both developed and developing countries (UNEP & WTO, 2005). In order to secure the long-term sustainability and find the correct balance between the three areas, three key criteria must be met. First, tourism development is required to make ideal use of the environmental resources, preserve vital ecological processes and assist in the conservation of natural heritage and biodiversity. Secondly, tourism development needs to respect the socio-cultural authenticity of host communities, protect their past and present cultural heritage and values, and support the inter-cultural understanding and tolerance of each other. Thirdly, tourism

development must ensure economic feasibility in the long-term and provide socio-economic benefits to all stakeholders involved. The benefits should be distributed fairly (Dodds & Butler, 2010).

### 1.4.4 Developing country

I will use the definition of a developing country formed by Sullivan & Sheffrin (2003):

*"A developing country is a nation with a lower living standard, underdeveloped industrial base, and low Human Development Index (HDI) relative to other countries."* (Sullivan & Sheffrin, 2003, p. 471)

By examining El Salvador, we find that this country is ranked 107 out of 187 on the Human Development Index belonging to the group of medium human development countries (UNDP, 2013). This is a low ranking compared to other countries and it makes El Salvador a developing country according to the definition. In addition, the Gross National Income (GNI) per capita is often used as an indicator for categorising economies and thereby the industrial base. According to the World Bank, El Salvador had a GNI per capita of 3.590 in 2012 (World Bank - GNI, 2012), making El Salvador belonging to the lower middle income group, which is referred to as developing economies (World Bank - Classify, 2014). It is valuable to note, that El Salvador is not one of the least developed countries in the world (UNCTAD, 2013).

### 1.4.5 Tourism businesses

I use the definition of tourism businesses by the English Tourist Board (ETB) and the Employment Department Group (EDG), as it captures all the relevant businesses. They defined tourism businesses as: *"those catering to the needs of tourists… some rely entirely on tourism business, whilst for others it forms a relatively small part of their overall operation"* (ETB & EDG, 1991).

### 1.4.6 Micro, small and medium-sized enterprises (SME)

The definitions of how to categorise SMEs mainly seek to use the number of employees or financial turnover as indicators for the size of the firm (Gibson & van der, 2008). However, it is difficult to label all of the world's businesses under one common denominator, as the countries are very different from one another. The various definitions of SMEs worldwide can make it harder to compare studies as they all used different measures. This study takes place in El Salvador, so I will use El Salvador's specific definition of SMEs. However, there are several definitions of SMEs within El Salvador.

Therefore, I made a table with all the different definition (Appx. O), from which I used the most common one. My definition for a SME is therefore to fulfil the requirements in table 1.1:

| Business size | No. of employees | Monthly turnover |
|---|---|---|
| Micro | 1 to 10 | Max. $5.714 |
| Small | 11 to 50 | Between $5.714 and $57.142 |
| Medium | 51 to 100 | Max. $114.285 |

Table 1.1. Own elaboration.

## 1.5 Delimitation

I have chosen El Salvador in Central America as my focus point in my research because of several reasons. First, they have seen a rise in the visitor number since their wars ended in 1992 (Martí, 2011). Second, they are making progress in their infrastructure and are able to control the gangs better, which makes it a more accessible and safer country to travel in. Lastly, El Salvador has many natural and cultural wonders, which gives them the potential to become an attractive tourism destination. El Salvador has many similar traits as other Central American countries, especially their neighbours Guatemala, Honduras and Nicaragua. Costa Rica has outperformed the rest of Central America when it comes to tourism and they have more initiatives within sustainable tourism than the rest of Central America (Rainforest Alliance, 2014). I also have family living in El Salvador, who can help me conduct my research.

I will only focus on tourism SMEs, not big corporations or international chains, because there have been less research in SMEs and the decisions may not lay within the grasp of the managers of the corporations, because there might be rules and regulations put forward by their international headquarters, thereby not reflecting the views of Salvadorian owners and managers. Additionally, the tourism SMEs in El Salvador make up the largest part of the number of businesses and contribute highly to the overall tourism industry's turnover (Martínez & Viéytez, 2002). The thesis will not be given suggestion to how tourism SMEs can implement more and better sustainability activities. The thesis will focus on discovering the influences behind the sustainability decisions.

Lastly, I will mainly examine residents and tourists, when I look at the stakeholders' influence, thereby leaving out the investigation of many other stakeholder. I have made this decision because I have a time constraint.

# 2.0 Literature Review

In this chapter, I will summarize the literature of tourism, sustainability, and decision-making and I highlight the limitations and criticism of these concepts in relation to SMEs in developing countries.

## 2.1 Tourism

Tourism is a multidisciplinary subject with many definitions. Tourism is not a new phenomenon – it has been around for centuries, as argued by Smith (2004, p. 25): *"tourism and travel have been part of the human experience for millennia"*. (Smith, 2004). However, in the recent years, the popularity of tourism and travel has expanded greatly. These changes in our society can be traced back to the emergence of new modes of transportation, such as the airplane, an increased amount of leisure time, and a wealthier population (Page & Connell, 2009; Cooper & Wanhill, 1997). Tourism is one of the most important global industries. The development of tourism has been stunning when looking at the statistics. Back in 1950s, there were 25 million international tourist arrivals worldwide. This number increased to 278 million in 1980, 528 million in 1995 and 1087 million in 2013 (WTO, 2014). It is not only changes in international arrivals that have occurred, but also to the number of people employed within the tourism sector. There were employed 112 million people worldwide in the tourism sector in 1991 and this number had increased to 243 million people by 2006 (Page & Connell, 2009). There have also been changes within the tourism industry regarding the popularity of tourism destinations. In 1990, 32% of the share of all international arrivals were to developing countries. This share has increased to 46,5% in 2013 (WTO, 2014). The increased demand for travels to developing countries has led to a greater responsibility for the tourism industry within these countries. The developing countries are not always built or ready to handle the massive tourism demands to the same extend as the developed countries are (Mowforth & Munt, 2003). Consequently, tourism can have both positive and negative impacts for the host.

### 2.1.1 Impacts of tourism

Tourism brings along a number of positive and negative impacts to the host societies, whether it is in a developed or developing nation. During the last decades, many impact studies of tourism have been made. Many different models and approaches have been used in finding the impacts of tourism. In addition, several different kinds of tourism have been examined. Despite the diversified methods, approaches and cases, critique has been made towards these impact assessments in several ways. Some scholars argue that the positive economic and social impacts are being exaggerated while other

impacts are ignored (Késenne, 1999). Other academics argue that the models and approaches used are inaccurate or subjective (Baade, et al., 2010; Crompton & McKay, 1994; Abelson, 2011; Tyrell & Johnston , 2006). One of the biggest problems, when measuring the economic tourism impacts, has to do with the complexity of the tourism industry. It is difficult to separate the different industries in order to get a clear input and output of where the money goes (Spurr, 2006). One of the biggest challenges for measuring the social impacts has also to do with the intangible nature of social life. It is very difficult to measure because the changes happens slowly over time (Swarbrooke, 1999). The measurements of environmental impact faces somewhat similar problems as the impacts are diversified and touch upon various environmental areas. Furthermore, it is difficult to measure the long-term effects and often we are unknowledgeable about the cause-effect relationship between tourism and the environmental changes (Wall & Mathieson, 2006). Despite the critiques, evidence of impacts have been proven  and tourism businesses need to approach the consequences of tourism in order to secure their future (Baum & Lundtorp, 2001; Pearce, 2004; Meyer, 2007; Gössling, 2010).

## 2.1.2 Tourism in El Salvador

In this section, I will provide an overview of the tourism industry in El Salvador. I will look at whom the tourists are, where they visit, how the governing tourism body is structured and state the characteristics of the tourism businesses in El Salvador. This information is useful because it makes us understand the challenges, opportunities and limitations, which the decision makers in tourism SMEs face.

El Salvador is a developing country as argued earlier in the chapter 1.4.4. This is also reflected in the tourism industry, as many facilities and services are far below the standard seen in developed countries. Many examples can be found to highlight the lack of development and I will highlight some of the most important in relation to sustainability decision making. First, the public transportation system is unsufficient and unsafe. There are only busses operating between the biggest cities and places of interest, making it very difficult to reach more remote and natural destinations. The information about bus schedules are non-existing and bus terminal are chaotic. It is only travellers with a limited budget, who would use the public transportation (Inman, et al., 2002). Secondly, El Salvador is a poor country with a low GNI pr. Capita of $3.720, 35% of the population is living under the poverty line, and a high unemployment rate of 7% (WorldBank, 2014). These facts combined with weak and absent labour rules by the government have resulted in child labour and poor working conditions for the workers (DIGESTYC, 2014). They are often treated badly with long working hours

for minimal salary. Likewise, laws for protecting the natural areas are scarce, but progressing as more and more areas are designated national parks or conservation areas (CORSATUR - Invest, 2011). Thirdly, new green and environmental friendly technologies are not available to the same extent for the businesses in El Salvador compared to the developed countries. However, you can find accommodation and restaurants with various service and price levels in the capital or in the most popular tourist destinations, ranging from street food or hostels to luxury restaurants and hotels with full service. Lastly, the current tourism structure in El Salvador has only been in development for 20 years, as the tourism industry was dead when the country had an armed conflict within, raging from 1980 to 1992 (Wood, 2003). Tourism started to grow and develop once again after the civil war was over, but remains of wartime is still haunting the country, as multiple gangs still rule the country with an invisible hand (Fogelbach, 2011). Businesses are forced to pay protection money and the country's reputation is not pleasant, as it has one of the highest murder rates in the world (UNODC, 2013). There has been made more progress in the tourism sector after the millennium, as the government together with several different tourist organisations made tourism to one of the economical focal points of the country. Tourism was growing rapidly and was surpassing all other export merchandises during the millennium change, as seen in the graph below.
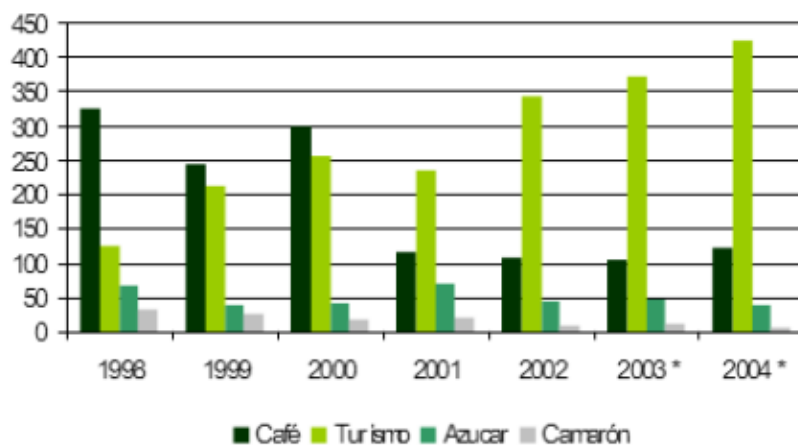


*Table 2.1.* Chart of El Salvador's main exports (Coffee, Tourism, Sugar, and Shrimps)
Source: (MITUR, 2006)

This resulted in an increased interest in tourism and led the way for several initiatives (Vanegas, 2013). The Ministry of Tourism was created in 2004 and shortly after came the new tourism law, which for example gave tax investment incentives. Furthermore, policy-making was being done as the national tourism plans for 2014 and 2020 was agreed upon. These plans promoted tourism as the leading export sector and made suggestions to how tourism could create jobs and improve the infrastructure (MITUR, 2006; MITUR, 2008).

Despite El Salvador being a developing country, it has a lot to offer to tourists. Some of these offers are the beautiful beaches with some of the world's best surfing spots, natural areas that include volcanoes, mountains, forests and wetlands, historic heritage sites from the ancient Mayan time, and authentic villages where coffee and food can be enjoyed in peace (CORSATUR - Invest, 2011). Conversely, the beautiful natural areas does not come without a cost, as earthquakes and volcano eruptions are regular threats to the tourism prosperity. The latest devastating earthquakes in 2001 took more than 1.000 lives, affected 1.5 million people, and left many areas in ruins, making tourism impossible in those regions (PreventionWeb, 2010).

### 2.1.2.1 Tourist description

Since the civil war in El Salvador ended in 1992, the number of tourists have increased steadily every year, with only a few exceptions (Martí, 2011; ISTU, 2014). In 2013 there were 4,06 million total visitors (ISTU - Boletín, 2014). El Salvador has the 3rd highest number of visitors (17%) compared to the rest of Central America, only topped by Costa Rica (24%) and Guatemala (21%), but followed closely by Honduras, Nicaragua and Panama (each 11%) (MITUR, 2006). In 2013, El Salvador's tourists consisted of 30,6% Salvadorians who are living abroad and 69,4% international visitors. The majority of the international visitors came from other Central American countries (53,7%) and North America (38,7%). Only a small part came from South America (3,5%), Europe (2,9%), and Asia (0,7%) (CORSATUR, 2013). The reason for coming to El Salvador is mainly due to family visits (30,8%), leisure (25,2%), and business travel (19,7%), with beach and cultural activities being the most popular leisure activities (CORSATUR, 2012; MITUR, 2006). The business travellers stay mainly in the capital, San Salvador, while the top destinations, which the leisure tourists go to are Puerto de La Libertad (beach – 51%), Ruta de Las Flores (villages – 26%), and Suchitoto (village – 11%) (CORSATUR, 2012).

### 2.1.2.2 Tourist businesses in El Salvador

The size of tourist businesses in El Salvador are ranging from well-known international chains to micro family-owned businesses who are not registered with the government. The types of businesses you find within the tourism industry are composed of many different kinds, for example accommodation, restaurants, bars, tour operators, transportation, souvenir retailers, guides, parks, and attractions. The number of jobs created within the industry has reached 45.500 jobs with an average salary of $501 pr. month, which is $75 more than the average salary within the country (MITUR,

2014). However, this number does not indicate, that it includes the smallest family-owned tourism businesses, who are not registered with the government. These businesses are located in many places along the road, at the beach, close to established hotels etc. They are constructed of transportable wooden and plastic chairs and tables, and ready to sell easy prepared food, homemade souvenirs etc. These businesses are features of a developing country and are not seen to the same extend in developed countries. The owners of these businesses are barely surviving and make it through one day at the time. Pictures of these kinds of businesses can be seen in appendix D and will be described later in chapter 5.1.

## 2.2 The concept of sustainability

I have previously described the origin of sustainable tourism, which has its roots from the concept of sustainable development. Now I will briefly address the various related concepts in order to distinguish sustainable tourism from the other related kinds of tourism, such as pro poor tourism and ecotourism. I will also discuss the importance of sustainable tourism in relation to corporations and SMEs in both developed and developing countries. This will enable us to obtain a deeper understanding of the reasons behind sustainability decision-making.

### 2.2.1 Sustainability and related terms

We discussed earlier how sustainable tourism has its roots in sustainable development theories from the 90s. However, the concern for sustainable tourism was not prominent before the mid-00s, when it was realised that mass tourism could have destructive environmental impacts on destinations, if the mass tourism was not managed properly (Adriana, 2005; Spenceley, 2005). The increased attention towards sustainable, responsible, and ecotourism steered the way for several related terms, concepts, and definitions. All the different aspects of tourism should not be used in a random order, as each of them have a specific purpose and area of expertise. However, they all share a common objective of minimising either the negative social, environmental and economic impacts of tourism, whilst trying to maximise the positive effects of tourism development (Frey & George, 2009). I will briefly define and point out the focus of the major ones.

**Responsible tourism** is about *"providing better holiday experiences for guests and good business opportunities for tourism enterprises ... and enabling local communities to enjoy a better quality of life through increased socio-economic benefits and improved natural resource management."* (Spenceley, et al., 2002, p. 8). This is very similar to sustainable tourism as it also involves the three

areas of social, economic and environmental factors. It differs slightly from sustainable tourism regarding the stakeholders, as it does not adapt to the needs of guests, businesses or the communities, but it solely states and assumes that it will provide better experience, more opportunities and a better quality of life by enhancing the three areas.

**Ethical tourism** is according to Weeden (2002, p. 144) a concept that *"goes beyond the three principles of sustainability, as it encompasses the needs of tourism's stakeholders"* and ethical tourism recognizes that *"tourists and tourism providers must take some responsibility for their behaviour and attitudes"* (Weeden, 2002, p. 144). Sustainable tourism does also include the needs of stakeholders in the definition proposed by UNEP & WTO (2005), which moves ethical and sustainable tourism closer together. However, there might be more stakeholders included in ethical tourism, as it uses the *"stakeholder concept to formulate corporate strategy along ethical lines."* (Weeden, 2002, p. 144), whereas sustainable tourism only has the four most vital stakeholder groups. Ecotourism is defined as *"responsible travel to natural areas that conserves the environment and improves the well-being of local people."* (TIES, 1990). Ecotourism is often said to be an umbrella concept to sustainable tourism, as it mainly focuses on one of the three areas, which is nature, and to some extent on the social and cultural aspects as well (Frey & George, 2009).

**Pro-poor tourism** is defined as *"tourism that generates net benefits for the poor. Benefits may be economic, but they may also be social, environmental or cultural."* (Ashley, et al., 2001, p. 2). It is important to note, that pro-poor tourism is not a theory or model, but *"an approach to any form of tourism which focuses on the net benefits accruing to poor people in tourist destination areas."* (Harrison, 2008, p. 856). Another notable difference from sustainable tourism to pro-poor tourism is that pro poor tourism exclusively focus on tourism in poor regions, whereas sustainable tourism is to find all over the tourism sector.

**Corporate Social Responsibility (CSR)** has been defined in many ways, but one of the most acknowledged definitions, according to Dahlsrud (2006), states that CSR is *"A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."* (Commission of the European Communities, 2001, p. 6). CSR and sustainability can be seen as closely related to each other, because they incorporate the same elements and involves stakeholders. However, the focus of CSR research and policy-making has been strongly related to corporations and multinational companies in Western culture, not SMEs in the developing countries (Morsing & Perrini, 2009). There are many differences

between SMEs and corporations, such as the way they work, are structured and available resources, so it is difficult to relate and implement the concepts and methods of CSR to tourism SMEs, especially in developing countries (Murillo & Lozano, 2006).

## 2.2.2 Sustainable tourism in SMEs and corporations in the different parts of the World

Destinations need to deal with sustainable tourism, as it is important for the long-term attractiveness of the destination. Both SMEs and corporations are key players in the execution of sustainable tourism, whether you are in a developing or developed country. The dangers of not having sustainable tourism businesses are numerous. The negative environmental impacts of tourism can lead to pollution, destruction of the nature and wildlife, and contribution to the global climate change, which all can cause the destination to be unattractive. El Salvador is highly vulnerable to global climate changes, where for example hydro-meteorological events is a serious threat that can increase in frequency by with climate changes (Alonso, 2012). El Salvador is facing a serious future threat and they needs to incorporate sustainable concepts to keep their tourism industry secured. There is no finite state of sustainability, so wherever you are, you can always improve. Sustainability is also important in mass tourism destinations as well as in remote touristic areas, as each type of tourism holds different threats to the community. Every tourism business is responsible for the impacts they bring along. Every tourism business needs to engage in sustainable behaviour to secure the positive development and outlooks. When scholars turn their attention to SMEs, they often use the theory developed on the basis of corporations and transfer the same ideas from one to another without thinking of any implications (Perrini, 2006). This has also been the case, when discussing sustainable tourism in developed and developing countries. There are many constraints and dynamics, which are different between developed and developing countries. These differences need to be taken into account, when working with sustainable tourism.

## 2.3 Sustainability Decision-Making

In organisations, the allocation of resources to support specific actions are often the result of a process, where the organisation's strategic priorities have been agreed upon (Porter, 1998). The extend of an organisation's implementation of sustainability practices is strongly dependent on the importance it places on these sustainability issues in relation to the identity and success of the company (Fairfield, et al., 2011). The importance can be view and analysed from different theoretical positions. From a resource-based view of the company (Barney, 1991), sustainable practices can result in a rare, valuable, and hard to imitate resource with the outcome of a competitive advantage

(McWilliams & Siegel, 2000). From an industry and competitive dynamics perspective, benefits could come from the valuable effects of sustainability on the market structure, such as higher entry barriers, first-mover advantage, and rivalry dynamics (Porter & van der Linde, 1995). From a stakeholder perspective of the firm (Freeman, 1984), the benefits derived from sustainability can be seen as meeting the demands from all the stakeholders, such as the customers, investors, governments, and non-governmental organisations (Clarkson, 1995). Lastly, from the institutional theory perspective of the firm, the benefits can be measured in legitimation initiatives, as the normative social rules and beliefs are influenced to be concerned about the sustainability components (Doh, et al., 2010; Marquis, et al., 2007).

Basu & Palazzo (2008) summed up the motivations for becoming engaged in sustainable practises and theorized that three main types of drivers are influencing sustainability decision-making in organisations. The three drivers are performance, stakeholder, and motivational drivers. The performance driver is related to the environmental and social activities that the company implement, in order for them to improve their performance. The stakeholder driver is about meeting certain requirements or demands from various stakeholders, such as governmental laws, NGOs, customers, suppliers, and local communities. The motivational driver is divided in intrinsic and extrinsic reasons, where the intrinsic reasons are grounded in virtue ethics and the extrinsic reasons are for obtaining a good reputation or in response to anticipated legal requirements (Basu & Palazzo, 2008). These three drivers are related to Bansal & Roth's (2000) findings of why organisation implement environmental activities. They labelled their three drivers: competitiveness, legitimisation, and social responsibility. One small difference within these two theories is that Bansal & Roth (2000) have included the company's reputation and anticipated response to legal requirements as a legitimation driver, where Basu & Palazzo (2008) have it as a motivational driver.

What is special for sustainability decision-making compared to other types of decisions in organisations is that the strategic thinking becomes more holistic, balanced and complex (Mirchandani & Ikerd, 2008). The planning is also split more evenly between short- and long-term views and the involvement of more external stakeholders makes the company able to grasp multiple opportunities, anticipate challenges and create mutuality (Slawinsky & Bansal, 2009; Mirchandani & Ikerd, 2008).

## 2.3.1 Decision-making in SMEs

However, the theories from Basu & Palazzo (2008) and Bansal & Roth (2000) are constructed from an organisational and corporate point of view. Will it be possible to transfer these theories to small and medium sized enterprises (SME) or will it require new thinking? Many scholars argue that it is not possible to transfer the theory from corporations to SMEs because of the many differences and they argue that the amount of research in SMEs compared to corporations in this field has been lacking (Tilley, 2000; Dewhurst & Horobin, 1998; Thomas, 1998; Stanworth & Gray, 1991; Murillo & Lozano, 2006). Some of the differences are the lack of resources in SMEs and the individually actions upon sustainability issues (Bramwell, et al., 1996). Other academics argue that SME owners prioritise their own interests over environmental issues (Middleton, 1997). On the contrary, many academics argue the importance that non-financial motivations have on decision making in SMEs (Page, et al., 1999; Morrison, et al., 1999). SMEs feel a stronger commitment to their local community, so they want to contribute to a better future for everyone living there (Post, 1993; Swarbrooke, 1999). Business owners in SMEs might also be more likely to manage within a certain lifestyle, rather than pursuing a strategy of profit maximization (Ateljevic & Doorne, 2000).

The differences between SMEs and corporations have resulted in different reasons to why sustainable practices have been implemented (Udayasankar, 2008). When we dive into some of the specific reasons for SMEs to engage in sustainable practices, we find that the reasons can be caused by the owner's values or routines (Murillo & Lozano, 2006), the desire to improve community bonds (Chrisman & Archer, 1984), to create trust to the internal stakeholders (Perrini, 2006; Ciliberti, et al., 2008), or to improve the reputation of the business in their community (Jenkins, 2006). Some of the barriers that SMEs are faced with in order to implement sustainable activities are the lack of money, time and capacity (Jenkins, 2006). SMEs also lack knowledge about how to implement and communicate sustainability activities (Lawrence, et al., 2006; Lepoutre & Heene, 2006). Many SME owners do not know how to make stainability practices into a competitive advantage (Spence, 2007).

## 2.3.2 Decision-making in tourism SMEs

When focusing on SMEs in the tourism sector, the amount of literature on sustainability decision-making becomes narrowed in, but progress has been made in the recent years (Kang, et al., 2010; Font, et al., 2014). Few studies have been made about the distinctive features of tourism SMEs. The ones, who have been made, explained the weaknesses of tourism SMEs such as lack of capital, poor management structures, weak information control, financial instability, and risk exposure (Dewhurst

& Horobin, 1998; Ateljevic & Doorne, 2000). Scholars have also tried to identify the reasons for why tourism SMEs engage in sustainable practices. Here, the general literature in the field suggest that the sustainability decision making in tourism SMEs are influenced from three frames: cost reduction competitiveness, societal legitimisation, and lifestyle values (Font, et al., 2014; Tamajón & Font, 2013), which are somewhat similar to the three drivers in sustainability decision-making in corporations. Some of the specific reasons for implementing sustainability activities that have been mentioned in the literature have to do with cost saving and minimising resource consumption (Knowles, et al., 1999), for example ecosavings (Kirk, 1995; Knowles, et al., 1999), tax incentives, or subsidies (Bonilla-Priego, et al., 2011). Another reason is the altruistic motivation (Rivera, 2004; Ayuso, 2006), where lifestyle behaviours, values, and world-views are determining the level of involvement in sustainability (Tzschentke, et al., 2004; Sampaio, et al., 2012).

### 2.3.3 Decision-making in tourism SMEs in developing countries

However, the previously mentioned studies of tourism SMEs have only found place in developed countries. Evidence and studies from developing countries about sustainability decision-making in tourism SMEs have not been done. This is a crucial gap in the literature, which I will examine, in order to obtain a better understanding of the world. Tourism SMEs in developing countries might be motivated in the same way to implement sustainability activities as tourism SMEs in developed countries, but they are working within a very different environment, which can result in very different motivations as well. It is important to bear these differences in mind. There are numerous of differences from developing countries to developed countries, ranging from culture to infrastructure and living standards. I cannot mention or examine all of them, but I will list a few, which have a particular relation to the sustainability concept. One difference in the environment can be seen in the country's rules and regulations, which are not guiding or controlling the industry to the same extent (CEASDES - ICRW, 2000). Other differences in the environment in developing countries are the monetary initiatives, such as tax incentives or subsidies for sustainable activities, which are limited to obtain compared to the possibilities in a developed nation (ODI, 2013). The educational aspect also differs, as the quality of education is lower, fewer people obtain a degree, and the integration of sustainability issues are not as widespread among in the educational programmes (TopUniversities, 2014). Finally, the generally higher poverty in developing countries can shape their priorities differently (Ashley, et al., 2001). All these differences can result in specific drivers becoming more evident than others or the rise of new ones. My research will try to contribute to filling the knowledge

gap that lies between the research of sustainability decision-making in tourism SMEs in developing and developed countries. I will cast a light on how sustainable tourism SMEs in developing countries are today and which drivers that are influencing decision makers to become more sustainable.

# 3.0 Analytical framework

## 3.1 Sustainability decision-making in tourism SMEs

I will adapt known theories from developed countries to my research of tourism SMEs in El Salvador. I will use the framework by Tamajón & Font (2013) and Font et al. (2014) because these studies embed a new quantitative approach to examine the decision-making in tourism SMEs in Latin and European countries. Their framework is rooted in sustainability and CSR activities, where they have collected the current literature and divided sustainability decision-making into three frames and later examined these (Font, et al., 2014; Tamajón & Font, 2013). The three frames they started out with were labelled: cost reduction competitiveness, societal legitimisation, and lifestyle-value drivers. They termed these three frames differently in their results, naming them the business, legitimisation, and lifestyle value frame, which are the terms that I will use throughout this thesis. I will explain the three frames and highlight the key components of each one. Each component has been derived from the previous mentioned framework, and they will function as the focal points in the questionnaire to decision makers in tourism SMEs.

The business frame is the traditional resource-based view of the enterprise. Businesses will adapt sustainability strategies, if it gives them a competitive advantage, which their competitors have difficult imitating (Hart, 1995). The business frame also includes sustainability activities that minimise cost. It is often shallow eco-friendly activities, that are put in place, which does not disturb the core idea of their current practices, but they easily receive a small financial gain (Revell, et al., 2010; Tilley, 2000). Sustainability is often not viewed as a business priority by enterprises in this frame, as many hold the belief that sustainability is only used as a source of competitive advantage (Spence, 2007). Sustainability is often believed to be something expensive and complex to deal with, hence only minor activities are implemented (Vernon, et al., 2003; Revel & Blackburn, 2007; Dodds & Holmes, 2011; Zschiegner, 2011). Sustainability practices are also used for marketing purposes for these businesses. They promote their, often few, sustainable activities as their core principles to attract customers (Tamajón & Font, 2013). The components derived from Tamajón & Font (2013) and Font et al. (2014) that will be examined in the business frame are both financial and non-financial components. One of the financial components is the fact that many tourism SMEs in developed countries are lacking money to invest in sustainability practices. I will therefore ask if one of the barriers to implement sustainability practices is the lack of money (Appx. E, Q4.01). Another financial reason to be explored is whether tourism SMEs are saving money by implementing certain

sustainability practices (Appx. E, Q3.11), such as minimising light and electricity consumption, or if a barrier is that they believe sustainability practices will not help increase their profits (Appx. E, Q4.10). I will also look at tourism SMEs' connection to the government and ask whether one reason is to obtain subsidies or grants from the government (Appx. E, Q3.09) or if the lack of help from the government prevents them from implementing sustainability activities (Appx. E, Q4.07). In the non-financial components, I will examine, if a reason to implement sustainability activities is because it improves the tourism SMEs' efficiency (Appx. E, Q3.12). I will also ask if they see the sustainability implementation as something complex and therefore do not have time to deal with it (Appx. E, Q4.02).

Legitimisation in the eyes of the stakeholders is the second way of describing SMEs engagement in sustainability practices (Font, et al., 2014). Stakeholder theory has been developed from the point of big corporations, but its principles are transferable to SMEs when taking account for different methods and reasons being used (Font, et al., 2014). SMEs who are motivated by legitimisation want a good reputation, harmony, and trust towards their stakeholders as this will improve their long-term performance (Russo & Tencati, 2009). It will improve their business in different ways, for example will a trustworthy enterprise, which provides quality products through sustainable practices, impact the purchasing behaviour of their customers (Miller, et al., 2010; Hellund, 2011). Enterprises can also communicate their ethical practices or awards, which can give them a competitive advantage through a good reputation. SMEs in this frame rather want to communicate their sustainability practices than advertise it. There is no national certificate of sustainability to be obtained by tourism SMEs in El Salvador and none of the tourism SMEs have been awarded with an international sustainability certification like the rainforest alliance certificate (Rainforest Alliance, 2014). Therefore, I will not ask about tourism SMEs promotion of awards in my survey. The first component I will use in the legitimisation frame is whether tourism SMEs have taken sustainability actions because they want an improved reputation or because of a marketing strategy (Appx. E, Q3.10). The next components are about the tourism SMEs' relation to their stakeholders. The key stakeholders, in relation to sustainability, are the tourism SME's customers, community, environment, and industry. The industry involves several groups such as the tourism SME's employees, governmental regulations, suppliers, and competitors. Minor stakeholder groups, who could influence the tourism SMEs, are special interest groups or educational institutions. Each component consists of the relationship to or influence of one stakeholder. It is possible to find out how much influence the legitimisation frame holds, by examining how many different stakeholders that influence the tourism SMEs. If tourism

SMEs state that the stakeholders influence them, then it is a sign that the tourism SMEs try to form a positive relationship with and trust to these stakeholders in order to improve the long-term performance. The first stakeholder component is the customers, where the customers' demand for a sustainable vacation will be examined (Appx. E, Q3.05 + Q4.04). The second stakeholder component is the community, where the community's general valuation of sustainability will be analysed (appx. E, Q4.05). The governmental pressure will be investigated by asking if the reason for implementing sustainable activities is because of legal requirements or not (Appx. E, Q3.07 + Q4.06). The tourism SMEs are also asked if their employees' demands had anything to do with the implementation of sustainability activities (Appx. E, Q3.06). The competitive landscape component will find out if there is too much competition to make sustainability changes or not (Appx. E, Q4.09). The suppliers, which is most often tour operators, will be analysed to determine if tourism SMEs were adding sustainability activities because of requirements from the tour operators or not (Appx. E, Q3.08). The last component is the educational system in El Salvador. The educational institutions hold various roles and affect the tourism SMEs by distributing knowledge. One role is for researchers to investigate sustainability and thereby spreading awareness to the businesses and the general population. Another role is to offer educational programs that include sustainability topics in the curriculum of the programme, making graduates more knowledgeable about how to handle sustainability issues. The final component will examine whether the decision makers are equipped with the right tools to handle sustainability issues or if they do not know what to do (Appx. E, 3.13 + Q4.08).

The third frame is the lifestyle value frame. This frame states that sustainability decisions are made on the grounds of certain lifestyle choices and values rather than deliberate actions (Font, et al., 2014). It is important for decision makers in this frame to balance quality of life goals and income (Dewhurst & Horobin, 1998). Quality of life goals can often, but not always, be related to sustainability values (Ateljevic & Doorne, 2000). They emphasise that the inner satisfaction they get by being sustainable is greater than the feeling they get by their financial performance (Font, et al., 2014; Tamajón & Font, 2013). These lifestyles and values have been developed through a series of personal choices in the past and is not simply a single decision taken at one point in time. This also make the sustainability activities to a part of the businesses' DNA and is practiced routinely (Dahlstrand & Biel, 1997). Some authors argue that lifestyle, values, and world-views are among the most important decisional factors for tourism SMEs in developed counties to become environmental friendly (Tzschentke, et al., 2008; Sampaio, et al., 2012). The components of Font et al. (2014)'s lifestyle value frame can be divided into three different aspects of the decision makers' lifestyle and values, which I will examine. The

first aspect is describing the decision makers' overall personal values towards sustainability (Appx. E, Q3.01 + Q4.03 + Q4.11). The second aspect is examining the decision makers' caring for the environment and wildlife (Appx. E, Q3.03). The third aspect is focusing on the decision makers' appraisal for the local community (Appx. E, Q3.04). A factor that is related to the lifestyles and values of the decision makers in El Salvador is the religious component. However, Tamajón & Font (2013) and Font et al. (2014) do not mention religion as a component in their framework. Through my observations in and studies of El Salvador, I found that the people of El Salvador are very religious and often live as the catholic rules prescribe (The Library of Congress, 2010). My knowledge and curiosity made me add a question to see if their religion had an influence on their choice of becoming sustainable or not (Appx. E, Q3.02). Religious beliefs are often a sensitive area to investigate (Tourangeau & Yan, 2007), so it can be expected that many respondents answer 'not applicable' to the question.

I have used the same sustainability activities and methods as Font et al. (2014), in order to discover and examine how sustainable the tourism SMEs are. The limitations to the method used is that I will not be able to see how deep their sustainability practices go, I will only be able to scratch the surface. When the respondents answer the surveys, they will not state how much electricity or water they save, how big a contribution they give to various charities, or how strong their commitment to encouraging customers to buy local products is. They will state whether they do these activities or not. The consequence of this is that when I analyse the implemented sustainability activities, it becomes difficult to distinguish between tourism SMEs who are deeply engaged and put a lot of effort in an activity to the ones who implement the sustainability activities with a lower effort.

This framework by Tamajón & Font (2013) and Font et al. (2014) has not been tested in developing countries. The closest we get to a study of this framework in a developing country is Chile. However, Chile is ahead of developing countries as they are ranked number one in South America on the Human Development Index, scoring very high on the HDI index (UNDP, 2013). The very high score on the HDI index makes Chile fall out of the category as a developing country according to my definition. Furthermore, they are ranked in the upper middle income class by the IMF, leaving them short of the same status that many European countries hold, but they are far from the least developed countries (IMF, 2014). I will compare my results to the findings by Tamajón & Font (2013) and Font et al. (2014) to see if there are any similarities or differences and judge whereas the framework is useful in the setting of a developing country such as El Salvador.

I have illustrated my sustainability decision-making framework in figure 3.1, which is located after chapter 3.2.2. This framework has embedded the residents and tourists' impacts on the influence from the three frames. I will explain the impact of residents and tourists in the following sections.

## 3.2 Residents and tourists' impacts on how the three frames influence

As it has been highlighted in the literature review, the concepts of sustainability has been developed from a Western perspective. Sustainability, within a Western perspective, has experienced an increase in valuation during the recent decades. Sustainability used to be viewed as a quality of life issue, and now it is a matter of future survival (Buchholz, 1991). You can wonder, if people in developing countries hold the same assumption, or if sustainability for them is a quality of life issue. The aspect of a developing country is vital in this thesis because it sets the stage for the sustainability decision-making. To support the findings of how the three frames influence the sustainability decision-making, I have included an examination of the residents and tourists. The investigation will uncover the norms, values, and demands for sustainability from these two crucial stakeholders to tourism SMEs. If the society believes sustainability is irrelevant, then the decision makers might be inclined to hold the same views, thus making us understand their decision-making better. Likewise with tourist demands. If the tourists do not appreciate or demand sustainability, then this will have an influence on the decision whether to implement sustainability activities or not. I will now describe the framework I have used in order to design the survey of the residents and tourists' attitudes.

### 3.2.1 Tourists

I want to know how much sustainability the tourists' demand of their service provider when visiting a destination in El Salvador. Their attitudes and demands could shape how the tourism SMEs work. I have measured the attitudes of sustainability through ratings of different sustainability elements. These sustainability elements are divided into three categories of social, environmental, and economic activities. I have also added control variables, so the tourists have easier to relate their valuation of sustainability. I designed the questionnaire by combining the style and methods of Tearfund (2000), Firth & Hing (1999), and Chafe (2005), the latter being a report where they summarized multiple papers on consumer demands on responsible tourism. Besides using a scale to measure attitude, I implemented a willingness to pay factor. This has also been done in Tearfund (2000) and Chafe (2005), where they examined the consumers and visitors willingness to pay for three different activities, which goes hand in hand with the three areas of sustainable tourism. This will enable me

to confirm or challenge the tourists' attitudes towards sustainability. I used the findings from the three above-mentioned papers to develop the control variables. They argue that price, weather, safety, and quality of facilities and services are some of the most important factors, when visiting a given destination (Tearfund, 2000; Firth & Hing, 1999; Chafe, 2005). These control factors will be held in contrast to the sustainability factors to give a better idea of how valuable sustainability is to the tourists.

## 3.2.2 Residents

Residents are essential players in the formation of sustainability practices, especially among tourism SMEs because of several reasons. One of them is that the owners and managers most likely live in the community where their business is, thereby often holding the same norms and values as the rest of the community. Tourists coming to the community will also interact with its members and positive relations need to be established for enjoyable experiences for both parties to occur (Mowforth & Munt, 2003). Moreover, tourism SMEs often need help and support from the residents to develop sustainable practices (Fallon & Kriwoken, 2003; Gursoy & Rutherford, 2004; Nicholas, et al., 2009). I want to measure the residents' attitudes about the concept of sustainability in order to assess their influence on tourism SMEs' decision-making. Their valuation of the sustainability concept will be useful in addressing the norms and beliefs of the society, which I can transfer to the decision makers.

I have used the same method for measuring the residents' attitudes as I did with the tourists, through ratings. The residents' questionnaire looks therefore similar to the tourists' questionnaire. The sustainability factors are similar in both questionnaires, but the wording have changed to suit it for the residents. I have also changed the control variables, as these are different. Here I found inspiration from the United Nations' Human Rights Declaration, which argues that safety, education, and necessary facilities and infrastructure are basic rights for any human (UN, 1948). I also changed the willingness to pay into the residents' willingness to help with sustainability projects.

Next is the sustainability decision-making framework, where I have inserted the tourists and residents into the decision-making framework by Font et al. (2014).
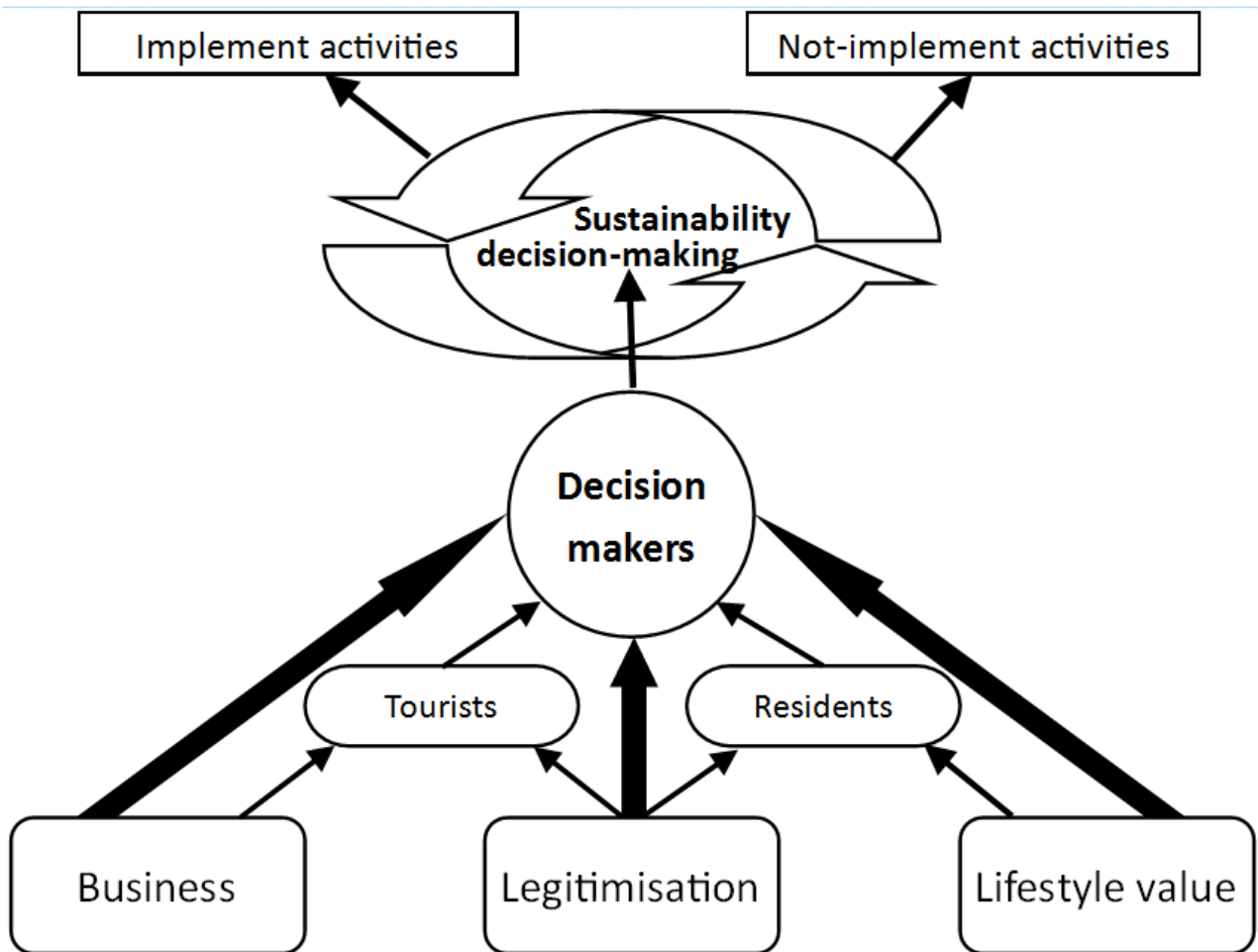
Figure 3.1. The sustainability decision-making framework. Own elaboration with inspiration from Font et al. (2014).

# 4.0 Methodology

The creation of knowledge is discussed in this chapter. The chapter starts out by explaining my position in the theory of science. Then I move on to explain the research methods I utilised to conduct my research. Next follows a section about the selection and application of the empirical data and the theories. Lastly, I evaluate the validity and reliability of the research.

## 4.1 Theory of Science Position

It is important to explain the research philosophy held by the author in this thesis, as it makes it easier for the reader to understand the logic behind the different methodological choices taken in this thesis. A research philosophy is concerned with ontology: *"the nature of social reality"* and epistemology: *"what kinds of knowledge are possible"* (Blaikie, 2010, p. 92). I hold the beliefs of logical positivism, which is overall concerned with achieving an objective observation of social and human phenomenon (Hughes & Sharrock, 1997). I want to minimise the biases derived from emotions, ideology, and theoretical preconception. To do this, the logical positivist seeks to overcome four interlinked principles (Hughes & Sharrock, 1997). First, you need an observation language, which means that the social scientist needs to generate a precise scientific language that links to the observable phenomenon in a direct manner. Secondly, only the two propositions; analytic and synthetic, can be recognised, as they can be verified by either definition or by observable definition. Thirdly, human mental states can be gathered through well-designed questionnaires, attitude scales, or interviews. Finally, concepts must be understood in terms of indicators, so that the relationship between the indicators can be traced back to building theories. The agreed indicators among researchers will also ensure comparability of the results. I have lived up to these principles throughout most of my thesis. However, I should have placed more emphasis on the third principle, as the results of my questionnaires to the decision makers could have been more precise through a detailed attitude scale. This would have made the answers more objective, thereby improving the results.

## 4.2 Research Strategy and Design

Research strategies provides the researcher with a starting point (Blaikie, 2010). My research strategy is mainly deductive. My starting point is that I have a theory, which explains the relationship between decision makers and their sustainability decision-making. I will test this new theory within a different setting than previous studies. My findings will tell me whether to reject or support this theory in the given circumstances. The structure of the thesis is also of deductive character (Bryman, 2012), as it moves forward step-by-step, starting with the a theory, then collecting data, afterwards making

analyses, and ends up concluding on the results. The research design is not a precise and specific plan, which need to be followed strictly. It often undergoes modifications as the circumstances change (Krishnaswami & Satyaprasad, 2010). I have used a research design that is a combination of an exploratory and descriptive design. The exploratory design is used when there are few or no earlier studies to refer to and the aim is to gain insights (Cuthill, 2002). The exploratory design is useful for gaining background information in a certain area, it gives the opportunity to define new terms or clarify existing ones, and it can address research questions of all types (Cuthill, 2002). The descriptive design can obtain information about the nature of a phenomenon. The descriptive designs can both entail data gathering by observation and surveys, which can be a valuable tool for assessing opinions (Anastas, 1999). In my case, there has been developed few theories, but they have not been tested in the environment that I have proposed. The ambitions of my research is to gain insights to the settings of tourism SMEs in El Salvador, obtain a picture of how the theoretical frames influence the decision-making through opinions, conclude on the usefulness of previous theories, generate new ideas, and suggest the direction for future studies. A weakness of the exploratory design is that it often examines smaller samples, thus not being generalizable to the larger population. A weakness of using a survey in the descriptive research design is that it is impossible to obtain a true cross-section of the population, and measuring opinions can be tricky, because these can change quickly (Shuttleworth, 2008).

## 4.3 Selection and application of Empirical data

In order to study why decision makers in tourism SMEs in El Salvador are choosing to implement sustainable practices or not, I have collected 63 questionnaires among the tourism SMEs, 113 questionnaires from visitors and 63 questionnaires from residents in 4 touristic areas of El Salvador in order to get a full picture of the situation. Lastly, I have used observation techniques in order to design the questionnaires to be more meaningful and to be able to understand the tourism SMEs and the society better.

In the following section, I will discuss the method of quantitative research relating to questionnaires and the method used for observations. Then I will explain how I designed the questionnaires, how I selected the data, and how the collection took place. I have always tried to minimise the possible biases that might occur throughout the process of designing, selecting, collecting, analysing to presenting. I kept the model from Anderson (2008) close to me in all of these stages. The model can be seen in the appendix A.

### 4.3.1 The methods of questionnaires and observation

Much of the research in the field of sustainability decision-making have been done with qualitative methods. However, recent studies have tried examining the situation with quantitative methods in order to get a different angle to the situation and see the world through new lenses (Font, et al., 2014; Tamajón & Font, 2013). The new wave of quantitative methods was a good strategy for me to embrace, as situational factors made it hard for me to adapt some qualitative methods. It would for example have been extremely difficult for me to perform qualitative interviews with the decision makers in tourism SMEs, as many of these do not speak English. Their main group of customers are Spanish speaking, and I do not speak fluently Spanish. Even if I had a native Spanish-speaking translator during the interviews, I could risk losing a lot of content or misinterpret the data, as I would not be fully able to use my analytical skills. Therefore a quantitative method was optimal in my case, as I could sit down with a native English speaking Salvadorian and develop a questionnaire with the accurate questions leading to meaningful answers that I later could interpret with the help from the Salvadorian.

The questionnaire has several advantages compared to qualitative research, but it also has its limitations. Some of the most prominent advantages are the cost and time efficiency. It does not take as long time to collect a self-completed questionnaire, as it does to conduct a semi-structured interview. When you do not need to use as much time collecting and administrating, you then save the respondent's as well as your own time, meaning you save money. You only need paper and pens for the physical questionnaire sheets, but these costs can also be cut down if you use an online survey, which has been proven to be as good as paper based surveys (Evans & Mathur, 2005). Another advantage of the self-completion survey is that the interviewer will not influence the respondent. The respondent will feel more anonymous than in an interview and thereby minimise the social desirability bias (Bryman, 2012). Online questionnaires will furthermore be more convenient for the respondents, as they can fill out the survey whenever and at the speed they want. However, there are also disadvantages of the self-completion survey. There are limited possibilities for the interviewer to respond to questions, which the respondents might have about the questionnaire. The respondent might not understand a question and help can often not be given to them. The researcher cannot ask too many questions in the questionnaire, as it quickly will become boring for the respondent. The questions also need to be relevant for the respondent in order to secure a higher response rate and a filled out questionnaire without missing data (Bryman, 2012).

I started my data collection by using observational techniques, in order to get a better understanding of the society. The type of observation I applied was simple observation where I had no influence over the situation that I observed. I did not interfere in the situation being observed, making it a non-participant observation. Finally, I used unstructured observations (Webb, et al., 1966), as I did not use any schedule for the recording of observations, but instead I extracted as much information I could about the participant's behaviours and the surroundings.

### 4.3.2 How I designed the questionnaires:

I designed three different questionnaires, where the two in paper form were very similar. The third was an online questionnaire. I designed the questionnaires using the model by Bryman (2012), which took me through the different stages in building up the questionnaires and the model had many useful tips for improving the questionnaire. I had a lot of focus on minimising the risk of missing data and having a high response rate. I worked to solve these issues by having short questionnaires with neat layouts. The questionnaires to residents and tourists were only one page long, making it easier to convince them to use five minutes of their time to fill it out. I also had as clear instructions in the beginning of these questionnaires to reduce misunderstandings. The questionnaires to the decision makers were online and longer – three pages in paper form. I had divided this questionnaire up on five pages, making it a clearer layout, which often is more important than a short questionnaire when it comes to minimising the missing data (Bryman, 2012). The online questionnaires also had the benefit that I had personalised the invitation for answering the questionnaire. I had done so by including the decision makers name or the name of the company. However, authors argue whether personalised invitations give a better response rate or not (Bryman, 2012).

All questionnaires consisted of both closed and open questions. It was important for me to have both kinds of questions, as the open questions gave the respondents an opportunity to respond in their own way and the possibility to explore new areas, which I had not thought of. The closed questions made it easy to process and compare answers and it was easy for the respondents to tick off the right box. However, both types of questions have their disadvantages as the open questions are often time consuming, and therefore the respondents will leave it blank. The closed questions might be forcing a choice even though the respondent does not understand the questions or interprets it differently. I had sought inspiration in past questionnaires from relevant authors, especially Font et al. (2014) and implemented some of these questions as well. The questionnaires to residents and visitors included a 5-point Likert scale about the importance of different sustainability issues. I chose an uneven number

of options, so it was possible to be more neutral by checking off the middle (no. 3) scale. The 5-point scale was also preferred over the 7-point scale as it would have been too specific with a 7-point scale. It also showed later when translating from English to Spanish, that it was troublesome enough to find a natural 5-point scale, so if a 7-point scale had been used, it would have caused many dilemmas. The 5-point Likert scale in both the questionnaire to visitors and residents has been designed so it is possible to do a ranking of their attitudes, but mathematical operations are not possible, as we cannot determine the exact distance between each of the five categories. There was not a 5-point Likert scale in the questionnaire to the decision makers, but mainly a lot of statements about which sustainability activities they are doing and about the reasons and barriers to why or why not they were implementing these. They had to answer the statements with a true or false option and they had the option to tick a box saying 'not applicable', if they felt they could not relate their business to the question. The decision makers came from many different businesses, so a decision maker in a transportation businesses might have difficult to relate to a question whether they are minimising their water use, if they do not use any water at all.

After I had designed the questionnaire, it was time to translate it. I worked with a native Salvadorian translator and we translated the questionnaires from English to Salvadorian Spanish while trying to preserve the essence of the questions. It is difficult not to lose or alter some kind of meaning because the two languages are so different. The most troublesome part of the translation was the 5-point Likert scale of importance in the tourist and resident questionnaire. In Spanish, they do not naturally have a five-step scale as there is in English – they are missing the medium factor. Therefore, "medium important" is the equivalent of "important" in Spanish. The translation can be seen in table 4.1.

English:

| 1: Not Important | 2: Little | 3: Medium | 4: Pretty important | 5: Very important |
|---|---|---|---|---|

Spanish with direct English translation below:

| 1: No es importante | 2: Poco importante | 3: Importante | 4: Bastante importante | 5: Muy importante |
|---|---|---|---|---|
| It is not important | Little important | Important | Pretty important | Very important |

Table 4.1.

I made pilot tests of each of the three questionnaires after having them translated into Spanish. Here, I found out that some questions needed to be rephrased, while other questions could be combined with similar ones, making the questionnaires more meaningful and shorter. I made pilot tests of the questionnaires to the decision makers in paper based form, and then distributed as an online survey. An important element I noted about the pilot tests of the questionnaires to residents and tourists was that they placed a lot of importance to the sustainability issues. I also found out that few people were used to answering questionnaires and when they did, they wanted to emphasise a good image of themselves, even though it was anonymous. In order to meet their over emphasis of what they really felt about sustainability issues, I added control variables. These control variables would make it easier for them to relate their attitudes towards sustainability issues. The control variables are presented as some of the first statements in the questionnaire and these are designed so that I expect the respondents to find them 'very important'. When they have an idea of what is very important for them, they might look more critically at the sustainability statements and answer them more truthful to their actual attitudes. I also added a question about their own actions and curiosity in the tourism businesses' sustainability practices. I have added the curiosity question in order to see, if they have done anything actively themselves. This question was placed after all the attitude questions.

### 4.3.3 How I selected the data:

I chose to gather resident and tourist data from three tourist destinations in El Salvador. I used secondary data to determine the best locations for collecting data. I chose the top destination of all El Salvador: Puerto de la Libertad, which accounts for most tourist visits in El Salvador and is highly prioritised by the government, as they invested several million dollars in the beach and harbour front from 2005 to 2009 (Rojas, 2009; Serrano, 2010). This is a beach area, where visitors for example can swim, relax, and surf. I chose another popular destination in El Salvador, which is Ruta de las Flores. It is a route through small villages in the countryside of the Western part of El Salvador. This route offers the visitors a lot of culture, heritage and natural landscapes. The third place was the most popular volcano park, where visitors came to hike one of the two surrounding volcanoes. The park also had a rich fauna and spectacular views to the ocean. I have found as many tourism SMEs as I could in these places and I send these businesses an E-mail with the online questionnaire. I also included a fourth place when collecting data from tourism SMEs, which is San Salvador – the capital. Many tourists visit San Salvador at some point during their stay, as it is a transportation hub with connections to all parts of El Salvador. However, there is not much to see as a tourist in San Salvador,

so the tourists often stay at the hotel, visit the shopping malls, or drive around in their rented cars. It would be difficult to find the tourists, as they would walk among many residents or be in closed places. I did not question the residents of San Salvador either, as my questionnaire was about sustainability issues in local businesses, not the international corporations, which the residents most likely would think of when answering the questionnaire. The questionnaire was also related to smaller communities were tourism makes up a large part of the general business and this is not the case in San Salvador. Therefore, I chose only to question the tourism SMEs in San Salvador. The combination of the four places gave me a representative sample of the different environments, which the majority of tourism SMEs in El Salvador work in.

In the online survey to decision makers in tourism SMEs, I found as many email addresses to tourism SME in the four areas as I could. The tourism SMEs included accommodations, restaurants, bars, cafés, tour operators, souvenir shops, and transportation businesses. I found 301 different tourism SMEs emails in total. I know that the entire population of tourism SMEs in the three areas are not included in these 301 businesses, as many of the smallest souvenir shops, transportation businesses, and restaurants do not have a public email address. However, I am quite confident, that I have included most of the accommodations and tour operators as well as the majority of the small and medium sized restaurants and bars in my survey, whom all together make up a large share of the tourism industry in these parts of El Salvador. I found the email addresses through various websites. I have searched on both commercial sites such as tripadvisor.com and lonelyplanet.com. I have also used governmental and organisational websites in El Salvador such as rnt.gob.sv, asotur.org, and hopes.com.sv. Lastly, I have used search engines and social media such as google.com and facebook.com, because many businesses promote themselves through these informational channels. When I had collected data from residents and tourists in these areas, I had noted down the names of the tourism SMEs that I encountered, so it would be easier to find on the social media. I had also asked several tourism businesses of their E-mail, so I could send the questionnaire at a later point in time.

### 4.3.4 How I collected the data:

I used a convenience sample method to collect my resident and visitor data. The convenience sample is a non-probability sample method that is used when the sample is available to the researcher by virtue of its accessibility (Bryman, 2012). When I collected questionnaires for the residents and tourists, I went to the city parks, beachfronts, or restaurants and questioned all the people present. It

was only the people available at the given place and time that could be handed the questionnaires. I encountered all the people, and did not try to exclude any one because of their appearance, age, sex, or nationality. It could be difficult to see if the person was a resident or a visitor, as many Salvadorians also visit these touristic destinations, but I had both questionnaires ready for when I found out in which group they belonged. This openness has minimised the biases derived from a non-probability sample, where personal judgement could affect the selection process to an equal sample. I collected the data from residents and tourists over various days and times, making the possibility, for all the different people to be present, greater. In appendix B is a list of the collection places with date, time and number of collected questionnaires. The biggest error in the visitor and resident sample is probably the non-response error. As mentioned previously, many elder people have trouble reading, so they would most often decline an offer to participate. They are often shy or embarrassed of their lack of skills, so even though I offered to read it aloud to them, like a structured interview, then they still refused to participate.

The online survey was conducted using the services provided by kwiksurveys.com. I sent a personalised email to each of the 301 addresses I had. In the email I greeted them, gave them a brief overview of the research project, explained who I am, and guided them to how they could help me. The email invitation can be seen in appendix C. They had to click a link in the email to access the questionnaire. After they completed the questionnaire, I could extract the data. Some of the biases from the online survey could include that I do not know if it really was the decision maker for the company, whom answered the questionnaire, or if it was a random employee. However, in the e-mail I had explicitly stated who needed to fill out the questionnaire and asked them to fast-forward the mail to the right person. I assume the decision makers have filled out most of the questionnaires, as the employees and managers in SME often are close to each other and able to share information easily. Another downside to the online questionnaire was that I could not see which company who had answered the questionnaire already and who was missing, so I did not want to send out a reminder to everyone in hope of a better response rate, as the ones who already completed would be annoyed or maybe would complete it again. The response rate can be discussed, if it is sufficient or not. I had found 301 e-mail addresses to tourism SMEs, but 36 of the email addresses did not work, which gave a total of 265 tourism SMEs who received my email. I received 63 responses equal to a response rate of 24%. Some authors argue that a response rate below 50% is not acceptable (Mangione, 1995), while others state that a response rate above 25% is adequate (Hertz, 2004). No matter what, there are still many tourism SMEs who did not respond to the questionnaire and that is a bias. It might be

that the decision makers, who did not participate, are significantly different from the ones, who did participate. We could imagine that the reason to why they did not want to participate is that they are not that caring about sustainability issues, whereas the ones who participated are more caring about sustainable practices. The ones who are caring about sustainable practices might be proud of their engagement and want to show it, for example by participating in the questionnaire. However, a lower response rate is not that significant, when having a convenience sample, because the sample is not that representative of a population in the first place (Bryman, 2012). Overall, I find the response rate of 24% as acceptable in the settings of this thesis.

## 4.4 Selection and Application of Theory

This is a multidisciplinary study, which combines theoretical approaches from different disciplines such as decision-making, economics, and stakeholder theory. These theoretical approaches are linked to the interdisciplinary aspects of both tourism, SMEs, and sustainability. My secondary data was gathered from books, journals, reports, articles, laws, and websites within the fields of tourism, sustainability, decision-making, developing countries, and SMEs. Different parts of the literature were used to combine the analytical framework based on their relevance to each aspect in the analytical framework. The analytical framework leads to the investigation of why Salvadorian owners or managers in tourism SMEs decide to engage in sustainable practices or why they do not.

## 4.5 Reliability and Validity of the Research

Reliability is about whether the results of a study are repeatable (Bryman, 2012). A crucial factor is that the measures that are developed in regards to the concepts are consistent. Reliability is particularly an issue in quantitative research, as researchers need to address the question whether a measure is stable or not. If it were not stable, then it would be considered as an unreliable measure. I am confident that the measurements used in this research are adequate and will show the same results if another researcher would repeat it. Closely related to reliability is replicability, which is a criteria that states your study should be repeatable by other. This means, that you need to document your procedures detailed throughout the study, so other researchers would be able to replicate your study. I have done this in section 4.3 and 4.4, so this criteria should be met.

Validity is an important criterion in social research. Validity is about the truthfulness of the research conclusions (Bryman, 2012). According to Bryman (2012), there are four overall types of validity, which is construct validity, internal validity, external validity, and ecological validity. The construct

validity is mainly used in quantitative research and it is about specifying valid measures so they reflect the concept they are supposed to be representing (Bryman, 2012, p. 32). In the questionnaires to the decision makers, I explained the concept of sustainability, so they all were on the same page when answering and thereby improving the construct validity of the research. The internal validity is related to the causality issue. Can we be sure that x causes y to change or is there any rival explanation, which has an impact on y, which we need to address. There can be many reasons to why owners and managers make a certain sustainability decision. Factors such as how they were raised as a child and if they grew up in a big city or on the countryside could all be rival explanations to why they make sustainability decisions. I will discuss the rival explanations further in chapter 6.2.

The third type of validity is external validity and this has to do with the generalization of the results. I have collected questionnaires from three different tourism spots in order to generate a representative sample for the rest of El Salvador. Every country has different characteristics and decision-making can be influenced by various sources under different circumstances, therefore my research will have a low external validity towards other developing countries. The forth type is ecological validity, which deals with the question whether the findings are applicable to people's everyday, natural settings. Social scientists need to capture the daily life conditions, opinions, values, and attitudes of those they study through their instruments (Cicourel, 1964). Questionnaires are typically criticised for being unnatural in their nature. I have tried making it more natural for the decision makers by letting them fill out the questionnaires online in order for them to be completely anonymous and in their normal surroundings. However, the questionnaires to residents and tourists has been paper based and I suspect that their answers have been slightly distorted by the unfamiliar nature of a questionnaire, leaving the ecological validity to decrease.

The secondary data I have used consists mainly of international journals, articles and books, which have been discussed and criticised by various other academics. I have used texts from some of the most prominent authors within the field of sustainability decision-making and tourism. I have mentioned the authors' use of methodological approaches and discussed the strengths and weaknesses of these in relation to my research in my literature review. Therefore, I find the secondary data used to be reliable.

# 5.0 Results and Analysis

I will now present the results of my observations and surveys. The results will be thoroughly discussed and analysed. I will start by my observational results, as these forms the basis of my future considerations to the surveys. Then I will present and analyse the results from the decision makers and lastly from the tourists and residents.

## 5.1 Observations

Before coming to El Salvador, I had the idea to include all types of tourism SMEs in my research, also the smallest micro businesses. After arriving in El Salvador, I immediately started to observe the differences in the country compared to the familiarities in Denmark. Through my initial observations, I noted that some businesses could not be included in my definition of a SME. The poverty and seemingly high unemployment rate in the country make people desperate and try to survive with the fewest means possible. This has led to the rise of thousands of micro stalls throughout the country. These stalls are operated by a single person or a family and are not registered as an official business with the government. There are practically no rules or regulations for these stalls to follow, only the rules of the streets (Fogelbach, 2011). There is a variety of different stalls, selling everything from coconuts to inflatable beach toys and handmade earrings. The very nature of these stalls are both sustainable and unsustainable in different ways, but they are all faced with the same kind of sustainability issues. If you describe one of these stalls' sustainability challenges, then all other stalls' sustainability challenges would be described as well. I will therefore highlight an example to illustrate the nature of tourism stalls in El Salvador.

We are in Puerto de La Libertad, which have the main beach and surfing spots in El Salvador. There is also a harbour full of life after the fishers have returned home with the daily load of fresh fish and seafood. Hundreds of tourism stalls have been placed along the beachfront and one of them is selling ceviche, which is a mix of different seafood (Picture in appx. D). It is the mother and daughter, who are operating the stall and they bought the seafood locally from the fishers. The other ingredients, such as sauce, have been homemade and put in old reused bottles. This stall is sustainable when it comes to the use of organic products, bought from local suppliers. It might only be the plastic cups, used as bowls, which are imported from abroad – the rest is products from El Salvador, making their leakage very low. They also reuse merchandise and have minimal electricity and water spending, thereby having a minimal impact on the natural resource consumption. A small sustainable plus is that they own the stall, so they receive most of the profits themselves, but they do not earn a lot of

money in these stalls. When looking at the negative sustainability aspects of this little ceviche stall, we quickly see that work hours are horrible, ranging from early morning to evening, seven-days a week, leaving no room for a balanced life between work and family. There are no other benefits to receive as stall owner. There are no paid vacation, no pension, and no health insurance. Obviously, they do not have funds to support conservation programs or other charities. To sum up, from a sustainability aspect, these stalls are both sustainable and non-sustainable in different ways.

The important takeaway message to note is that they have not made a choice to be sustainable or not. They need to work this way in order to make a few dollars, in order to survive. The choice is not theirs. Only a few stalls have separated them slightly from their competitors. An example could be the homemade earring stall as seen in appendix D. This man has created his own earrings from natural Salvadorian materials. All the products that goes into producing them have been acquired locally. The same sustainability pros and cons could be mentioned about him, but what makes him special is that even the bag, which he puts the customer's earring in after purchase, is made out of old recycled newspapers and commercials (Appx. D), not typical plastic bags bought in the market. Does he do that because he wants to save money or because he wants to be environmental friendly? He might have a choice, which would be interesting to research in. However, the identical nature of these businesses and their constrained freedom of choice causes me to delimit them from my definition of SMEs and exclude them in my data collection of tourism SMEs.

## 5.2 Quantitative surveys

I have three different surveys, which I will analyse in this section. The most important survey is the one to the decision makers, which I will start out by examining. Afterwards, I will be looking at the survey from the visitors and tourists. These two surveys will be used to contrast relevant findings, found in the analysis of the decision makers, and to determine the impact that these two stakeholders have on the sustainability decision making by tourism SMEs.

### 5.2.1 Decision-makers

I will start by giving a brief descriptive overview of the tourism SMEs and the decision makers, who participated in the questionnaire survey. Then I will analyse the reasons and barriers of implementing sustainability activities in relation to the three frames. Afterwards, I will perform several univariate analyses to report the distributions of my sample findings more specifically. I will use the previous findings to compare my results to the studies of Font et al. (2014), in order to look for similarities and

differences between El Salvador and the developed countries. Lastly, I will move on to a bivariate analysis where I establish the degree to which two variables covary, for example the degree to which highly educated decision makers have different reasons to implement sustainable activities compared to decision makers with a low educational background. Both univariate and bivariate analyses will be related to the early finding of the influence from the three frames.

A total number of 63 SMEs participated in the online survey, giving me a response rate of 24%. However six of the responses were insufficient as they had not been completed properly, they were missing too many answers. Therefore, I had to exclude these six, leaving the total number of useful respondents to 57. Few of these 57 respondents were missing a single answer, making the total count of answers to some questions vary a little bit, but not at all enough to make me want to exclude these responses. Among the 57 respondents, there are a slight majority of male participants, which makes up 60% of the total respondents. It was expected that the overweight would be men, because El Salvador is a very masculine society, where the common practice is to see men in the managerial positions. I had even expected to see a bigger share than 60% of men. The age of the respondents are equally represented over all age groups despite the 31-40 year olds, whom make the largest group and the 60+ year olds, whom are very few. The division can be seen table 5.1.



**Age of Respondents**

| Years | Percentage |
|-------|-----------|
| 18-30 | 19.3 |
| 31-40 | 36.8 |
| 41-50 | 21.1 |
| 51-60 | 17.5 |
| 60+ | 5.3 |
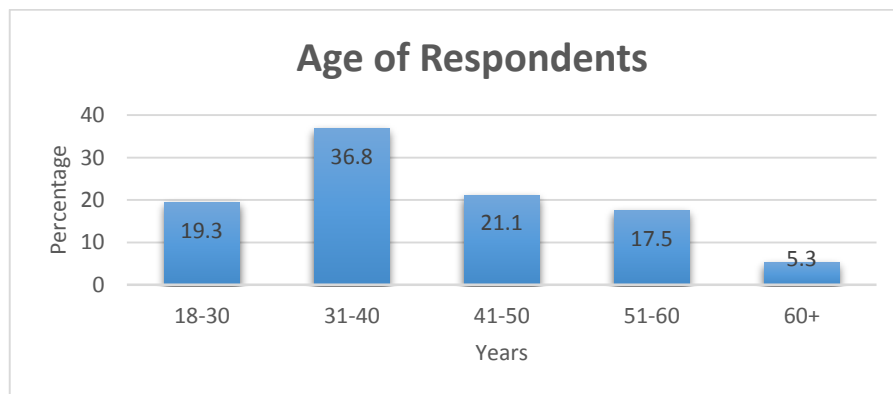
Table 5.1.

When looking at the decision makers' level of education, we find that they all have received some kind of education. 11% has a master degree and 61% has a bachelor degree as their highest educational level, which is a much bigger share than the average population. 23% finished an education with the level equivalent to a gymnasium degree and 5% is only relying on their elementary school education.

There are different types of tourism SMEs among the respondents. Some decision makers are running multiple businesses within their tourism SME, making the total number of business types greater than

57 respondents. There are most restaurants/bars among the respondents, but followed closely by accommodation businesses. There is a complete overview of the different types of tourism SMEs in table 5.2.

**Types of businesses**

| Type | Number of businesses |
|------|----------------------|
| Restaurant/Bar | 58 |
| Accommodat... | 44 |
| Tour operator | 26 |
| Transport | 18 |
| Store | 9 |
| Other | 7 |
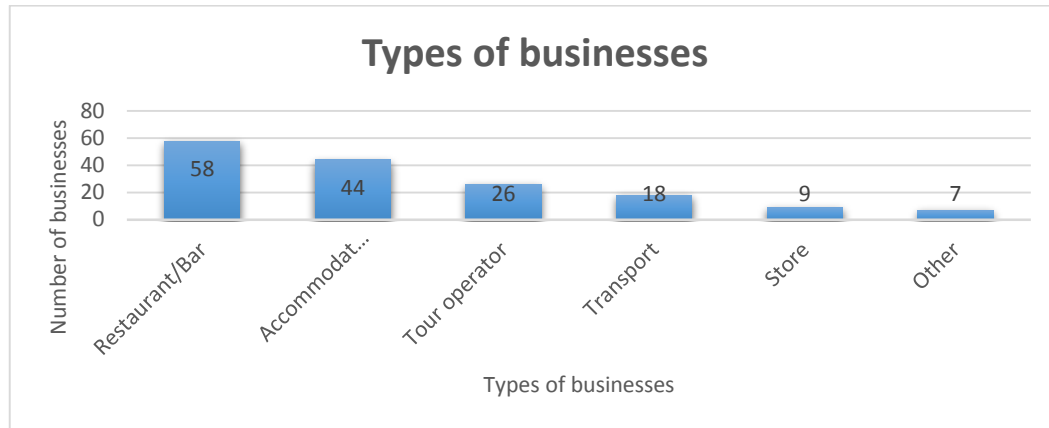
Table 5.2.

The final descriptive fact about the respondents' businesses are the number of years that the business has existed. This number of years varies a lot, resulting in equally many tourism SMEs in three of the categories, as it can be seen in table 5.3. This is positive as we have a very diverse sample that reflects the different stages of business life from new to old.

**Age of tourism SME**

| Years | Percentage of Tourism SMEs |
|-------|----------------------------|
| Less than 5 | 28 |
| 6 to 10 | 28 |
| 11 to 20 | 28 |
| More than 20 | 16 |
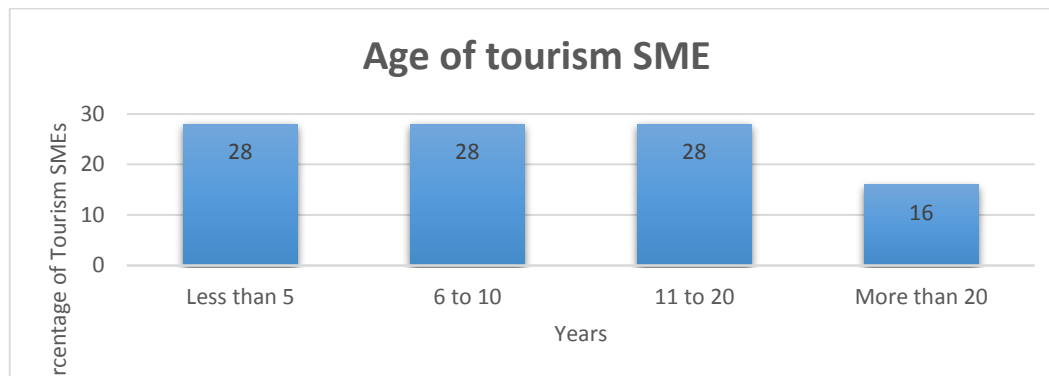
Table 5.3

Lastly, I confirmed that all the tourism SMEs were actually within the definition of a SME. No tourism SME had employed more than 100 people. The largest part of tourism SMEs had between 1 to 10 employees (70%) and 26% of tourism SMEs had 11-50 employees, leaving 4% of the tourism SMEs to have between 51-100 employees. Their monthly turnovers were also below the highest limit of $114.000. There were eight tourism SMEs who did not wish to state or know their monthly turnover, but it is highly unlikely that anyone of these earned more than $114.000. The monthly turnover can be viewed in table 5.4. I therefore conclude, that all the tourism SMEs are in fact a SME.
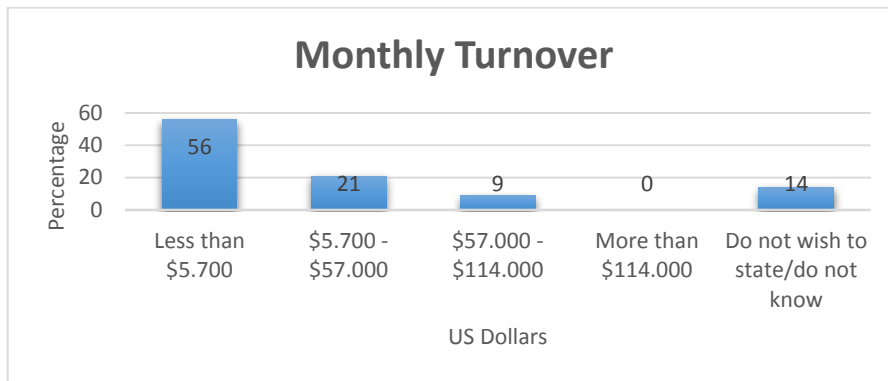
Table 5.4

I will now examine the influence, which the three frames has upon the decision makers. I will examine the extent that each frame influences. I will make two investigations, where I analyse the three frames accordingly to the reasons and to the barriers.

### 5.2.1.1 Reasons

First, I looked at the reasons, where I grouped the responses belonging to each frame together in order to get an overview of each respondents' answers. The number of questions belonging to each frame under the reasons section in the questionnaire were divided with 3 lifestyle value, 6 legitimisation, and 3 business reason questions. I started by simply summing up the number of components that each reason influenced the decision makers by. The average of influence to each decision maker came from 1,2 business components, 1,6 legitimisation components, and 2,7 lifestyle value components. The number of components influencing decision makers varied a lot, ranging from only 1 component to 9 influential components. The mode was 6 mentioned components and the bar chart can be found in appendix H. This initial result indicates that the lifestyle value frame is more influential than the other two frames. However, it is unfair to compare these frames, when the number of components in the questionnaire varied. There were only three business components but six legitimisation components. To obtain a value that took the number of components into consideration, I calculated the share by weighting each frame by the number of questions and answers. The method of calculation can be found in appendix F. Here, I found that the average decision maker had stated that 90% of all the lifestyle value components, 44% of the business components and 31% of the legitimisation components had influenced him/her. I used the one-way repeated measures ANOVA to test for significant difference between the shares of the three frames. I found that there was a significant difference among all three frames (p=0,000, Appx. I), with the lifestyle value frame being the most

important in determining the reason for implementing sustainability practices. The second most important frame is the business frame and lastly the legitimisation frame.

After knowing that lifestyle-values dominate the sustainability decision-making, I took a deeper look at each decision maker. I had a complete list of how much the three frames influenced each decision maker, so I wanted to make a frequency count of the frames that influenced significantly more. First, I noted that many decisions had not been taken because of influence from one frame. A combination of two or more frames had led to many sustainability decisions. It is only 11% of the decision makers, who are influenced by one frame. Two frames influence 16% of the decision makers and 74% of the decision makers are influenced by all three frames. As so many frames were determining the outcome, I decided to group the frames under one combined category, when the frames influenced the decision makers close to the same extent. This way I would obtain a better picture of the extent to which the frames were influencing. I ran each decision makers response through a chi-square goodness-of-fit test to uncover if one or more of the three frames was influencing significantly more than the other frames. I made two frequency counts, one where the components had been summed up, and one where the components had been weighted, using the same calculations as previously. My findings showed that the lifestyle value frame was highly influential. The difference between the legitimisation and business frame was no longer as evident, as in the one-way repeated measures ANOVA. The frequency counts have been summarised in table 5.5:

| | Summation | | Weight | |
|---|---|---|---|---|
| **Influencing frame/s** | Influences the most (number) | Influences the most (%) | Influences the most (number) | Influences the most (%) |
| Lifestyle Values | 35 | 61% | 44 | 77% |
| Legitimisation | 5 | 9% | 2 | 4% |
| Business | 3 | 5% | 2 | 4% |
| Lifestyle value and Legitimisation | 3 | 5% | 0 | 0% |
| Lifestyle value and Business | 0 | 0% | 2 | 4% |
| All three frames | 11 | 19% | 7 | 12% |

Table 5.5. Own elaboration of frequency count with and without weights.

However, it can be argued that table 5.5 is exaggerating the influence that the lifestyle value frame has upon the decision making, as it only shows the most prominent frame that influences. When we calculate the sum of each frame in our weighted table and compute the percentage share that each frame has, we find that the total share of influence in the overall decision-making comes from 54% of the lifestyle value frame, 27% of the business frame, and 19% of the legitimisation frame. When

comparing these results to the results made in previous studies, we find differences. Font et al. (2014) found that 35% of the decision makers were driven by the lifestyle value frame, 39% of the decision makers were driven by the business frame, and 26% were influenced by the legitimisation frame (Font, et al., 2014). The lifestyle value and business frame are significantly different from our results according to a chi-square test for goodness of fit (p=0,000). This shows that the lifestyle value frame is influencing the sustainability decision-making in El Salvador more than in the developed countries and the business frame is less influential in El Salvador than in developed countries. The legitimisation frame is less influential in El Salvador than in the developed countries, but not significant less influential. These results will be discussed further in chapter 5.2.1.4.

### 5.2.1.2 Barriers

I used the same methods as the reasons, when analysing the extent to which each frame influenced the decision of not implementing sustainability activities. I assembled all the responses under the appropriate frame (Appx. J) and summed up the number of components that each reason influenced the decision makers by. The number of components influencing the decision makers varied from 0 to 9 components. The most frequent number of influencing components were 2, but the median and mean was 3 components (Appx. K). Then I made all the similar test and calculations as I did in the reasons. I have summed up all my findings in table 5.6.

| Frame/s | No. of questions related to the frame | The average number of influential components | The percentage of influential components | Frequency count by summation | Frequency count by summation (%) | Frequency count by weights | Frequency count by weights (%) | Total share of influence on the barrier |
|---|---|---|---|---|---|---|---|---|
| Business | 4 | 1.9 | 0.48 | 39 | 68% | 40 | 70% | 60% |
| Legitimisation | 5 | 1.0 | 0.22 | 4 | 7% | 2 | 4% | 27% |
| Lifestyle value | 2 | 0.2 | 0.11 | 0 | 0% | 1 | 2% | 13% |
| Combined Business and Legitimisation | | | | 12 | 21% | 6 | 11% | |
| Combined Business and Lifestyle value | | | | 0 | 0% | 1 | 2% | |
| All three frames | | | | 2 | 4% | 5 | 9% | |

Table 5.6.

From the table's frequency counts and the total share column, we can see that the business frame is more influential than the rest of the barriers, which a one-way repeated measures ANOVA also will demonstrate (p=0,000, Appx. L). This test also shows that there is a significant difference between the legitimisation and lifestyle value frame, where we can argue that the legitimisation frame is more influential with its 27% to the lifestyle value frame's 13% of the total influence. The highly favourable business frame is also evident, when examining how many different frames that influence the decision-making, as 40% of the respondents stated that the business components were the only barriers towards the implementation of sustainability activities. 37% of the respondents stated two of the frames to be influential and 19% stated all three frames were influencing them. It was also found that 5% of the respondents were not influenced by any of the given frames.

To sum up the reasons and barriers, I have found that the lifestyle value frame is the most important frame when it comes to the reasons for implementing sustainable activities. The business frame is somewhat important as well, but the legitimisation frame only accounts for a limited influence on the sustainability decision-making. These results are different from the findings by Font et al. (2014), which were made in developed countries. The business frame is the most argued barrier for not implementing additional sustainability activities. The legitimisation frame is found to have a limited impact on why decision makers neglect sustainability activities, but even fewer decision makers' lifestyle and values dictate that sustainability activities should not be implemented.

### 5.2.1.3 Level of sustainability, specific reasons and barriers

I will now look at how sustainable the tourism SMEs regard themselves to be. When looking at the results, we see a very positive picture. The tourism SMEs generally regard themselves to be sustainable as only three out of the seventeen mentioned activities are implemented by less than half of all tourism SMEs. The three activities that are implemented by least tourism SMEs are the use of renewable energy, such as solar panels (which 12% have implemented), having facilities for disabled people (44%), and the use of organic products (49%). These three activities appear to be costly activities. The tourism SMEs need to invest money, if they want to run on renewable energy or make their business accessible for disabled people. It also requires special knowledge to serve or produce organic products. The top five activities, which most tourism SMEs are doing can be viewed in table 5.7.

| Activity | Percentage of SMEs doing it |
|---|---|
| We always hire locals whenever it is possible | 98% |
| We always choose local suppliers whenever it is possible | 95% |
| We promote gender equality in our employment practice | 95% |
| We seek to balance work and family life for our employees | 89% |
| We encourage customers to consume or buy local products | 88% |

Table 5.7.

These five activities are soft activities, which do not cost much financially to implement, as local staff and local products often are the cheapest to buy as well. These five activities are concerned with the social life or employment policies. The use of local work force and suppliers shows a strong commitment to their community. They also seem to be very caring about their employees work and family life and to treat both genders equally. The concern for nature is not highlighted until the 6th spot, where the activity of encouraging customers to be environmental friendly is done by 84% of the tourism SMEs. On the 7th spot we have another environmental activity, which is minimising electricity usage (75%). This can be seen as another cost saving activity. The first bigger time or money consuming activity comes in at number eight, which is giving contributions to local community development projects, heritage conservation programs or social charities with 73% of tourism SMEs engaging in this. The rest of activities are implemented by around 60-70% of the tourism SMEs. Around 20% of the tourism SMEs have also mentioned they do other sustainable activities, than stated in the survey. Most of these mentioned activities are partnerships with NGOs, local entrepreneurs, or educational institutions, and different environmental activities, ranging from plantation of trees to river cleaning campaigns. Overall, I find that the tourism SMEs believe they are quite sustainable, but these answers do not give us information about how well they are doing all these activities. Are they putting a lot of effort in saving energy or are they only remembering to turn off the lights half of the times they are supposed to do so? It is unknown how much money or time they put into their contributions to local community developments or social projects. It seems to be popular to implement sustainability activities, since so many have already done so. A question that arises is why have they implemented each sustainability practice and to which extent?

Now I will look into the questions that derived in the previous paragraph, and I will start at looking at the stated reasons for implementing sustainability activities and later I will look at the barriers that keep tourism SMEs from carrying out more. We already know that the lifestyle value frame is the

dominant frame, so we will go in depth to look at the specific mentioned reasons in order to obtain a better picture of their reasons. The top three reasons for implementing sustainable activities are because they want to improve the community (95%), protect the environment or wildlife (93%), and because of personal reasons (82%). The improvement of community reason fits well with the most common activities that they have implemented. The environment and wildlife reason scores almost as much as the improvement of community reason, but tourism SMEs have less focus on environment and wildlife in the their practiced activities, which can make us wonder, if there is a bias between what the businesses state and what they actually think. The absolute least mentioned reasons for implementing sustainable activities are traced back to secondary stakeholders, which fits our previous findings, as the legitimisation frame was the least influential. The least mentioned reason is obtaining subsidies or grants from the government, which none (0%) has mentioned to be a reason. Only 6% state that it is because of requirements from tour operators, 8% say it is because of legal requirements, and 20% say it is because employees want it. These results lead to the question, if there really are any subsidies or monetary grants to obtain for the ones doing sustainable activities and whether there are laws, which are regulating and controlling the industry within the field of sustainability. When analysing the mentioned reasons in the open question, we see a pattern among the 15% of the respondents who gave an input to this question. The answers were mostly related to the decision makers' lifestyle values. An example of this could be the answer from respond 2 emphasising his/her lifestyle by saying (translated from Spanish): *The least we can do is to take care of what we have been given (the world) and take care of ourselves.* A few decision makers also mention more business like reasons and emphasise it is part of their strategy. A ranking of the reasons to implement sustainability can be seen in table 5.8.

| Reasons | Percentage |
|---|---|
| To improve the community | 95% |
| To protect the environment or wildlife | 93% |
| Because of personal reasons | 82% |
| It improves our efficiency | 72% |
| It is a marketing strategy or improved reputation | 63% |
| To save money | 54% |
| It is easy to implement | 43% |
| Customers asked for it | 31% |
| Because of religious reasons | 31% |
| Employees want us to do it | 20% |
| Demands from legal requirements | 8% |
| Requirements from tour operators | 6% |
| To obtain subsidies or grants from the government | 0% |

Table 5.8.

We will now look at the stated barriers that prevents decision makers from implementing additional sustainability activities. We previously found that the business frame was the factor that made most decision makers give up on implementing sustainability activities. These results also show, that two out of the three prevailing barriers are related to the business frame. The top three stated barriers are the lack of money (89%), lack of help and support from the government (64%), and lack of knowledge about how to do it (42%). The third barrier is related to the legitimisation frame, as it has to do with education. Besides the business aspect of the two first components, all these three barriers insinuate to some degree that there is a lack of knowledge about how to make sustainability profitable or how to cope with sustainability activities. Education or help seems to be a key towards an increase in sustainability activities.

The results of the questionnaires also suggest that several of the given barriers in the questionnaire are not a barrier for the decision makers. Only 6% are not motivated to implement more sustainability activities, only 9% believes that there is too much competition to make changes, and only 11% thinks no one will value additional sustainability activities. Therefore, the decision makers feel that sustainability is worth working with and many will value it, but the decision makers do not have the tools or resources to implement more sustainability activities. It is also worth mentioning that the fourth most common barrier for why not to implement more sustainable activities is because the customers have not demanded it, which is the case for 26% of the decision makers. According to this statement, it can be argue that a demand from tourists would increase the implementation of additional sustainability activities. Therefore, it would be interesting to examine, whether it is only 26% of the tourists, who do not ask for a sustainable product, or whether there are more tourists, who do not care about sustainability while on vacation. I will touch upon this topic later in chapter 5.2.2 when analysing the tourists. When analysing the answers to the open question, I find that the stress is on the lack of help and missing technologies. Respondent no. 7 puts it clearly and states; *"There is a lack of green technologies and products in the country, they don't exist."* Table 5.9 shows the complete list of barriers with the percentage of the decision makers, who indicated the statement to be a barrier.

| Barriers to implement additional sustainability activities | Percentage |
|---|---|
| We do not have the money | 89% |
| There is no help or support from the government | 64% |
| I do not know how to do it | 42% |
| Because our customers have not asked for it | 26% |
| I do not have the time | 24% |
| Because the government does not require us to do it | 22% |
| Because it will not increase our profits | 16% |
| Because it is only something the rich businesses do | 14% |
| No one will value it | 11% |
| There is too much competition for us to make changes | 9% |
| I am not motivated to implement these sustainability activities | 6% |

Table 5.9. Own elaboration.

### 5.2.1.4 Comparison

I will now compare my results to the findings from similar surveys made by Font et al. (2014) and Tamajón and Font (2013) in developed countries. There is one specific difference in the methods used in my survey compared to the two surveys in Chile and Europark. In the two surveys, decision makers were asked to choose a maximum of three reasons and barriers, which had the greatest impact. In my survey, they could pick all that applied to them. This can result in a generally higher percentage of the reasons and barriers in my survey compared to those two. I used a chi-square goodness-of-fit test to examine whether there were a significant difference or not between El Salvador and the other groups.

When looking at the reasons, we find a couple of factors that are worth mentioning. The table of comparison can be seen in table 5.10. First, the community is valued much higher by the decision makers in El Salvador compared to all other places. Residents in the communities might have a stronger relationship to and care for each other, which is also congruent with the general culture of Central Amerika compared to Europe (Fuligni, et al., 1999). Personal reasons is also a prominent factor compared to the other regions. We see a clear tendency that lifestyle values are more prominent in El Salvador compared to any other examined area. However, the legitimisation element of doing it for marketing or reputation is significantly different from the rest of the groups as well. This can be due to the closer bonds that the tourism SMEs in El Salvador have with their community. Many decision makers in El Salvador has also said a reason was because it was easy to implement, which

suggests that many minor sustainability activities have been implemented by the tourism SMEs in El Salvador, whereas the sustainability practices in the other three areas might have been more impactful with a greater effect. The general implementation of shallow or minor sustainability activities also fits when remembering the mentioned activities, which were dominated by easy-to-do and low cost activities.

| Reasons | El Salvador | Chile | Catalonia | Europark |
|---|---|---|---|---|
| To improve the community | **95%** | 48% | 61% | 47% |
| To protect the environment or wildlife | 93% | 73% | 87% | 87% |
| Because of personal reasons | **82%** | 27% | 64% | 49% |
| It is a marketing strategy or improved reputation | **63%** | 19% | 41% | 19% |
| To save money | 54% | 28% | 57% | 29% |
| It is easy to implement | **43%** | 4% | 17% | 6% |
| Customers asked for it | **31%** | 22% | - | 10% |
| Demands from legal requirements | 8% | 16% | 25% | 8% |
| Requirements from tour operators | 6% | 3% | 1% | 1% |
| To obtain subsidies or grants from the government | 0% | 11% | 13% | 4% |

Table 5.10. Own elaboration with inputs from Font et al. (2014). Bold cells are significantly different from the rest of the groups according to a chi-square test, $p < 0,05$.

When looking at the barriers, we also see some interesting results. The table of comparison can be seen in table 5.11. First, we see that there is not a significant difference in the lack of money among the four areas. Most of the people in the four areas seem to be missing money to implement more sustainable activities, so they might all share the belief that sustainability is expensive. However, the four areas are not similar when looking at the time barrier. In El Salvador, people do not seem to be running out of time, whereas almost half of the SMEs in the other three areas do not have time to implement more sustainability activities. The tourism SMEs in El Salvador also state significantly more often that they do not implement sustainable activities because their customers have not asked for it. This can be because the El Salvadorian customers are having a lower demand for sustainability, and therefore do not request it as much as the customers in the three other areas. Finally, the greatest barrier in El Salvador compared to the other three areas is the legitimisation component of lack of knowledge. People in El Salvador apparently do not know how to implement more sustainability activities, which is understandable since the educational level, infrastructure and green technology within the country is lower than in the three other developed areas.

| Barriers | El Salvador | Chile | Catalonia | Europark |
|---|---|---|---|---|
| We do not have the money | 89% | 92% | 76% | 70% |
| I do not know how to do it | **42%** | 27% | 13% | 12% |
| Because our customers have not asked for it | **26%** | 16% | 3% | 8% |
| I do not have the time | **24%** | 48% | 41% | 45% |
| No one will value it | 11% | 10% | 7% | 8% |
| I am not motivated to implement these sustainability activities | 6% | 21% | - | 6% |

Table 5.11. Own elaboration with inputs from Font et al. (2014). Bold cells are significantly different from the rest of the groups according to a chi-square test, $p<0,05$.

Finally, we will compare the sustainability activities that have been implemented by the tourism SMEs in the different locations. The comparison in table 5.12 shows interesting results. The activities that tourism SMEs in El Salvador implement more of than the other three areas are related to social or community factors, which does not cost them much to implement. They promote gender equality and seek to balance work and family life for their employees, which they are trying to employ from the local community together with local suppliers. They also encourage their customers to contribute to social charities within the community. The only activity they do significantly less than the other three areas is using renewable energy. They do not have the technology available and it is too expensive for them to acquire. However, it seems odd, that the tourism SMEs in El Salvador have implemented more sustainability practices compared to the other three areas, as the tourism SMEs in El Salvador are having limited resources. One explanation can be that many of these sustainability activities come very natural for them, especially hiring local staff and local suppliers, as these are the easiest and cheapest options. Another explanation can be that the nature of their activities are superficial. We do not know how much effort they are putting into the activities. It is for example unknown to which extent they promote gender equality, balance work and family life, save energy, or how much they contribute to community development and heritage site preservation. A finding that corresponds with this explanation is that 40% of the decision makers said they implemented the activities because it was easy to implement, thereby not needing to put a lot of effort into it. Both explanations might be explaining the situation, but the latter is most likely to be the main difference from tourism SMEs in El Salvador to the tourism SMEs in the developed countries.

| Sustainability activities | El Salvador | Chile | Catalonia | Europark |
|---|---|---|---|---|
| **Environmental activities** | | | | |
| Energy savings | 75% | 68% | 77% | 65% |
| Water savings | 68% | 68% | 77% | 65% |
| Renewable energy | **12%** | **14%** | 31% | 44% |
| Recycle waste | 61% | 34% | 88% | 63% |
| Use environmental friendly/organic products | 50% | 37% | 42% | 75% |
| Encourage our customers to be environmentally friendly | 84% | 60% | 68% | - |
| **Social activities** | | | | |
| Promote gender equality in the employment practices | **95%** | 27% | 38% | 41% |
| Seek to balance work and family life for your staff | **89%** | 10% | 8% | 23% |
| Encourage customers to contribute to social and charity initiatives | **61%** | 20% | 24% | 30% |
| Facilities are adapted for disabled people | 44% | 60% | 66% | 43% |
| Contribute to local community development projects, heritage conservation programs or social charities | 73% | 32% | 68% | 70% |
| **Economic activities** | | | | |
| Choose local staff wherever possible | **98%** | 67% | 59% | 55% |
| Staff salaries are above industry average or has additional benefits | 66% | - | 54% | 42% |
| Encourage customers to consume local products | 88% | 62% | 81% | 79% |
| Choose local suppliers whenever possible | **95%** | - | 56% | 41% |

Table 5.12. Own elaboration with inputs from Tamajón and Font (2013). Bold cells are significantly different from the rest of the groups according to a chi-square test, p<0,05.

### 5.2.1.5 Thoughts for the past and future

When looking at the decision makers' answers to how the sustainability practices have changed within the tourism industry during the recent five years, we get some interesting results. Only a bit more than half (55%) have witnessed changes. The half (50%) of the ones who have witnessed changes have mainly said; *"There is an increase in the awareness [of sustainability]."* (Respondent no. 56). The other trends has to do with improved recycling activities (25%) and more focus on energy savings (20%). These activities seem to be initial activities that characterises an industry in the starting phases in becoming sustainable. The industry needs to be aware of sustainability before it can make any moves towards becoming more sustainable. The energy saving and recycling activities also seem to be shallow sustainability activities, which is implemented to reduce costs, thereby making the business frame a driver for these respondents.

We move on to predict the future of sustainability practices within the tourism industry in El Salvador. Here, decision makers are split as to whether they think changes will occur or not. Half (50%) of the decision makers believe that changes in the sustainability practices will occur during the next five years, whereas the other half believes nothing will change in that regard. The half, who believes the sustainability practices will change, place a lot of trust in the government, which can be illustrated with respondent no. 37 saying: *"The new government has promised to support us to become a sustainable industry, they have even created some foundations that do that."* They believe the government will start new projects or offer help to the tourism SMEs (30%). The government had been newly elected, one month prior to the collection of the survey, so it is understandable that there is faith and hope in the newly elected president and his administration. The other prominent mentioned changes are a continued increase in the awareness of sustainability (25%), better energy saving activities (20%), and a belief that more sustainability practices in general will be implemented by the tourism SMEs (20%).

I find it concerning, that half of all the tourism SMEs do not think changes in the sustainability practices will occur during the next five years. If these tourism SMEs believe their own business will follow the industry norms, then it can be inferred that they themselves do not intend to change their own sustainability practices within the next five years. It can also be argued that the legitimisation frame influences them, as they will base their decisions on pressure and demands from stakeholders. However, if they see their own business to operate differently than the rest of the industry, then these tourism SMEs might change their sustainability practices. If they change their sustainability practices, then the reason for doing so are unlikely to be because of pressure and demands from the industry. They would be more likely to implement these changes because they feel they can get a competitive advantage or because of their own ethics, which are related to the business and lifestyle-value frames. When we turn our attention to the half of the decision makers, who believed changes would occur in the future, we can make the same two conclusions as before, just reversed. When they believe the industry will change, and they change their business as well, then they might be more likely to have done so because of legitimisation reasons. Moreover, the reasons for not changing their sustainability practices, despite they believe that the industry will change, will more likely be influenced by the business or lifestyle-values frame.

### 5.2.1.6 Bivariate description:

I will now make several bivariate analyses of my results to see if there are any interesting correlations between the decision-making and characteristics of the respondents. I have mainly used two different non-parametric tests to calculate significant differences among groups. These two tests are the Kruskal-Wallis test and the Chi-Square test for independence.

#### 5.2.1.6.1 Education

I started analysing the relationship between the decision makers' level of education and sustainability decision-making. Here, a Kruskal-Wallis test did not show any significant difference when analysing, if the level of education has something to do with the reasons for implementing sustainability activities (appx. P). It is only when we look at the barriers to implement sustainability activities that we find a significant difference. The difference has to do with the educational aspect, as the lowest educated group of decision makers believe that sustainability is only something the large businesses should do (p=0,027, Appx. Q). Their lifestyle values towards sustainability therefore seems to be negative.

#### 5.2.1.6.2 Age and Type

The age of the decision makers are not deciding for which reasons and barriers they have towards sustainability making (Appx. R) There is one difference between new and elder establishments, which is that the establishments who are more than 5 years old find it significantly easier to implement sustainability practices, compared to the new businesses, who have existed for 0-5 years (p=0,043, Appx. S).

There are no significant differences between the types of businesses and their reasons or barriers to implement sustainability activities according to a chi-square test for independence (Appx. T). I used a chi-square test for independence for this analysis, as several tourism SMEs operate more than one type of business. The assumptions of a Kruskal-Wallis test would have been violated, if this method had been used, as it must have different people in each group (Pallant, 2010). Some of the results in the chi-square test showed a significant difference, but when doing so, the assumptions for the chi-square test were violated, as the lowest expected frequency count in one or more of the cells was less than five (Pallant, 2010). The results were therefore inconclusive. When I had this problem, I used the Fisher's Exact Probability Test, but here there were no significant differences.

*5.2.1.6.3 Past and future experiences*

When examining the decision makers who have noted changes in the past or future, we find some interesting reasons and barriers to sustainability decision-making. According to a chi-square test for independence, the group of decision makers, who have noted changes during the recent five years, have significantly adopted more sustainability practices because the customers demanded it (p=0,038) compared to the group of decision makers, who did not note any changes in the past (Appx. U). Similarly, I have found that the decision makers, who have not seen changes in the past, significantly argue that a barrier is the lack of demands from customers (p=0,009, Appx. U). They also significantly more often say that a barrier is the fact that the government does not require them to implement sustainable practices (p=0,004, Appx U). All these significant differences between decision makers, who have seen and not seen changes in the past, show us that this part of the legitimisation frame is influencing these groups differently. Both groups are influenced in some way by the customer demands, but it is only the group, who has experienced changes in the past, which has customers who want sustainability practices. It might be that this group is better at communicating with their customers and exploring market trends. When doing the same test for the decision makers, who believe in future sustainability changes and the ones who do not believe in changes, we find that there are no significant differences in the reasons or barriers for implementing sustainability activities.

*5.2.1.7 Sub conclusion*

I have found several interesting results from the analysis of the decision makers, and I will sum up the most relevant. The main reason for implementing sustainable activities are due to the lifestyle value frame, followed by the business frame and lastly the legitimisation frame. There is a difference in how decision makers are influenced to take sustainability decisions in El Salvador compared to previous findings in developed countries. The barriers that keep decision makers from implementing additional sustainability activities can be traced back to business factors. The legitimisation frame accounts for some influence, as there is a lack of knowledge. The lifestyle value frame only accounts for a very small influence to the decision of not implementing sustainability activities.

I also found that the most implemented sustainability activities by the tourism SMEs were cost less activities that mainly emphasised a care for the social factors within the community. The top reasons for decision makers to implement sustainability activities are because they want to improve the society and for personal reasons. The most influential barriers for why not implementing

sustainability activities were the lack of money, the lack of help and support from the government, and the lack of knowledge.

Lastly, we need to remember that sustainability is a new concept for the tourism SMEs in El Salvador. This can be highlighted by the fact that half of all the decision makers have not noted any changes of sustainability practices in the industry during the recent five years. The ones who have noted changes in the past say the key change is that people are becoming more aware of the sustainability concept. Future prospects are not looking too bright, as half of all the decision makers do not believe changes in the sustainability practices will occur within the next five years.

## 5.2.2 Tourists

I collected 113 questionnaires from tourists in three areas. I had to exclude 11 questionnaires as these were either insufficient in the number of answers or because they had not given it enough thought and simply put an X in the same row all the way through the questionnaire. Some of these respondents put an X in the 'very important' row, but strangely enough, they had not anything else to add and they had never asked any businesses about these sustainability activities. This is a clear sign for me that they did not take it seriously enough or they misunderstood the questionnaire. As a result, the total number of respondents became 102. The number of respondents in each of the areas were 32 in La Libertad, 18 in Cerro Verde, and 52 in Ruta de Las Flores. The distribution of the respondents is 41% men and 59% women. The age of the respondents are heavily influenced by young people in the age between 18-30 years. The distribution can be seen in table 5.13.



**Age of Visitors**

| Years | Percentage |
|-------|------------|
| 18-30 | 58 |
| 31-40 | 25 |
| 41-50 | 6 |
| 51-60 | 9 |
| 60+ | 4 |
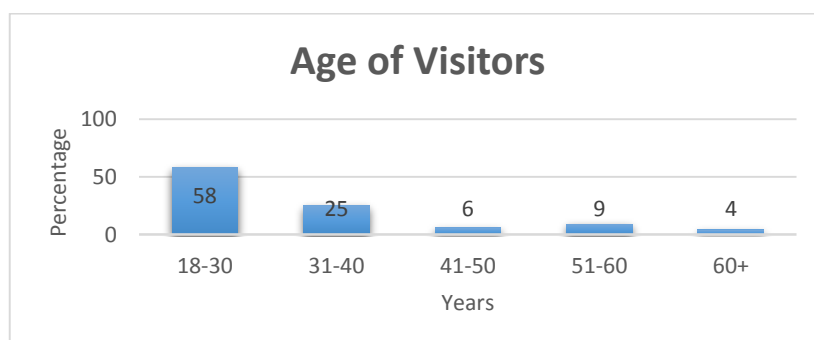
Table 5.13.

The majority of tourists at the destinations have been Salvadorians. They make up 72% of the total number of respondents. The last 28% is represented fairly equally between the rest of Central America (7%), North America (5%), Europe (7%), and other countries (9%).

I will now look at the tourists' attitudes towards sustainability. The 5-point Likert scale is used for this purpose. As the five categories in the Likert scale are 'not important', 'little important', 'important', 'pretty important', and 'very important', we are able to rank the answers, but we cannot do mathematical operations, as we do not know the exact difference between the categories. I imagined the English questionnaire had the feature of being able to determine the distances between the categories, e.g. from a scale from 1 to 5, as it starts with 'not important', which could be equal to 1, 'medium important' could be 3, and 'very important' could be 5. The two other categories, 'little important' and 'pretty important', could be close to 2 and 4 respectively. However, it feels like the Spanish version skews more to the important side, where the category of 'Importante' is ranging in the area of 3 to 4, 'Bastante importante' is in the range of 3,5 to 4,5, and 'Muy importante' is around 4 to 5. Based on this bias and the general critique in the literature to base a Likert scale as interval data (Vigderhous, 1977), I will therefore treat my 5-point Likert scale as ordinal data. I will start out by analysing their attitudes with descriptive statistics. In this section, I will analyse the mode and distribution of responses. Then I will group the responses in relation to their attitude towards sustainability. I will also compare the sustainability variables to the control variables and see if there are any significant differences. For this, I will use the non-parametric Wilcoxon Signed Rank Test.

The overall results from the mode analysis is pointing to the direction that visitors have strong attitudes towards sustainability, as 9 out of 12 sustainability factors are scoring 'very important' as the most common answer. 2 out of the 12 sustainability factors are scoring highest on 'pretty important' and the last sustainability factor score highest on 'important' in the scale. The second highest mode score in all of the 12 factors are in either 'important', 'pretty important', or 'very important'. These results seem to emphasise a generally concerned attitude towards sustainability activities. Some sustainability factors are more important for the tourists than others, which can be illustrated in the frequency table 5.14.

| Que. | 1.05 | 1.07 | 1.08 | 1.09 | 1.10 | 1.11 | 1.12 | 1.13 | 1.14 | 1.15 | 1.16 | 1.17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
|  | E | S | E | E | E | $ | E | $ | S | $ | S | E |
| Not | 0 | 6 | 4 | 3 | 0 | 4 | 8 | 9 | 0 | 4 | 3 | 2 |
| Little | 2 | 7 | 10 | 3 | 2 | 6 | 18 | 18 | 0 | 9 | 7 | 8 |
| Impor. | 20 | 28 | 20 | 18 | 7 | 24 | 32 | 21 | 6 | 25 | 11 | 15 |
| Pretty | 22 | 35 | 37 | 22 | 20 | 23 | 18 | 21 | 18 | 31 | 25 | 23 |
| Very | 58 | 26 | 30 | 56 | 73 | 44 | 26 | 32 | 78 | 33 | 56 | 54 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Not | 0% | 6% | 4% | 3% | 0% | 4% | 8% | 9% | 0% | 4% | 3% | 2% |
| Little | 2% | 7% | 10% | 3% | 2% | 6% | 18% | 18% | 0% | 9% | 7% | 8% |
| Impor. | 20% | 27% | 20% | 18% | 7% | 24% | 31% | 21% | 6% | 25% | 11% | 15% |
| Pretty | 22% | 34% | 37% | 22% | 20% | 23% | 18% | 21% | 18% | 30% | 25% | 23% |
| Very | 57% | 25% | 30% | 55% | 72% | 44% | 25% | 32% | 76% | 32% | 55% | 53% |

Mode (1st)
Mode (2nd)

| 60% | 51-60% | 41-50% | 31-40% | 21-30% | 11-20% | 0-10% |
|---|---|---|---|---|---|---|

Table 5.14. Mode and frequency illustration. E = Environmental, S = Social, $ = Economic

In table 5.14, we see that the two highest ranked 'very important' sustainability factors are one environmental and one social factor. The highest ranked environmental factor is that the destination is clean and free from garbage, while the most valuable social factor is that male and female employees are treated equally. Both of these factors have been ranked as very important by more than 70% of the respondents and over 90% when the 'pretty important' and 'very important' categories are combined. The lowest scoring factors with respectively 43% and 53% of the respondents saying it is pretty or very important is the demand for organic products and that tourism businesses are owned and employed by locals. 43% and 53% are still a big share, so it cannot be said that it is unimportant for the tourists, which also can be illustrated by showing it is only 26% and 27% of the respondents, who find it little or not important.

The last test I made, when looking at the tourists' valuation of the different variables, was a test of difference between groups. I made four groups, each consisting of a sustainability element or the control variables. I analysed these groups through a Wilcoxon Signed Rank Test, in order to uncover, if there were any significant differences among the groups. The results showed that there were significant differences between the economic group and all other groups (Appx. M). This significance signifies that the economic factors are not as important for the tourist as the other sustainability factors or the control variables. The fact that there were no significant difference between the control variables and the social and environmental factors also tells us that these two sustainability factors

really are important for the tourists. When I combined all the sustainability groups into one group, and compared it to the control group, then I did not find a significant difference. This tells us that the combined sustainability factors does not differ significantly in importance for the tourists compared to the tourists' preference of low prices, good service, or a safe destination.

The tourists are stating a remarkable high willingness to pay for activities that are earmarked to sustainability. 85% of the tourists would pay more for their vacation if the extra money went to activities that involve protection of the nearby environment and wildlife, or to improve local workers' working conditions. 75% would pay more to support local social projects. Again, this confirms the strong valuation of sustainability. The strong valuation of sustainability makes it possible for the tourism SMEs to profit from being sustainable. Tourism SMEs can obtain a competitive advantage by turning their business sustainable. This will make the tourism SMEs able to charge higher prices while offering better quality in a sustainable manner. However, there were no such statements among the decision makers when analysing the reasons and barriers to implement sustainability. This can make us conclude that even when the possibility for a competitive advantage is present, the decision makers do not take it. The decision to implement sustainability activities because of a competitive advantage or an increase in profits belongs to the business frame. The business components between the tourists and decision makers are therefore not influential in the sustainability decision-making.

However, not all of my findings support the generally high valuation of sustainability from tourists. The tourists were questioned about their active engagement towards tourism businesses and sustainability. The tourists were asked whether they had asked any of the tourism businesses about their engagement or contribution to any of the previous sustainability activities. Here I found that only 25% of the tourists had asked to this. This means that 75% of the tourists do not know which sustainable activities the tourism SMEs are doing or engaged in. This fact suggests that tourists do not value sustainable activities very much, as they do care to ask or obtain information about what their service providers are doing. It can be argued that not many tourists have picked their hotel or restaurant based on the establishment's sustainability activities. These results were similar for both domestic and international tourists in El Salvador. The result can be combined with the decision makers' reasons for why they have and have not implemented more sustainability activities. We found that 31% of the decision makers said they implemented sustainability activities because the customers demanded it. 31% is very close to the 25% of tourists who have asked for it, so this fits well together. 75% of the tourists responded that they did not demand sustainability, so it can be true when 26% of the decision makers have said that they did not engage in sustainability because the

customers had not demanded it. The lack of tourists' knowledge can also lead to the conclusion that many tourism SMEs do not want to advertise or communicate their sustainability activities to the tourists. This symbolise that the legitimisation frame is not influencing the decision-making, as decision makers do not care about getting the sustainability information to the tourists.

Despite the tourists' lack of knowledge of what the tourism SMEs are doing of sustainable activities, 90% of the tourists wished that the tourism SMEs would support or implement more social or environmental projects than they do now. The last 10% did not know whether they wanted the tourism SMEs to be more engaged in sustainability. It would have been expected that a much larger share would have answered 'I do not know', as few actually know what is being done by the businesses, which we saw earlier. This result can therefore be criticised for tourists having a social desirability bias. The social desirability bias is a bias where respondents answer in a more positive manner in order to be viewed favourably by others (Crowne & Marlowe, 1694).

### 5.2.2.1 Sub conclusion

An important lesson to take with us from the analysis of the tourists is that their valuation of and demand for sustainability is mixed. The tourists valued the concept of sustainability highly, even as much as the control factors such as low price, safety at the destination, and good services. They also seem to be willing to pay more for their holiday, if the extra money was earmarked to sustainability activities. However, not many tourists have actively engaged or taken actions to seek information about sustainability from their service providers. Therefore, it can be argued that their attitudes are superficial or they are influenced by the social desirability bias. No matter what, the tourism SMEs are not obtaining the necessary information from the tourists in order to react to it. If tourists became more demanding or the tourism SMEs became better at communicating with their tourists, then 26% of the tourism SMEs would start implementing additional sustainability activities, as we discovered in chapter 5.2.1.3. The lack of communication about sustainability between decision makers and their customer symbolises that the tourists have a low influence upon the sustainability decision-making. When the decision makers are not concerned with tourist attitudes when making sustainability decisions, then the legitimisation frame does not influence decision makers. The tourists' high valuation of sustainability and willingness to pay for it, has neither led to statements from decision makers saying that they have implemented sustainability activities in order to get a competitive advantage or make extra profits. These business components, belonging to the business frame, between tourist demands and decision makers are therefore not influencing the sustainability decision-making to a greater degree.

## 5.2.3 Residents

I have collected 58 questionnaires from residents. Eight of these had the same problem as in the case with the tourists. The eight were either missing answers or the respondent had simply put an X in the same row all the way through the questionnaire. The 50 useful questionnaires I ended up with came from the three areas, with 20 in La Libertad, 19 in Ruta de las Flores, and 11 in Cerro Verde. The respondents are consisting of 34% men and 66% women. They are represented by an overweight of young people as seen in table 5.15.

**Age of respondents**

| Years | Percentage |
|-------|-----------|
| 18-30 | 44% |
| 31-40 | 23% |
| 41-50 | 9% |
| 51-60 | 5% |
| 60+ | 5% |
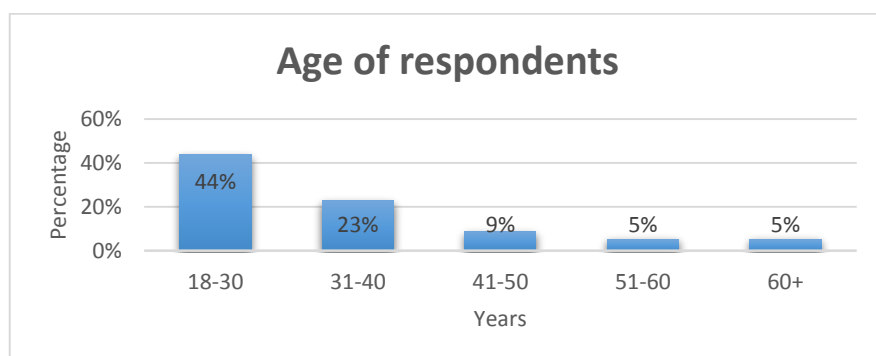
Table 5.15.

Their educational background varies from short to medium-long educations. It is worth noting that only 2% have not received any education and none has completed a master degree. The educational level can be seen in table 5.16.

**Educational Level**

| Highest level of Education | Percentage |
|----------------------------|-----------|
| No education | 2% |
| Elementary School | 28% |
| Gymnasium | 34% |
| Bachelor | 34% |
| Master | 0% |
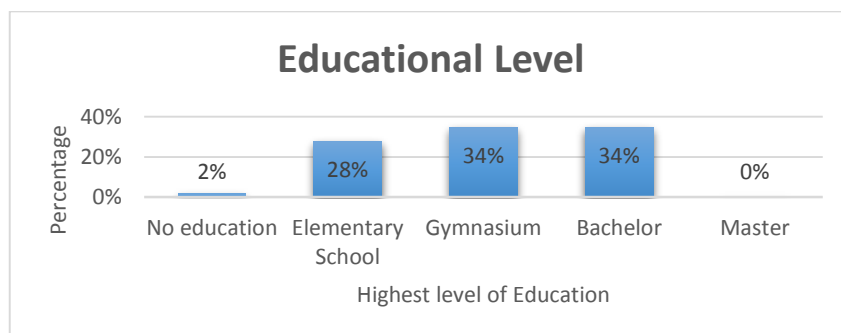
Table 5.16.

The retrieved data from the resident surveys is similar to the visitor survey. Therefore, the 5-point Likert scale will still be treated as ordinal data. I will again start out by analysing the residents' attitudes with descriptive statistics. I will analyse the mode and the frequency distribution of responses. Then I will examine if there are significant differences among groups of residents and their attitude towards sustainability. I will also examine if there are differences between the sustainability

variables and the control variables. I will use the non-parametric Wilcoxon signed rank test, in order to determine if there are significant differences between the groups.

The overall results of the mode analysis points to the direction that residents are, like visitors, very fond of sustainability practices. This can be argued for as 8 out of the 12 sustainability activities have been ranked 'very important' by most of the residents. 3 of 12 have been ranked as 'important' by most, and the last activity was ranked 'pretty important' by the majority. The second highest mode among all the 12 sustainability activities are all in the 'important' to 'very important' category. The mode count can be seen in table 5.17. The frequency distribution can also be viewed in table 5.17, and here we see that the highest valued 'very important' sustainability factors are two environmental and one social activity. The two environmental factors are that the nearby natural environments, wildlife and heritage sites are protected, and that the community is clean and free from garbage. The social factor is that the male and female employees in local businesses are treated equally, which also was the highest ranked social factor among the tourists. All three activities have been ranked 'very important' by 60% or more of all the respondents. The lowest ranked activity is the desire to buy organic products, which only scores 26% of the votes as very important. 28% find organic products not or little important, which leaves 72% to find it important or more important. 72% is a high number, so organic products still hold a great value to the residents, it can solely be inferred that it is the least important of the 12 mentioned sustainability activities.

An interesting result was also found when asking whether the resident would be willing to help or not with projects that improved the sustainability in their local community. 98% of the residents would offer their help if they were asked to help with a project relating to preserving the natural environment or improving the social well-being and 88% would help if the project related to improving the working conditions for the local workers. There might be a certain degree of social desirability bias here as we saw with the tourists, but this results point in the direction that the residents want to work for a better community in all aspects of sustainability.

The decision makers often come from the same community as they work, so they might hold the same positive attitudes towards sustainability. The norms and attitudes of the community can have influenced the decision makers to take sustainability decisions. The norms and attitudes are related to the lifestyle value frame, so this frame might influence the sustainability decision-making heavily.

| Que. | 1.04 | 1.05 | 1.06 | 1.07 | 1.08 | 1.09 | 1.10 | 1.11 | 1.12 | 1.13 | 1.14 | 1.15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Type | E | E | E | E | S | $ | E | $ | S | $ | S | E |
| Not | 2 | 1 | 0 | 0 | 1 | 2 | 4 | 2 | 0 | 2 | 4 | 3 |
| Little | 4 | 1 | 5 | 4 | 2 | 4 | 10 | 4 | 4 | 5 | 5 | 4 |
| Impor. | 6 | 8 | 13 | 18 | 9 | 22 | 14 | 14 | 8 | 11 | 9 | 10 |
| Pretty | 7 | 10 | 13 | 10 | 16 | 8 | 9 | 16 | 6 | 12 | 9 | 16 |
| Very | 31 | 30 | 19 | 17 | 22 | 13 | 13 | 14 | 32 | 20 | 23 | 17 |

| | 1.04 | 1.05 | 1.06 | 1.07 | 1.08 | 1.09 | 1.10 | 1.11 | 1.12 | 1.13 | 1.14 | 1.15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Not | 4% | 2% | 0% | 0% | 2% | 4% | 8% | 4% | 0% | 4% | 8% | 6% |
| Little | 8% | 2% | 10% | 8% | 4% | 8% | 20% | 8% | 8% | 10% | 10% | 8% |
| Impor. | 12% | 16% | 26% | 37% | 18% | 45% | 28% | 28% | 16% | 22% | 18% | 20% |
| Pretty | 14% | 20% | 26% | 20% | 32% | 16% | 18% | 32% | 12% | 24% | 18% | 32% |
| Very | 62% | 60% | 38% | 35% | 44% | 27% | 26% | 28% | 64% | 40% | 46% | 34% |

| Mode (1st) | | | +60% | 51-60% | 41-50% | 31-40% | 21-30% | 11-20% | 0-10% |
|---|---|---|---|---|---|---|---|---|---|
| Mode (2nd) | | | | | | | | | |

Table 5.17. Mode and frequency illustration. E = Environmental, S = Social, $ = Economic.

When grouping the sustainability and control factors together, similar to the tourist analysis, and analysing differences between these groups with the Wilcoxon Signed Rank Test, we find interesting results. The results showed that there were significant differences between all the sustainability factors compared to the control variables. The significance meant that the residents valued the control factors higher than the sustainability factors (Appx. N). It can therefore be concluded, that even though residents has placed a high valuation of sustainability, then the factors of receiving education, feeling safe, and having good facilities in the community are significantly more important. The comparison of groups also showed that the social factors in the sustainability concept is significantly more important than the economic and environmental factors (Appx. N).

The next results I obtained from analysing the survey was supporting the recent findings that sustainability might not be as important for the residents as the initial results suggested. I found that few residents had actively asked the local businesses how they engaged in environmental and social projects in their community. Only 30% of the respondents had asked a local business about any of the sustainability activities. This could indicate that the attitude answers is containing the social desirability bias, as it might have been the case with the visitors' responses. It can also indicate that the decision makers are not concerned with promoting and communicating their sustainability activities to the residents. This can mean that decision makers are doing the activities because it is part of their DNA and consistent with their values. This shows that decision makers are not doing

sustainability activities because of legitimisation components, such as promoting their activities to the residents, but because of the lifestyle value frame. The legitimisation frame is therefore not influencing to a high degree in the case between decision makers and residents.

### 5.2.3.1 Sub conclusion

It can be concluded that the residents in the three surveyed areas hold positive attitudes towards the sustainability concept, but the basic factors for living, such as safety and education, is valued significant more important than the sustainability factors. The norms and values of the communities are supportive towards sustainability issues, as the majority of residents hold a positive view of sustainability and they would offer their help in projects that would improve their society, the natural environment and wildlife, or the working conditions. The decision makers, who lives and have grown up in the same community as the previously mentioned residents, might hold the same positive attitudes towards sustainability. The norms of the community can therefore very well have influenced the decision makers to take sustainability decisions. The norms are related to the lifestyle value frame, so this frame might influence the sustainability decision-making heavily. However, the positive responses might be influenced by the social desirability bias to some extent, as we see that the residents are lacking knowledge of what the local businesses are doing of sustainable activities. Despite the small community setting, business owners might not feel the demands or willingness to help from residents, as these sustainability issues are something new for everyone. We previously found in chapter 5.2.1.5 that spreading awareness about the sustainability concept has been on the agenda for around 25% of the tourism SMEs in the past and it will continue to be on the agenda for the future. Despite the lack of information sharing between residents and decision-makers, the reasons for implementing sustainability activities have been heavily influenced by the decision makers' desire to improve their community (93%). This gives us an interesting conclusion, as the decision makers are focused on doing the sustainability activity for the good of the society, but they do not want to promote or communicate that they are doing these activities. This can imply that they are doing the activities because it feels very naturally and consistent with their norms to do these activities. They are not doing these activities because of the legitimisation components, such as promotion, so we can again emphasise that the lifestyle value frame is influencing the decision-making, while the legitimisation frame is not a big influence. However, if the decision makers improved their communication with their community, they could improve the quality and quantity of their sustainability activities, as they would know which sustainability activities the residents valued most and many residents would be willing to help with the projects.

# 6.0 Discussion

During the course of this thesis, I have obtained a great insight in the decision making process for tourism SMEs. In this chapter, I will discuss my findings and the applicability of the theoretical frames in relation to the settings of El Salvador. During the discussion, I will touch upon rival explanations to sustainability decision-making. I will start out by discussion my results.

## 6.1 Results

I have found distinct features within my analytical framework of why decision makers in tourism SMEs in El Salvador have made certain sustainability decisions. The most influential frame is the lifestyle value. This makes sense when taking the residents' attitudes towards sustainability into account and when looking at the characteristics of the small communities in El Salvador. Residents in the small communities had positive attitudes towards sustainability and they have close bonds to each other. It is often a struggle for them to live a decent life, as many people live in poverty and fear. Living under these conditions triggers compassion and humanity from one another. The community needs to work together in order for them to walk into a prosperous future. The decision makers in the tourism SMEs have strong relations to the community, often being the home of birth. Therefore, it is understandable, that they want to contribute to the community, as they most likely have been receiving something from the community in the past.

The business frame and the lack of knowledge in the legitimisation frame heavily influenced the barriers to implement sustainability activities. These barriers also seem to be very fitting to the context of tourism SMEs in El Salvador. The lack of capital makes it very difficult to invest in cost-heavy sustainability activities. In addition, many decision makers feel left alone, as they do not know how to become more sustainable and they do not receive any help or support from the government. These factors might have influenced tourism SMEs to place their focus on small, cost-less sustainability activities. However, the government seem to place more focus on sustainability as they recently in 2013 published a national tourism policy booklet, where sustainability, for the first time, is a focus point (MITUR, 2013). The sustainable tourism policies are not something that will be integrated by the tourism SMEs instantly, this will take time. The subsequent sustainability laws and regulations will also take time before these are put in place and being enforced. The seemingly long way for the government to create a norm of a sustainable business practice, has resulted in many decision makers saying that the legitimisation frame is not very influential, when deciding to implement sustainability

activities. Half of all the decision makers might not have much faith in the government either, as they do not believe changes in the industry will occur within the next five years.

## 6.2 Rival explanations

Even though reasons to take sustainability decision have been found through the three frames, other factors, not included in the three frames, might have influenced the decision-making to a certain degree. There are several rival explanations to the theories used in this thesis, which can explain the sustainability decision making in tourism SMEs in El Salvador. These rival explanations decrease the internal validity of the thesis. One of the explanations, not analysed in this thesis, is the fact that gangs heavily influence the country. The gangs have infiltrated organisations, towns, and businesses, but the extent of corruption and bribery has not been clearly defined. It is a dangerous area to start investigating and asking questions about the gangs, as history has shown numerous of unmotivated murders of innocent people. Despite the silence in people's voices, evidence of the gangs' presence is clear. For example whenever you enter a village by car, you need to drive with open windows, as a person is sitting at the city border and makes sure that it is not people from other gangs, who enter their city. Their businesses are done discretely in the villages, but when you start looking closely, you see people with gang member tattoos walking in and out of the businesses in the streets. It can only be speculations of how much protecting money they demand or how big their influence is when businesses want to do something new. What can be said with certainty is that the tourism SMEs are losing money to the gangs, money that could be used for investments or improved working conditions for the employees. The decision makers are therefore limited in their freedom to choose, but are forced to take certain actions because survival is needed.

We will also find rival explanations if we forget the gangs and solely take the poverty in the country into consideration. Many tourism SMEs are living in poverty and the owners need to feed a big family. The need for a roof over your head and food on the table simply outweighs the caring about $CO_2$ emission's impact on the melting glaciers in the North Pole. Maslow's pyramid of needs is relevant in this case despite the many criticisms of the model (Maslow, 1943; Neher, 1991). When people have so few money that they barely make it through the day, then personal values are demoted in order to maximise their limited profits. We could therefore see an emphasis on pure cost reduction activities when it comes to sustainability practices. The country is also very religious, and I have found through this study that some decision makers see sustainability activities as part of their basic religion. 20% of the decision makers have stated that they have implemented sustainability activities

because of religious reasons. These activities might have related to social or environmental activities, which is comprehended to be part of the religious message.

## 6.3 The theoretical framework's applicability to tourism SMEs in El Salvador

When evaluating the theoretical framework and its applicability to tourism SMEs in El Salvador, it can be argued that it both has flaws and strengths. One of the flaws is that when a factor does not exist in the society and it is asked whether this factor is influencing the decision maker or not. This might have been the case when I asked decision makers whether the legal requirements were influencing their decision-making, as I later found that there are very few legal requirements concerning sustainability. The same goes with the reason of obtaining subsidies or grants, which are very scarce to obtain. When the decision makers do not consider these factors in their everyday life, then it is safe to say that it will not influence them and that these factors will be a source of error in the model. When excluding these non-factors in the analysis, I found that the importance of the business and legitimisation frame increases slightly, but it does not influence the overall results – the lifestyle value frame will still be the most influential frame for the decision-making. Therefore, this flaw does not significantly bias the framework. Another controversy with the reasons is that some of them are closely related to several frames. For example, the reason of doing sustainability activities because of a marketing strategy or an improved reputation relates closely with both the legitimisation and business frame. If their reason is closer related to the marketing strategy, then it could relate more to business incentives, as they wanted to promote and advertise their sustainability activities, but if it was meant in the sense of an improved reputation, then it calls for reasons within the legitimisation frame, as they want to establish a healthy relationship with their stakeholders. The need for being specific is therefore an essential key to revealing the true reasons, but it has to be balanced with the scope of the research, so the survey does not become too specialized and time consuming for the respondents.

A strength of this framework is that it involves many different aspects of decision-making. It includes many different factors, so the results are likely to give us a true picture of the reality. It also gives us the opportunity to compare the findings with other studies. We found that the reasons for implementing sustainability activities in El Salvador seemed to be quite different from the reasons in developed countries. However, in order to make a valid comparison, the context needs to be similar to each other. The first question that comes to mind, when comparing reasons for implementing sustainability activities, is whether the implemented sustainability activities are the same or not.

Tourism SMEs in El Salvador have implemented different activities to a different extent than tourism SMEs in the developed countries, as discussed in chapter 5.2.1. We found that the explanation for this is grounded in the lower effort that tourism SMEs in El Salvador are putting into the activities compared to the tourism SMEs in the three other areas. When decision makers are thinking of the reasons for doing these activities with mixed effort, then it can be argued that the decision makers in developed countries might need some stronger arguments and reasons, for why they are investing so much time, money, and effort into sustainability. The second question is whether the methods used are similar enough for a comparison to be reliable. The same method has been used when comparing each single reason and barrier to one another, thus making the differences and similarities evident between the two groups. However, the method used when summing up all the single factors and placing them under each frame has been different. Font et al. (2014) used a two-step cluster analysis and found three significant different clusters that each had a relation to one of the three frames. They did this because their study was the first of its kind. I, on the other hand, used their findings to design the reasons and barriers to relate to one of the three frames from the beginning. After collecting the surveys, I summed up the amount of influence from each group and analysed whether there was a significant difference between the groups or not. The limitation of the comparison is therefore, that Font et al. (2014) has a percentage of the number of people belonging to each frame, which I do not specifically have, as some people are not significant different from one frame to the other. Instead, I held both the number of people belonging to each frame plus the total share of influence from each frame into the comparison. I find that the comparison is giving a somewhat valid and overall describing picture of the differences between the reasons for decision-making in the developing country of El Salvador and developed countries. I can therefore argue that the lifestyle value frame is a more influential reason to implement sustainability activities for the decision makers in El Salvador, which is supported by the close bonds that the tourism SMEs holds to the community. The legitimisation frame is influencing the decision makers in the developed countries a bit more, which seems logically, as there are rules, regulations and governmental support in place. The business frame is also holding a higher influence in developed countries, because the activities there are implemented with greater effort, thus greater consideration to the purpose, planning and implementation needs to be taken.

# 7.0 Limitations

This study has revealed what influences decision makers in tourism SMEs in El Salvador to implement sustainability activities. However, the study has some limitations to take into consideration. First, after having analysed the survey to the decision makers, then it can be argued that the construct validity could have been improved, if had used more specified measures, instead of keeping it too black and white. Instead of asking whether the decision makers implemented a certain activity or not, or whether they did it because of a certain reason or not, then it would have been more describing, if they had to place their answer on a Likert scale. I could have asked how much each reason and barrier was influencing their decision on a 5-point Likert scale in order to obtain a more detailed picture of the influences. The extent to which they implemented sustainability activities could also have been more meaningful to know, as I have found that there is different levels of how much effort they put into the sustainability activities. The impact of the construct validity on my findings could have resulted in an exaggeration of reasons, barriers, and activities being stated. Secondly, I could have obtained a better understanding of the reasons and barriers, if I had made interviews with the decision makers. I received many emails in return after the decision makers had answered the online questionnaire, where the decision makers offered their help, if I needed further elaborations. Due to planning and time constraints, I did not have the sufficient amount of time to carry out qualitative interviews. Thirdly, I need to address the response rate of 25% of the decision makers, which can cause troubles if I try to generalise the results. Therefore, the external validity is not as good as one could have hoped. Lastly, I have to address the deficiency of my language skill as a possible bias. The questionnaires might have suffered from interpretation errors, since I cannot interpret the exact meaning of the Spanish questions, as well as the Spanish answers, which I had a native Salvadorian to translate for me. I consider the impact of this limitation to be little, as all the questionnaires had been pretested and modified before the final collection.

# 8.0 Conclusions

I have found several interesting results throughout this thesis and an answer to my research question. The extent to which each of the three frames are influencing the decision-making in tourism SME in El Salvador has been evident in my analysis. I have used the theoretical framework by Tamajón & Font (2013) and Font et al. (2014) and tested its relevance in El Salvador. I have found that the three frames are influencing sustainability decision-making differently in El Salvador compared to the developed countries. The three frames' influence on the reasons and barriers to implement sustainability activities will be highlighted below. It will also be highlighted how the implemented sustainability activities have influenced the three frames. Finally, it will underline how the tourists and residents have contributed to the influence by the three frames.

The lifestyle value frame is the most influential frame, when decision makers in tourism SMEs think of the reasons to why they have implemented sustainability activities. The lifestyle value frame records 54% of the total influence. Furthermore, the lifestyle value frame was significantly more influential than the other two frames for 77% of the decision makers. The second most influential frame is the business frame, which accounts for 27% of the total influence. However, only 4% of the respondents were influenced significantly more by the business frame than the other two frames. The legitimisation frame accounts for the last 19% of the total influence. Only 4% of the decision makers are influenced significantly more by the legitimisation frame compared to the two other frames. I have also found that the degree to which the three frames influence the reasons for sustainability decision-making is different in El Salvador compared to the studies made by Tamajón & Font (2013) and Font et al. (2014) in developed countries. The lifestyle value frame is influencing more and the business and legitimisation frame is influencing less in El Salvador than in developed countries. The reasons for these differences can be explained by the El Salvadorian tourism SMEs' higher commitment to their community, the absent rules and regulations in El Salvador, and the fact that the sustainability activities are implemented with greater effort and consideration in the developed countries.

The barriers that keep decision makers from implementing additional sustainability activities can be related to business factors and one legitimisation component. The business frame is responsible for 60% of the total influence on the decision-making, when looking at the barriers. The business frame is significantly more influential than the two other frames for 70% of the decision makers. Decision makers (42%) are also influenced strongly by the legitimisation component of lack of knowledge.

However, the combined legitimisation frame is not as influential as it only accounts for 27% of the total influence on the barrier and the legitimisation frame influences only 4% of the decision makers significantly more than the other two frames. The least influential barriers are related to the lifestyle value frame, which is responsible for 13% of the total influence and only 2% are influenced significantly more by the lifestyle value components. When combining the results with the previous studies, I found that the legitimisation component of lack of knowledge and customer demands, are significantly more influential barriers in El Salvador compared to the developed countries. The comparable business barriers, such as the lack of money, was not influencing the decision-making significantly different between the developing country of El Salvador and developed countries. I even found that significantly fewer decision makers in El Salvador saw time as a barrier to implement sustainability activities.

I have argued that the tourism SMEs in El Salvador generally regard themselves to be a sustainable business, as my results showed that more than half of all the tourism SMEs have implemented fourteen out of the seventeen mentioned sustainability activities. The tourism SMEs in El Salvador has also implemented more sustainability activities compared to tourism SMEs in developed countries. However, it is uncertain how much focus and effort they put into these activities. My findings suggest that the nature of the implemented activities are superficial, meaning that the level of work and emphasis they put into the activities are low. They will therefore be doing a sustainability activity, but they will not be doing it 100%. Despite this, I found that the most implemented sustainability activities by the tourism SMEs were cost less and often easy-to-implement activities that mainly emphasised a care for the social factors within the community. These activities are interlinked with the reasons for implementing them. The focus on social sustainability activities shows that the decision makers care for their community and that the reasons within the lifestyle value frame are influencing the decisions. The implementation of the cost less and easy-to-implement activities shows that the reasons within the business frame are also affecting the decision-making. The least implemented sustainability activities were about tangible products, which required financial investments and special knowledge. These requirements are connected to the most influential barriers in the decision-making. The requirement of financial investment reflected the finding of the most influential barrier, which was the lack of money, which belonged to the business frame. The low implementation of the activities that requires a special knowledge relates to a highly influential barrier outside the framework, which was the lack of knowledge.

The tourists' valuation of and demand for sustainability is very positive. The tourists valued sustainability factors highly important, even as much as the general factors, such as the importance of low prices, safety at the destination, and good services. They also seem to be willing to pay more for their holiday, if the extra money was earmarked to sustainability activities. The high valuation of sustainability and a willingness to pay extra for sustainability makes tourism SMEs able to create a competitive advantage by specialising in sustainability and make extra profits. However, we have not seen many tourism SMEs utilising this competitive advantage, which means that the business frame is not as influential as it has the opportunity to be. Few tourists have actively engaged in or asked tourism SMEs about sustainability, so the tourists do not know much about the tourism SMEs current sustainability activities. The lack of knowledge gives decision makers the possibility to initiate a marketing strategy or new communication channels, in order to inform the tourists about their sustainability activities. These initiatives are part of the legitimisation frame. However, the legitimisation frame does not seem to be influential for the decision-making, since so many tourists have not received information. It seems like the tourism SMEs do not feel the need to communicate their many sustainability activities, thus other factors must be influencing the sustainability decision-making. Finally, the results showed that 26% of the tourism SMEs have not implemented certain sustainability activities because the tourists have not asked for it. These tourism SMEs are influenced by the legitimisation or business frame and if the tourists would be more demanding, then we would see these tourism SMEs implement additional sustainability activities. Overall, the tourists has not affected the framework to influence more, but there are possibilities for it to happen in the future.

The residents hold a positive attitude towards the sustainability concept, but the basic factors for living, such as safety, education, and having good facilities in the community, is valued significantly more important than the sustainability factors. The majority of residents would offer their help in sustainability projects that would improve their society, the local natural environment and wildlife, or the local working conditions. The general positive attitude and willingness to help from the residents show that the community's norms and values are supportive towards sustainability. As the decision makers often live in these communities where they work, they are likely to hold the same opinions as their fellow community members. This means that the residents are affecting the lifestyle value frame, as the norms and values belong to this frame, and this frame is therefore more likely to influence the decision makers in implementing sustainability activities. However, there seems to be a gap in the communication between residents and tourism SMEs, as most of the residents are unaware of what the tourism SMEs are doing of sustainable activities. I have previously found that

the improvement of the community is a very important reason for implementing sustainability activities, but the communication of these activities to the residents is apparently not so important. What we can conclude from the missing communication is that it is not so important for the decision makers to promote or advertise their sustainability activities to the residents, which leaves the legitimisation frame being less influential. The implementation of the sustainability activity is more important for the decision makers themselves, as they know they are trying to improve their community. However, it can be argued that it would be beneficial for the decision makers to find out what their community really wanted, so they could target their sustainability activities towards the community needs. If the communication between the residents and the decision makers improved, then it would also lead to an improvement of the quality and an increase in the quantity of the sustainability activities, as so many residents want to help with sustainability projects.

Now when we know what influences the sustainability decision-making, the efforts of policy makers, NGOs, educational institutions, and others can be directed towards the most influential frames, in order to make the tourism SMEs implement additional or more efficient sustainability activities. Overall, the communication between tourism SMEs and their customers and community should be improved, as additional sustainability activities will increase the tourism SMEs earnings, because of the increase in tourists' willingness to pay, and the willingness to help by the residents will improve the effect of the sustainability activities. The government has not helped the tourism SMEs with sustainability activities in the past, so they can start helping the tourism SMEs by offering education about how to benefit from being sustainable, as we found that the lack of knowledge was a major barrier for the implementation of sustainability activities.

# 9.0 Future research

There are various interesting perspectives for future research in tourism SMEs' sustainability agenda in El Salvador. It would be valuable for future studies to interview the decision makers in tourism SMEs in El Salvador, in order to acquire a different perspective on the understanding of the reasons and barriers to implement sustainability activities. By having an open interview structure, one might discover reasons and barriers outside the theoretical framework used in this thesis. It would also be interesting to examine how sustainable tourism SMEs in El Salvador are, as sustainability is a new concept in El Salvador. This could be done through various impact assessment analysis or by examining several sustainability indicators (Mowforth & Munt, 2003). This kind of investigation could reveal how deep the sustainability practices go, and it could benefit the tourism SMEs to become more knowledgeable about what sustainability activities they can implement and how to improve the activities they already work with. The last possible future research opportunity I will mention is related to the government. It would be interesting to study the government's role in sustainability in El Salvador, since I found that the lack of help and support from the government was a very influential barrier. One could investigate which steps the government has taken, what they are doing now, and which actions they need to carry out in the future in order to help the tourism SMEs to become more sustainable.

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# 11.0 Appendices

# Appendices

**Appendix A**

Model to minimise the biases that might occur throughout the processes of designing, selecting, collecting and analysing questionnaires.

| | |
|---|---|
| **Udsendelse af spørgeskema** | Er respondenterne korrekt udvalgt? |

↓

| | |
|---|---|
| **Modtagelse af spørgeskema** | Modtager alle relevante personer skemaet |

↓

| | |
|---|---|
| **Svar** | Hvilken situation er svareren i?<br>Bliver intentionerne med spørgsmålene forstået?<br>Bliver svaret placeret rigtigt i spørgeskemaet?<br>Er svaralternativerne udtømmende? |

↓

| | |
|---|---|
| **Rådata** | Hvor mange svarer?<br>Hvordan er bortfaldet? |

↓

| | |
|---|---|
| **Udarbejdelse af kodeskema** | Kommer mønstret i svarmaterialet til udtryk gennem vor kategorisering af svarene? |

↓

| | |
|---|---|
| **Indlæsning af data** | Er det gjort tilstrækkelig nøjagtigt? |

↓

| | |
|---|---|
| **Præsentation af resultater** | Er vore data blevet overfortolket? |

Modified version of a number of questions you should consider when developing a questionnaire (Andersen, 2008, s. 181).

**Appendix B**
Place, time, date and number of collected surveys

**Visitors:**

| Date | Time | Location | Number | Remarks |
|---|---|---|---|---|
| 25-May | 12:00 | Puerto de La Libertad | 15 | Test |
| 28-May | 13:00 | El Tunco, La Libertad | 11 | |
| 29-May | 13:00 | El Sunzal, La Libertad | 12 | |
| 01-Jun | 10:00 | Cerro verde | 22 | |
| 01-Jun | 14:00 | Juayua, Ruta de las Flores | 27 | |
| 02-Jun | 16:00 | Ataco, Ruta de las Flores | 25 | |
| 03-Jun | 11:00 | Ataco, Ruta de las Flores | 5 | |

**Residents:**

| Date | Time | Location | Number | Remarks |
|---|---|---|---|---|
| 25-May | 12:00 | Puerto de La Libertad | 4 | Test |
| 28-May | 13:00 | El Tunco, La Libertad | 23 | |
| 29-May | 13:00 | El Sunzal, La Libertad | 2 | |
| 01-Jun | 10:00 | Cerro Verde | 9 | |
| 01-Jun | 14:00 | Juayua, Ruta de las flores | 3 | |
| 03-Jun | 11:00 | Ataco, Ruta de las Flores | 21 | |

**Businesses:**

| Date | Time | Location | Number | Remarks |
|---|---|---|---|---|
| 28-May | 13:00 | Puerto de La Libertad | 1 | Test |
| 29-May | 13:00 | El Tunco, La Libertad | 2 | Test |
| 01-Jun | 10:00 | El Sunzal, Cerro Verde | 2 | Test |
| 01-Jun | 14:00 | Juayua, Ruta de las Flores | 2 | Test |
| 03-Jun | 14:00 | Ataco, Ruta de las Flores | 1 | Test |
| 15th to 30th of June | | Online collection – All places | 58 | |

**Appendix C**
Email invitation to decision makers.

Topic: Sustainable tourism in El Salvador
Dear [Name of business/contact person]
My name is Daniel Madsen and I am conducting a study for my thesis at Copenhagen Business School in Denmark. This study is about finding the reasons for why tourism businesses engage in sustainable tourism and what the barriers are in order to implement sustainability activities. I need your help to fill out a questionnaire. The questionnaire is addressed to the managers or owners of this tourism business, so if you would be so kind to forward this mail to the right person, then I would be very happy. If you are the manager or owner of this tourism business, then please take 5 minutes to help me by filling out this questionnaire about tourism.
Please click on the link to access the survey:
http://kwiksurveys.com/s.asp?sid=7ftfktrnwtvc2vb381785
Thank you for your time
Best regards
Daniel A. Madsen

In Spanish:
Tema: Turismo Sostenible en El Salvador
Estimado [nombre de negocio/nombre de gerente]
Mi nombre es Daniel Madsen y me encuentro realizando un estudio sobre turismo sostenible en El Salvador para el Copenhagen Business School en Dinamarca. Este estudio se propone descubrir las razones por las que los negocios turísticos se convierten en sostenibles y cuáles son los obstáculos que enfrentan y que les impiden ser un negocio sostenible en El Salvador. Por ser usted la persona encargada de este negocio, necesitamos 5 minutos de su tiempo para ayudarnos llenando este cuestionario.
Por favor, haga clic en este link para ser redireccionado al cuestionario:
http://kwiksurveys.com/s.asp?sid=7ftfktrnwtvc2vb381785
Muchísimas gracias por su tiempo.
Atentamente, Daniel A. Madsen
Correo: dama12ad@student.cbs.dk
Copenhagen Business School, Dinamarca

**Appendix D**
Pictures of micro businesses in El Salvador



Watermelon sale by the road.



Ceviche stall by the harbour in Puerto de la Libertad.





Several micro businesses. One selling earrings, another selling ice cream, a third selling coloured flat bread. The special bag mentioned in section 5.1 is seen above.

**Appendix E**

Questionnaire to decision makers in both English and Spanish.

Dear respondent, this is a questionnaire to the decision makers in small tourism businesses and the topic is about sustainability. Sustainability consists of three elements: environmental, social and economic factors. The questionnaire is divided into three parts, the first part is about what kind of sustainability activities your business do, the second part is about why you are/are not doing various sustainability activities, and the final part is about you and your business characteristics. The questionnaire is completely anonymously.

Are you the manager or owner of this business?          Yes ☐          No ☐

In the following table, we state activities, which businesses can do to become more sustainable. You are kindly asked to say if the statements are true to your business practices or not.

| Environmental activities | True | False | Not applicable |
|---|---|---|---|
| 2.01 We minimise our electricity usage | | | |
| 2.02 We minimise our water usage | | | |
| 2.03 We recycle our waste | | | |
| 2.04 We use renewable energy, such as solar panels | | | |
| 2.05 We encourage our customers to be environmentally friendly at our property or in the nature | | | |
| 2.06 We use organic products | | | |
| 2.07 We give contributions to environmental or wildlife conservation programs | | | |
| | | | |
| **Social activities** | | | |
| 2.08 We give contributions to local community development projects, heritage conservation programs or social charities | | | |
| 2.09 We encourage our customers to contribute to social projects and charities | | | |
| 2.10 We promote gender equality in our employment practices | | | |
| 2.11 We have facilities for disabled people | | | |
| 2.12 We seek to balance work and family life for our employees | | | |
| | | | |
| **Economic activities** | | | |
| 2.13 We choose local staff whenever it is possible | | | |
| 2.14 We have salaries above industry average or additional benefits for our employees | | | |
| 2.15 We have training programs to educate our employees | | | |
| 2.16 We choose local suppliers whenever possible | | | |
| 2.17 We encourage customers to consume or buy local products | | | |

Do you do other activities that you find related to being sustainable? If yes, please state them:

_____

Why have you done one or more of the sustainability activities above?

| Reasons | True | False | Not applicable |
|---|---|---|---|
| 3.01 Because of personal reasons | | | |
| 3.02 Because of religious reasons | | | |
| 3.03 Because I want to protect the environment or wildlife | | | |
| 3.04 Because I want to improve the community | | | |
| 3.05 Because our customers asked for it | | | |
| 3.06 Because our employees want us to do it | | | |
| 3.07 Because legal requirements demand us to do it | | | |
| 3.08 Because tour operators require us to do it | | | |
| 3.09 Because we obtain subsidies or grants from the government by doing it | | | |
| 3.10 Because of a marketing strategy or improved reputation | | | |
| 3.11 Because we can save money by doing it | | | |
| 3.12 Because it improves our efficiency | | | |
| 3.13 Because it was easy to implement | | | |

Is there any other reason for why you did the sustainability activities? If yes, please list them here:
_____

What are the barriers that prevents you from doing more of the above-mentioned sustainable activities?

| Barriers | True | False | Not Applicable |
|---|---|---|---|
| 4.01 Because we do not have the money | | | |
| 4.02 Because we do not have the time | | | |
| 4.03 Because I am not motivated to implement these sustainability activities | | | |
| 4.04 Because our customers have not asked for it | | | |
| 4.05 Because no one will value it | | | |
| 4.06 Because the government does not require us to do it | | | |
| 4.07 Because there is no help or support from the government to do it | | | |
| 4.08 Because I do not know how to do it | | | |
| 4.09 Because there is too much competition for us to be able to make changes | | | |
| 4.10 Because doing these sustainability activities will not increase our profits | | | |
| 4.11 Because these sustainability activities are only something the rich businesses do | | | |

Is there any other reason for why you did not do the sustainability activities? If yes, please list them here:
_____

Have you witnessed changes in the sustainability practices within the industry during the last 5 years?

Yes ☐ No ☐

If yes, which kind of changes?

_____
_____

Do you expect the sustainability practices within the industry to change in the next 5 years?

Yes ☐ No ☐

If yes, which kind of changes do you think will happen?

_____
_____

What is your gender? Male ☐ Female ☐

What is your age?

| Years | Under 30 | 30-40 | 41-50 | 51-60 | Above 60 |
|---|---|---|---|---|---|
| Put an X | | | | | |

What is your level of education?

| Level | No education | Elementary school | High School | University - Bachelor | University - Master |
|---|---|---|---|---|---|
| Put an X | | | | | |

What type is this business? (Put more X if you have more than one main business)

| Type | Shop | Restaurant/Bar | Accommodation | Tour operator | Transport | Other |
|---|---|---|---|---|---|---|
| Put an X | | | | | | |

How many people, including yourself, part time employees and seasonal workers, are employed in this business?

| Number | 1 - 10 | 10 to 50 | 50 to 100 | More than 100 |
|---|---|---|---|---|
| Put an X | | | | |

What is the monthly turnover of this business?

| Amount | Below $5.700 | $5.700 - $57.000 | $57.000 - $114.000 | More than $114.000 | I do not know |
|---|---|---|---|---|---|
| Put an X | | | | | |

How old is this business?

| Years | Below 5 | 6 - 10 | 11 – 20 | More than 20 |
|---|---|---|---|---|
| Put an X | | | | |

Thank you very much for your time and answers. You are free to ask or mail me any question at: dama12ad@student.cbs.dk

_____

**In spanish:**

Estimado encargado, este es un cuestionario dirigido a las personas que toman las decisiones en empresas de turismo, donde se abordará el tema de la sostenibilidad. La sostenibilidad consiste en tres elementos: factores medio ambientales, sociales y económicos. El cuestionario está dividido en tres partes, la primera es sobre qué actividades sostenibles practican en su negocio, la segunda es sobre por qué hace o no hace estas actividades sostenibles y la parte final es sobre usted y las características de su negocio. Este cuestionario es anónimo.

**¿Es usted el gerente o el dueño de este negocio?**  Sí ☐  No ☐

**En el siguiente cuadro nombramos actividades que los negocios pueden realizar para ser más sostenibles. Cordialmente le pedimos marque las actividades que son acordes a las prácticas de su negocio o no.**

| Actividades medio ambientales | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Hemos minimizado el uso de nuestra electricidad | | | |
| Hemos minimizado el uso del agua | | | |
| Reciclamos nuestra basura | | | |
| Usamos energía renovable, como paneles solares | | | |
| Incentivamos a nuestros clientes a respetar el medio ambiente en nuestra propiedad o afuera, en la naturaleza | | | |
| Utilizamos productos orgánicos | | | |
| Contribuimos a programas de conservación del medio ambiente o de protección animal | | | |
| **Actividades sociales** | | | |
| Contribuimos a proyectos de desarrollo comunitario, conservación de patrimonio cultural u obras de caridad | | | |
| Incentivamos a nuestros clientes a contribuir a iniciativas sociales o de caridad | | | |
| Promovemos la igualdad de género a la hora de contratar y promover a nuestros empleados | | | |
| Tenemos facilidades para personas con discapacidad | | | |
| Buscamos encontrar balance entre la vida laboral y familiar de nuestros empleados | | | |
| **Actividades económicas** | | | |
| Contratamos a locales siempre que sea posible | | | |
| Nuestros empleados tienen un salario más alto que el promedio de la industria o tienen beneficios adicionales | | | |
| Tenemos programas de entrenamiento de personal | | | |
| Escogemos proveedores locales siempre que sea posible | | | |
| Incentivamos a nuestros clientes a consumir o comprar productos locales | | | |

¿Realizan otras actividades que consideran relacionadas a la sostenibilidad? Si la respuesta es positiva, descríbalas:

_____

**¿Por qué ha realizado una o más de las actividades sostenibles antes mecionadas?**

| Razones | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Por razones personales | | | |
| Por razones religiosas | | | |
| Porque quiero proteger al medio ambiente o la vida animal | | | |
| Porque quiero mejorar a la comunidad | | | |
| Porque nuestros clientes lo piden | | | |
| Porque nuestros empleados quieren que lo hagamos | | | |
| Porque las leyes nos obligan a hacerlo | | | |
| Porque las agencias operadoras de turismo nos obliga | | | |
| Porque obetenemos subsidio o subvenciones del gobierno si lo hacemos | | | |
| Porque es una estrategia de mercadeo o nos da buena reputación | | | |
| Porque nos ahorra dinero | | | |
| Porque nos hace más eficientes | | | |
| Porque fue fácil de implementar | | | |

¿Hay otras razones por las que realizan estas actividades sostenibles? Si la respuesta es positiva, descríbalas:

_____

**¿Cuáles son las barreras que te impiden realizar más de las actividades sostenibles antes mencionados?**

| Razones | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Porque no tenemos el dinero | | | |
| Porque no tenemos tiempo | | | |
| Porque no estoy motivado a implementar estas actividades sostenibles | | | |
| Porque nuestros clientes no lo han pedido | | | |
| Porque nadie lo valorará | | | |
| Porque el gobierno no nos obliga a hacerlas | | | |
| Porque no existe ayuda de parte del gobierno | | | |
| Porque no sé cómo realizarlas | | | |
| Porque tenemos demasiada competencia como para estar haciendo cambios | | | |
| Porque al hacer todas estas actividades sostenibles no tendremos más ganancias | | | |
| Porque estas actividades sostenibles son algo que sólo las grandes empresas hacen | | | |

¿Hay otra razón por la que no realizan estas actividades sostenibles? Si la respuesta es positiva, descríbalas:

_____

_____

X

Para esta última parte, marque con una X la respuesta que más aplique

**¿Ha notado cambios en las prácticas de sostenibilidad de su industria durante los últimos 5 años en El Salvador?**   Sí ☐      No ☐

Si la respuesta es positiva, descríbalos:

_____

_____

**¿Usted cree que las prácticas de sostenibilidad en la industria salvadoreña cambien en los próximos 5 años?**   Sí ☐      No ☐

Si la respuesta es positiva, ¿qué tipo de cambios cree que habrá?

_____

_____

**¿Cuál es su género?**      Masculino ☐      Femenino ☐

**¿Cuál es su edad?**

| Años | Menos de 30 | 31-40 | 41-50 | 51-60 | Más de 60 |
|------|-------------|-------|-------|-------|-----------|
| X |  |  |  |  |  |

**¿Cuál es su nivel de educación?**

| Nivel | Ninguna Educación | Educación Básica | Bachillerato | Educación Superior | Maestría |
|-------|-------------------|------------------|--------------|--------------------|----------|
| X |  |  |  |  |  |

**¿Qué tipo de negocio administra?** (seleccione más de una opción si aplica)

| Tipo | Tienda | Restaurante/Bar | Acomodación | Operador de Turismo | Transporte | Otros |
|------|--------|-----------------|-------------|---------------------|------------|-------|
| X |  |  |  |  |  |  |

**¿Cuántas personas, incluyéndolo a usted, a trabajadores de medio tiempo y empleados de temporada, trabajan en su negocio?**

| Número | 1 - 10 | 11 - 50 | 51 - 100 | Más de 100 |
|--------|--------|---------|----------|------------|
| X |  |  |  |  |

**¿Cuánto es la venta total mensual de su negocio?**

| Cantidad | Menos de $5.700 | $5.700 - $57.000 | $57.000 - $114.000 | Más de $114.000 | No sé |
|----------|-----------------|------------------|--------------------|-----------------|-------|
| X |  |  |  |  |  |

**¿Cuántos años tiene su negocio?**

| Años | Menos de 5 | 6 - 10 | 11 – 20 | Más de 20 |
|------|------------|--------|---------|-----------|
| X |  |  |  |  |

Muchas gracias por su tiempo y respuestas. Siéntase libre de hacerme cualquier pregunta y comentario o enviarmelos a:  dama12ad@student.cbs.dk
http://kwiksurveys.com/s.asp?sid=7ftfktrnwtvc2vb381785

This is how it looked in the online format:

## Actividades

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Estimado encargado, este es un cuestionario dirigido a las personas que toman las decisiones en empresas de turismo, donde se abordará el tema de la sostenibilidad. La sostenibilidad consiste en tres elementos: factores medio ambientales, sociales y económicos. El cuestionario está dividido en tres partes, la primera es sobre qué actividades sostenibles practican en su negocio, la segunda es sobre por qué hace o no hace estas actividades sostenibles y la parte final es sobre usted y las características de su negocio. Este cuestionario es anónimo.

1   ¿Es usted el gerente o el dueño de este negocio?

   ○ Sí
   ○ No

2   En el siguiente cuadro nombramos actividades que los negocios pueden realizar para ser más sostenibles. Cordialmente le pedimos marque las actividades que son acordes a las prácticas de su negocio o no.

| | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Hemos minimizado el uso de nuestra electricidad | ○ | ○ | ○ |
| Hemos minimizado el uso del agua | ○ | ○ | ○ |
| Reciclamos nuestra basura | ○ | ○ | ○ |
| Usamos energía renovable, como paneles solares | ○ | ○ | ○ |
| Incentivamos a nuestros clientes a respetar hora de contratar y promover a nuestros empleados | ○ | ○ | ○ |
| Tenemos facilidades para personas con discapacidad | ○ | ○ | ○ |
| Buscamos encontrar balance entre la vida laboral y familiar de nuestros empleados | ○ | ○ | ○ |
| Contratamos a locales siempre que sea posible | ○ | ○ | ○ |
| Nuestros empleados tienen un salario más alto que el promedio de la industria o tienen beneficios adicionales | ○ | ○ | ○ |
| Tenemos programas de entrenamiento de personal | ○ | ○ | ○ |
| Escogemos proveedores locales siempre que sea posible | ○ | ○ | ○ |
| Incentivamos a nuestros clientes a consumir o comprar productos locales | ○ | ○ | ○ |

3   ¿Realizan otras actividades que consideran relacionadas a la sostenibilidad? Si la respuesta es positiva, descríbalas:

Pàgina siguiente = Next page

Next Page

**Razones**

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4   ¿Por qué ha realizado una o más de las actividades sostenibles antes mecionadas?

| | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Por razones personales | ○ | ○ | ○ |
| Por razones religiosas | ○ | ○ | ○ |
| Porque quiero proteger al medio ambiente o la vida animal | ○ | ○ | ○ |
| Porque quiero mejorar a la comunidad | ○ | ○ | ○ |
| Porque nuestros clientes lo piden | ○ | ○ | ○ |
| Porque nuestros empleados quieren que lo hagamos | ○ | ○ | ○ |
| Porque las leyes nos obligan a hacerlo | ○ | ○ | ○ |
| Porque las agencias operadoras de turismo nos obliga | ○ | ○ | ○ |
| Porque obetenemos subsidio o subvenciones del gobierno si lo hacemos | ○ | ○ | ○ |
| Porque es una estrategia de mercadeo o nos da buena reputación | ○ | ○ | ○ |
| Porque nos ahorra dinero | ○ | ○ | ○ |
| Porque nos hace más eficientes | ○ | ○ | ○ |
| Porque fue fácil de implementar | ○ | ○ | ○ |

5   ¿Hay otras razones por las que realizan estas actividades sostenibles? Si la respuesta es positiva, descríbalas:

[                    ]

6   ¿Cuáles son las barreras que te impiden realizar más de las actividades sostenibles antes mencionados?

| | Verdadero | Falso | No Aplica |
|---|---|---|---|
| Porque no tenemos el dinero | ○ | ○ | ○ |
| Porque no tenemos tiempo | ○ | ○ | ○ |
| Porque no estoy motivado a implementar estas actividades sostenibles | ○ | ○ | ○ |
| Porque nuestros clientes no lo han pedido | ○ | ○ | ○ |
| Porque nadie lo valorará | ○ | ○ | ○ |
| Porque el gobierno no nos obliga a hacerlas | ○ | ○ | ○ |
| Porque no existe ayuda de parte del gobierno | ○ | ○ | ○ |
| Porque nuestros clientes no lo han pedido | ○ | ○ | ○ |
| Porque nadie lo valorará | ○ | ○ | ○ |
| Porque el gobierno no nos obliga a hacerlas | ○ | ○ | ○ |
| Porque no existe ayuda de parte del gobierno | ○ | ○ | ○ |
| Porque no sé cómo realizarlas | ○ | ○ | ○ |
| Porque tenemos demasiada competencia como para estar haciendo cambios | ○ | ○ | ○ |
| Porque al hacer todas estas actividades sostenibles no tendremos más ganancias | ○ | ○ | ○ |
| Porque estas actividades sostenibles son algo que sólo las grandes empresas hacen | ○ | ○ | ○ |

7   ¿Hay otra razón por la que no realizan estas actividades sostenibles? Si la respuesta es positiva, descríbalas:

[                    ]

Página siguiente = Next Page

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XIII

## Pasado y Futuro

**CBS** COPENHAGEN BUSINESS SCHOOL

8  **¿Ha notado cambios en las prácticas de sostenibilidad de su industria durante los últimos 5 años en El Salvador?**

○ Sí

○ No

9  Si la respuesta es positiva, descríbalos:

[text box]

10  **¿Usted cree que las prácticas de sostenibilidad en la industria salvadoreña cambien en los próximos 5 años?**

○ Sí

○ No

11  Si la respuesta es positiva, ¿qué tipo de cambios cree que habrá?

[text box]

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## Información

**CBS** COPENHAGEN BUSINESS SCHOOL

12  **¿Cuál es su género?**

○ Masculino

○ Femenino

13  **¿Cuál es su edad?**

○ Menos de 30

○ 31-40

○ 41-50

○ 51-60

○ Más de 60

14  **¿Cuál es su nivel de educación?**

○ Ninguna Educación

○ Educación Básica

○ Bachillerato

○ Educación Superior

○ Maestría

16  ¿Cuántas personas, incluyéndolo a usted, a trabajadores de medio tiempo y
    empleados de temporada, trabajan en su negocio?

    ○ 1 - 10

    ○ 11 - 50

    ○ 51 - 100

    ○ Màs de 100

17  ¿Cuánto es la venta total mensual de su negocio?

    ○ Menos de $5.700

    ○ $5.700 - $57.000

    ○ $57.000 - $114.000

    ○ Màs de $114.000

    ○ No sé

18  ¿Cuántos años tiene su negocio?

    ○ Menos de 5

    ○ 6 - 10

    ○ 11 – 20

    ○ Màs de 20

Finalizar encuesta = Finish Survey

[Previous Page]  [Finish Survey]

Gracias, usted ha completado este cuestionario

CBS ▧ COPENHAGEN BUSINESS SCHOOL

Muchas gracias por su tiempo y respuestas. Siéntase libre de hacerme cualquier pregunta y
comentario o enviármelos a: dama12ad@student.cbs.dk

Thank you, you have completed this survey.

Appendix F
Weights and calculation example

| Frame | Question number | Question | Number of total answers | Number of N/A answers | Weight |
|---|---|---|---|---|---|
| Lifestyle values | 3.01 | Because of personal reasons | 57 | 0 | 1 in 57 cases |
| | 3.03 | Because I want to protect the environment or wildlife | 57 | 1 | 1 in 56 cases, 0 in 1 case |
| | 3.04 | Because I want to improve the community | 57 | 1 | 1 in 56 cases, 0 in 1 case |
| Business | 3.09 | Because we obtain subsidies or grants from the government by doing it | 57 | 5 | 1 in 52 cases, 0 in 5 cases |
| | 3.11 | Because we can save money by doing it | 57 | 3 | 1 in 54 cases, 0 in 3 cases |
| | 3.12 | Because it improves our efficiency | 57 | 0 | 1 in 57 cases |
| Legitimisation | 3.05 | Because our customers asked for it | 57 | 5 | 1 in 52 cases, 0 in 5 cases |
| | 3.06 | Because our employees want us to do it | 57 | 8 | 1 in 49 cases, 0 in 8 cases |
| | 3.07 | Because legal requirements demand us to do it | 57 | 7 | 1 in 50 cases, 0 in 7 cases |
| | 3.08 | Because tour operators require us to do it | 57 | 7 | 1 in 50 cases, 0 in 7 cases |
| | 3.10 | Because of a marketing strategy or improved reputation | 57 | 3 | 1 in 54 cases, 0 in 3 cases |
| | 3.11 | Because it was easy to implement | 57 | 3 | 1 in 54 cases, 0 in 3 cases |

Example of calculation using the lifestyle value numbers:

| Original answers from a respondent | | | | Value in calculation | | | | Combined value | Weight | Value of frame for this respondent |
|---|---|---|---|---|---|---|---|---|---|---|
| Q4-1 | Q4-2 | Q4-3 | Q4-4 | Q4-1 | Q4-2 | Q4-3 | Q4-4 | 1 + 0 + 1 | Q4-1 + Q4-3 + Q4-4 | 2/3 |
| 1 (Yes) | 3 (N/A) | 2 (No) | 1 (Yes) | 1 | Excluded | 0 | 1 | 2 | 3 | 0.66 |

Appendix H

**Statistics**

Reasons_components

| N | Valid | 57 |
|---|---|---|
| | Missing | 0 |
| Mean | | 5.4737 |
| Median | | 6.0000 |
| Mode | | 6.00 |
| Range | | 8.00 |
| Minimum | | 1.00 |
| Maximum | | 9.00 |

**Reasons_components**
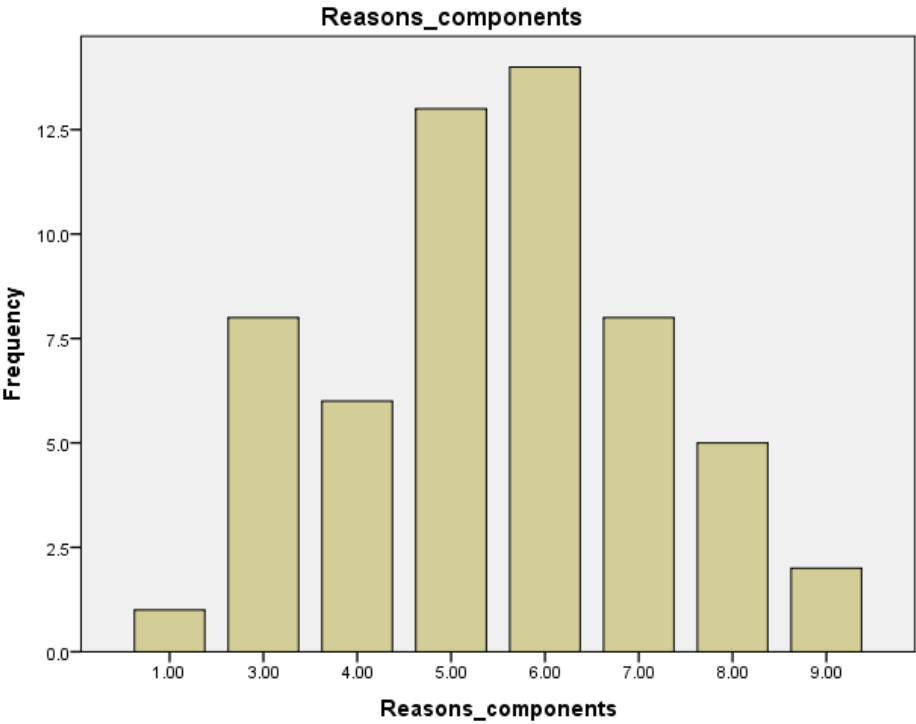
## Appendix I

One way repeated measures ANOVA for reasons

**Within-Subjects Factors**

Measure: MEASURE_1

| Influence_Reasons | Dependent Variable |
|---|---|
| 1 2 3 | Bus Legitimisation Life |

**Descriptive Statistics**

|  | Mean | Std. Deviation | N |
|---|---|---|---|
| Bus Legitimisation Life | .4418 .3132 .9011 | .29769 .25189 .24323 | 57 57 57 |

**Multivariate Tests[a]**

| Effect | | Value | F | Hypothesis df | Error df | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| Influence_Reasons | Pillai's Trace | .750 | 82.610[b] | 2.000 | 55.000 | .000 | .750 |
|  | Wilks' Lambda | .250 | 82.610[b] | 2.000 | 55.000 | **.000** | **.750** |
|  | Hotelling's Trace | 3.004 | 82.610[b] | 2.000 | 55.000 | .000 | .750 |
|  | Roy's Largest Root | 3.004 | 82.610[b] | 2.000 | 55.000 | .000 | .750 |

a. Design: Intercept Within Subjects Design: Influence_Reasons
b. Exact statistic

**Pairwise Comparisons**

Measure: MEASURE_1

| (I) Influence_Reasons | (J) Influence_Reasons | Mean Difference (I-J) | Std. Error | Sig.[b] | 95% Confidence Interval for Difference[b] | |
|---|---|---|---|---|---|---|
|  |  |  |  |  | Lower Bound | Upper Bound |
| 1 | 2 | .129[*] | .039 | **.005** | .033 | .224 |
|  | 3 | -.459[*] | .049 | **.000** | -.580 | -.339 |
| 2 | 1 | -.129[*] | .039 | **.005** | -.224 | -.033 |
|  | 3 | -.588[*] | .045 | **.000** | -.700 | -.476 |
| 3 | 1 | .459[*] | .049 | **.000** | .339 | .580 |
|  | 2 | .588[*] | .045 | **.000** | .476 | .700 |

Based on estimated marginal means
*. The mean difference is significant at the .05 level.
b. Adjustment for multiple comparisons: Bonferroni.

**Appendix J**

| Frame | Question number | Question | Number of total answers | Number of N/A answers | Weight |
|---|---|---|---|---|---|
| Lifestyle values | 4.03 | Because I am not motivated to implement these sustainability activities | 57 | 4 | 1 in 53 cases, 0 in 4 cases |
| | 4.11 | Because these sustainability activities are only something the rich businesses do | 57 | 0 | 1 in 57 cases |
| Business | 4.01 | Because we do not have the money | 57 | 0 | 1 in 57 cases |
| | 4.02 | Because we do not have the time | 57 | 2 | 1 in 55 cases, 0 in 2 cases |
| | 4.07 | Because there is no help or support from the government to do it | 57 | 2 | 1 in 55 cases, 0 in 2 cases |
| | 4.10 | Because doing these sustainability activities will not increase our profits | 57 | 0 | 1 in 57 cases |
| Legitimisation | 4.04 | Because our customers have not asked for it | 57 | 3 | 1 in 54 cases, 0 in 3 cases |
| | 4.05 | Because no one will value it | 57 | 1 | 1 in 56 cases, 0 in 1 case |
| | 4.06 | Because the government does not require us to do it | 57 | 7 | 1 in 50 cases, 0 in 7 cases |
| | 4.08 | Because I do not know how to do it | 57 | 2 | 1 in 55 cases, 0 in 2 cases |
| | 4.09 | Because there is too much competition for us to be able to make changes | 57 | 1 | 1 in 56 cases, 0 in 1 case |

# Appendix K

**Statistics**

Barriers_components

| N | Valid | 57 |
|---|---|---|
| | Missing | 43 |
| Mean | | 3.1228 |
| Median | | 3.0000 |
| Mode | | 2.00 |
| Std. Deviation | | 2.07941 |
| Variance | | 4.324 |
| Range | | 9.00 |
| Minimum | | .00 |
| Maximum | | 9.00 |



Barriers_components
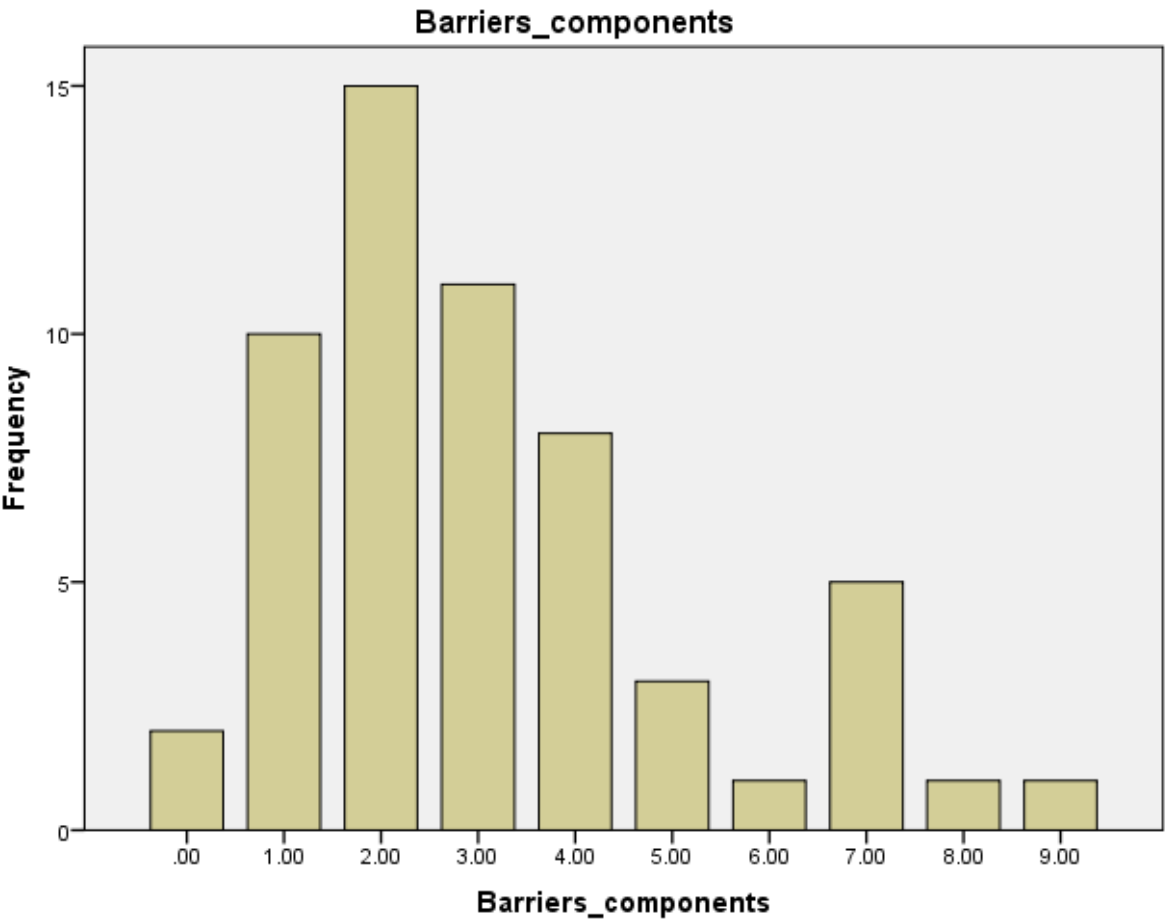
## Appendix L

**Within-Subjects Factors**

Measure: MEASURE_1

| Barriers_influence | Dependent Variable |
|---|---|
| 1 | Business_barrier |
| 2 | Legi_barrier |
| 3 | Lifestyle_barrier |

**Descriptive Statistics**

| | Mean | Std. Deviation | N |
|---|---|---|---|
| Business_barrier | .4823 | .21933 | 57 |
| Legi_barrier | .2189 | .26622 | 57 |
| Lifestyle_barrier | .1053 | .24526 | 57 |

**Multivariate Tests[a]**

| Effect | | Value | F | Hypothesis df | Error df | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| Barriers_influence | Pillai's Trace | .665 | 54.628[b] | 2.000 | 55.000 | .000 | .665 |
| | Wilks' Lambda | .335 | 54.628[b] | 2.000 | 55.000 | **.000** | **.665** |
| | Hotelling's Trace | 1.986 | 54.628[b] | 2.000 | 55.000 | .000 | .665 |
| | Roy's Largest Root | 1.986 | 54.628[b] | 2.000 | 55.000 | .000 | .665 |

a. Design: Intercept
b. Exact statistic

**Pairwise Comparisons**

Measure: MEASURE_1

| (I) Barriers_influence | (J) Barriers_influence | Mean Difference (I-J) | Std. Error | Sig.[b] | 95% Confidence Interval for Difference[b] | |
|---|---|---|---|---|---|---|
| | | | | | Lower Bound | Upper Bound |
| 1 | 2 | .263[*] | .034 | **.000** | .180 | .347 |
| | 3 | .377[*] | .036 | **.000** | .289 | .465 |
| 2 | 1 | -.263[*] | .034 | **.000** | -.347 | -.180 |
| | 3 | .114[*] | .028 | **.000** | .046 | .182 |
| 3 | 1 | -.377[*] | .036 | **.000** | -.465 | -.289 |
| | 2 | -.114[*] | .028 | **.000** | -.182 | -.046 |

Based on estimated marginal means
*. The mean difference is significant at the .05 level.
b. Adjustment for multiple comparisons: Bonferroni.

## Appendix M

**Ranks**

| | | N | Mean Rank | Sum of Ranks |
|---|---|---|---|---|
| Sustainability - Control | Negative Ranks | 32[a] | 28.63 | 916.00 |
| | Positive Ranks | 24[b] | 28.33 | 680.00 |
| | Ties | 46[c] | | |
| | Total | 102 | | |
| Environment - Control | Negative Ranks | 28[d] | 28.63 | 801.50 |
| | Positive Ranks | 29[e] | 29.36 | 851.50 |
| | Ties | 45[f] | | |
| | Total | 102 | | |
| Social - Control | Negative Ranks | 24[g] | 27.75 | 666.00 |
| | Positive Ranks | 31[h] | 28.19 | 874.00 |
| | Ties | 47[i] | | |
| | Total | 102 | | |
| Economic - Control | Negative Ranks | 52[j] | 41.00 | 2132.00 |
| | Positive Ranks | 25[k] | 34.84 | 871.00 |
| | Ties | 25[l] | | |
| | Total | 102 | | |
| Social - Environment | Negative Ranks | 16[m] | 20.50 | 328.00 |
| | Positive Ranks | 24[n] | 20.50 | 492.00 |
| | Ties | 62[o] | | |
| | Total | 102 | | |
| Economic - Environment | Negative Ranks | 50[p] | 36.55 | 1827.50 |
| | Positive Ranks | 19[q] | 30.92 | 587.50 |
| | Ties | 33[r] | | |
| | Total | 102 | | |
| Economic - Social | Negative Ranks | 52[s] | 36.04 | 1874.00 |
| | Positive Ranks | 17[t] | 31.82 | 541.00 |
| | Ties | 33[u] | | |
| | Total | 102 | | |

a. Sustainability < Control   g. Social < Control   m. Social < Environment
b. Sustainability > Control   h. Social > Control   n. Social > Environment
c. Sustainability = Control   i. Social = Control   o. Social = Environment
d. Environment < Control   j. Economic < Control   p. Economic < Environment
e. Environment > Control   k. Economic > Control   q. Economic > Environment
f. Environment = Control   l. Economic = Control   r. Economic = Environment
s. Economic < Social   t. Economic > Social   u. Economic = Social

**Test Statistics[a]**

| | Sustainability - Control | Environment - Control | Social - Control | Economic - Control | Social - Environment | Economic - Environment | Economic - Social |
|---|---|---|---|---|---|---|---|
| Z | -1.066[b] | -.217[c] | -.964[c] | -3.370[b] | -1.265[c] | -3.923[b] | -4.203[b] |
| Asymp. Sig. (2-tailed) | .287 | .828 | .335 | **.001** | .206 | **.000** | **.000** |

a. Wilcoxon Signed Ranks Test
b. Based on positive ranks.
c. Based on negative ranks.

## Appendix N

**Test Statistics[a]**

| | Environmental - Control | Social - Control | Economic - Control | Sustainability - Control | Social - Environmental | Economic - Environmental | Economic - Social |
|---|---|---|---|---|---|---|---|
| Z | -4.492[b] | -2.837[b] | -4.284[b] | -4.660[b] | -2.329[c] | -1.677[b] | -3.122[b] |
| Asymp. Sig. (2-tailed) | **.000** | **.005** | **.000** | **.000** | **.020** | .094 | **.002** |

a. Wilcoxon Signed Ranks Test
b. Based on positive ranks.
c. Based on negative ranks.

**Ranks**

| | | N | Mean Rank | Sum of Ranks |
|---|---|---|---|---|
| Environmental - Control | Negative Ranks | 37[a] | 25.70 | 951.00 |
| | Positive Ranks | 9[b] | 14.44 | 130.00 |
| | Ties | 4[c] | | |
| | Total | 50 | | |
| Social - Control | Negative Ranks | 26[d] | 17.79 | 462.50 |
| | Positive Ranks | 8[e] | 16.56 | 132.50 |
| | Ties | 16[f] | | |
| | Total | 50 | | |
| Economic - Control | Negative Ranks | 37[g] | 21.45 | 793.50 |
| | Positive Ranks | 5[h] | 21.90 | 109.50 |
| | Ties | 8[i] | | |
| | Total | 50 | | |
| Sustainability - Control | Negative Ranks | 41[j] | 26.35 | 1080.50 |
| | Positive Ranks | 8[k] | 18.06 | 144.50 |
| | Ties | 1[l] | | |
| | Total | 50 | | |
| Social - Environmental | Negative Ranks | 14[m] | 18.96 | 265.50 |
| | Positive Ranks | 28[n] | 22.77 | 637.50 |
| | Ties | 8[o] | | |
| | Total | 50 | | |
| Economic - Environmental | Negative Ranks | 25[p] | 25.54 | 638.50 |
| | Positive Ranks | 19[q] | 18.50 | 351.50 |
| | Ties | 6[r] | | |
| | Total | 50 | | |
| Economic - Social | Negative Ranks | 26[s] | 20.42 | 531.00 |
| | Positive Ranks | 10[t] | 13.50 | 135.00 |
| | Ties | 14[u] | | |
| | Total | 50 | | |

a. Environmental < Control
b. Environmental > Control
c. Environmental = Control
d. Social < Control
e. Social > Control
f. Social = Control
g. Economic < Control
h. Economic > Control
i. Economic = Control
j. Sustainability < Control
k. Sustainability > Control
l. Sustainability = Control
m. Social < Environmental
n. Social > Environmental
o. Social = Environmental
p. Economic < Environmental
q. Economic > Environmental
r. Economic = Environmental
s. Economic < Social
t. Economic > Social
u. Economic = Social

**Appendix O**

| Institutions | Micro | Small | Medium |
|---|---|---|---|
| CONAMYPE | Employees: max 10<br>Monthly turnover: max $5.714 | Employees: max. 50<br>Monthly turnover: between $5.714 and $57.142 | - |
| FUSADES (PROPEMI) | Employees: 1 to 10<br>Monthly turnover: max $5.714 | Employees: 10 to 50<br>Monthly turnover: between $5.714 and $57.142 | Employees: 50 to 100<br>Monthly turnover: max $114.285 |
| FUSADES (DEES) | Employees: 1 to 10<br>Monthly turnover: max $11.423 | Employees: 11 to 19<br>Monthly turnover: between $11.423 and $85.714 | Employees: 20 to 99<br>Monthly turnover: max $228.571 |
| INSAFORP | Employees: 1 to 10 | Employees: 11 to 49 | Employees: 50 to 99 |
| SWISSCONTACT | Employees: 1 to 10 | Employees: 11 to 50 | Employees: 51 to 100 |
| BMI | Employees: max 10<br>Monthly turnover: max $5.714 | Employees: 11 to 49<br>Monthly turnover: between $5.714 and $57.142 | Employees: 50 to 199<br>Monthly turnover: max $380.000 |
| Banco Interamericano de Desarollo | Employees: 1 to 10 | Employees: 11 to 99 | - |

Source: Translation of Cuadro no 2, in Martinez and Beltran, 2002.

# Appendix P

**Test Statistics<sup>a,b</sup>**

|  | Q41 | Q42 | Q43 | Q44 | Q45 | Q46 | Q47 | Q48 | Q49 | Q410 | Q411 | Q412 | Q413 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | 1.576 | .481 | 1.608 | 2.168 | 5.704 | 3.480 | 5.144 | 5.381 | 1.522 | 2.397 | 2.729 | 7.517 | 3.203 |
| df | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Asymp. Sig. | .665 | .923 | .658 | .538 | .127 | .323 | .162 | .146 | .677 | .494 | .435 | .057 | .361 |

a. Kruskal Wallis Test
b. Grouping Variable: Education

## Appendix Q

**Test Statistics<sup>a,b</sup>**

| | Q61 | Q62 | Q63 | Q64 | Q65 | Q66 | Q67 | Q68 | Q69 | Q610 | Q611 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | .732 | 2.914 | 4.880 | 2.417 | 2.619 | 3.577 | 6.759 | 7.295 | 4.320 | 1.845 | 9.204 |
| df | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Asymp. Sig. | .866 | .405 | .181 | .490 | .454 | .311 | .080 | .063 | .229 | .605 | **.027** |

a. Kruskal Wallis Test
b. Grouping Variable: Education

**Ranks**

| | Education | N | Mean Rank |
|---|---|---|---|
| | 2.0 | 3 | 13.83 |
| | 3.0 | 13 | 26.04 |
| Q611 | 4.0 | 34 | 30.03 |
| | 5.0 | 6 | 32.50 |
| | Total | 56 | |

| Education | | Q611 |
|---|---|---|
| 2.0 | N | 3 |
| | Median | 1.000 |
| 3.0 | N | 13 |
| | Median | 2.000 |
| 4.0 | N | 34 |
| | Median | 2.000 |
| 5.0 | N | 6 |
| | Median | 2.000 |
| Total | N | 56 |
| | Median | 2.000 |

# Appendix R

| | Q41 | Q42 | Q43 | Q44 | Q45 | Q46 | Q47 | Q48 | Q49 | Q410 | Q411 | Q412 | Q413 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | 8.088 | 6.992 | 7.615 | 11.41 | 6.165 | 1.386 | 3.180 | 1.506 | .000 | 4.569 | 6.026 | 5.369 | 3.047 |
| df | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Asymp. Sig. | .088 | .136 | .107 | .202 | .187 | .847 | .528 | .826 | 1.000 | .334 | .197 | .252 | .550 |

Test Statistics [a b]

| | Q61 | Q62 | Q63 | Q64 | Q65 | Q66 | Q67 | Q68 | Q69 | Q610 | Q611 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | 6.072 | 9.470 | 1.510 | 7.043 | .730 | 4.812 | .964 | .870 | 10.712 | 4.254 | 4.191 |
| df | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Asymp. Sig. | .194 | .055 | .825 | .134 | .948 | .307 | .915 | .929 | .300 | .373 | .381 |

a. Kruskal Wallis Test
b. Grouping Variable: Age

## Appendix S

*Reasons:*

**Test Statistics**[a,b]

|  | Q41 | Q42 | Q43 | Q44 | Q45 | Q46 | Q47 | Q48 | Q49 | Q410 | Q411 | Q412 | Q413 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | 1.291 | 3.184 | 2.042 | 1.461 | .182 | 3.167 | 5.409 | .608 | .000 | 1.761 | 4.923 | 2.780 | 8.164 |
| df | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Asymp. Sig. | .731 | .364 | .564 | .691 | .981 | .367 | .144 | .894 | 1.000 | .623 | .178 | .427 | **.043** |

a. Kruskal Wallis Test
b. Grouping Variable: Age_of_establishment

**Ranks**

|  | Age_of_establishment | N | Mean Rank |
|---|---|---|---|
|  | 1.0 | 15 | 35.40 |
|  | 2.0 | 14 | 21.64 |
| Q413 | 3.0 | 16 | 25.50 |
|  | 4.0 | 9 | 27.00 |
|  | Total | 54 |  |

**Report**

Median

| Age_of_establishment | Q413 |
|---|---|
| 1.0 | 2.000 |
| 2.0 | 1.000 |
| 3.0 | 1.500 |
| 4.0 | 2.000 |
| Total | 2.000 |

*Barriers:*

**Test Statistics**[a,b]

|  | Q61 | Q62 | Q63 | Q64 | Q65 | Q66 | Q67 | Q68 | Q69 | Q610 | Q611 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Chi-Square | 4.568 | 4.461 | 1.714 | 3.262 | 3.667 | .746 | 3.457 | 1.961 | 2.291 | .481 | 2.449 |
| df | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Asymp. Sig. | .206 | .216 | .634 | .353 | .300 | .862 | .326 | .581 | .514 | .923 | .485 |

a. Kruskal Wallis Test
b. Grouping Variable: Age_of_establishment

## Appendix T

There have been produced so many tables for the chi-square test for independence, that it will not make sense to place them all in the appendix. I have therefore only given one example in this appendix. Each type of business was compared to the joint group of all other businesses. This gave a 2 by 2 table. The example shown below is the restaurants (1) compared to the group of all others (2), in relation to the reason of doing it because of personal reasons (1 = yes, 2 = no).

**Crosstab**

| | | | Combi_Restau | | Total |
|---|---|---|---|---|---|
| | | | 1.00 | 2.00 | |
| Q41 | 1.0 | Count | 25 | 22 | 47 |
| | | % within Q41 | 53.2% | 46.8% | 100.0% |
| | | % within Combi_Restau | 75.8% | 91.7% | 82.5% |
| | | % of Total | 43.9% | 38.6% | 82.5% |
| | 2.0 | Count | 8 | 2 | 10 |
| | | % within Q41 | 80.0% | 20.0% | 100.0% |
| | | % within Combi_Restau | 24.2% | 8.3% | 17.5% |
| | | % of Total | 14.0% | 3.5% | 17.5% |
| Total | | Count | 33 | 24 | 57 |
| | | % within Q41 | 57.9% | 42.1% | 100.0% |
| | | % within Combi_Restau | 100.0% | 100.0% | 100.0% |
| | | % of Total | 57.9% | 42.1% | 100.0% |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|---|---|---|---|---|---|
| Pearson Chi-Square | 2.431[a] | 1 | .119 | | |
| Continuity Correction[b] | 1.456 | 1 | .228 | | |
| Likelihood Ratio | 2.619 | 1 | .106 | | |
| Fisher's Exact Test | | | | .166 | .112 |
| Linear-by-Linear Association | 2.388 | 1 | .122 | | |
| N of Valid Cases | 57 | | | | |

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.21.
b. Computed only for a 2x2 table

Neither the Pearson Chi-Square or Fisher's Exact Test show a significant difference, plus one cell is violating the assumption of having expected counts less than 5.

**Appendix U**

Q45 = Customers demand it

**Crosstab**

| | | | Q45 | | Total |
|---|---|---|---|---|---|
| | | | 1.0 | 2.0 | |
| Past | 1.0 | Count | 13 | 16 | 29 |
| | | % within Past | 44.8% | 55.2% | 100.0% |
| | | % within Q45 | 81.3% | 45.7% | 56.9% |
| | | % of Total | 25.5% | 31.4% | 56.9% |
| | 2.0 | Count | 3 | 19 | 22 |
| | | % within Past | 13.6% | 86.4% | 100.0% |
| | | % within Q45 | 18.8% | 54.3% | 43.1% |
| | | % of Total | 5.9% | 37.3% | 43.1% |
| Total | | Count | 16 | 35 | 51 |
| | | % within Past | 31.4% | 68.6% | 100.0% |
| | | % within Q45 | 100.0% | 100.0% | 100.0% |
| | | % of Total | 31.4% | 68.6% | 100.0% |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|---|---|---|---|---|---|
| Pearson Chi-Square | 5.653[a] | 1 | .017 | | |
| Continuity Correction[b] | 4.297 | 1 | **.038** | | |
| Likelihood Ratio | 6.032 | 1 | .014 | | |
| Fisher's Exact Test | | | | .031 | .017 |
| Linear-by-Linear Association | 5.542 | 1 | .019 | | |
| N of Valid Cases | 51 | | | | |

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.90.
b. Computed only for a 2x2 table

Q64 = The customers do not demand it

**Crosstab**

| | | | Q64 | | Total |
|---|---|---|---|---|---|
| | | | 1.0 | 2.0 | |
| Past | 1.0 | Count | 3 | 26 | 29 |
| | | % within Past | 10.3% | 89.7% | 100.0% |
| | | % within Q64 | 21.4% | 66.7% | 54.7% |
| | | % of Total | 5.7% | 49.1% | 54.7% |
| | 2.0 | Count | 11 | 13 | 24 |
| | | % within Past | 45.8% | 54.2% | 100.0% |
| | | % within Q64 | 78.6% | 33.3% | 45.3% |
| | | % of Total | 20.8% | 24.5% | 45.3% |
| Total | | Count | 14 | 39 | 53 |
| | | % within Past | 26.4% | 73.6% | 100.0% |
| | | % within Q64 | 100.0% | 100.0% | 100.0% |
| | | % of Total | 26.4% | 73.6% | 100.0% |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|---|---|---|---|---|---|
| Pearson Chi-Square | 8.509[a] | 1 | .004 | | |
| Continuity Correction[b] | 6.781 | 1 | **.009** | | |
| Likelihood Ratio | 8.805 | 1 | .003 | | |
| Fisher's Exact Test | | | | .005 | .004 |
| Linear-by-Linear Association | 8.348 | 1 | .004 | | |
| N of Valid Cases | 53 | | | | |

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.34.
b. Computed only for a 2x2 table

Q66 = the government does not require them to implement sustainable practices

**Crosstab**

| | | | Q66 | | Total |
|---|---|---|---|---|---|
| | | | 1.0 | 2.0 | |
| Past | 1.0 | Count | 2 | 26 | 28 |
| | | % within Past | 7.1% | 92.9% | 100.0% |
| | | % within Q66 | 18.2% | 68.4% | 57.1% |
| | | % of Total | 4.1% | 53.1% | 57.1% |
| | 2.0 | Count | 9 | 12 | 21 |
| | | % within Past | 42.9% | 57.1% | 100.0% |
| | | % within Q66 | 81.8% | 31.6% | 42.9% |
| | | % of Total | 18.4% | 24.5% | 42.9% |
| Total | | Count | 11 | 38 | 49 |
| | | % within Past | 22.4% | 77.6% | 100.0% |
| | | % within Q66 | 100.0% | 100.0% | 100.0% |
| | | % of Total | 22.4% | 77.6% | 100.0% |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|---|---|---|---|---|---|
| Pearson Chi-Square | 8.792[a] | 1 | .003 | | |
| Continuity Correction[b] | 6.860 | 1 | .009 | | |
| Likelihood Ratio | 9.096 | 1 | .003 | | |
| Fisher's Exact Test | | | | **.005** | **.004** |
| Linear-by-Linear Association | 8.612 | 1 | .003 | | |
| N of Valid Cases | 49 | | | | |

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.71.
b. Computed only for a 2x2 table