

**AIRLINES, TRAVEL AGENCIES, TOUR OPERATORS, CAR RENTALS CORPORATE SOCIAL
RESPONSIBILITY (CSR) PRACTICES IN MALAWI**

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ABSTRACT

The paper is an exploratory study in the Corporate Social Responsibility (CSR) practices with focus to travel and tourism players in Malawi. Entrepreneurs such as airlines, travel agencies and tour operators in tourism industry serve millions of people worldwide and generate billions of dollars globally and contribute to country's economies. It is expected that tourism and hospitality growth will continue in the coming years. The Malawi tourism sector is one of least developed in the Southern Africa due to its focus on Agriculture especially tobacco for many years. Recently, the sector has received positive acceptance by both public and private sectors due to its positive contributions to the country's Gross Domestic Product (GDP) and anti-global tobacco campaigns. From the year 2009, Malawi Government included tourism on the list of twelve priority areas within the priorities. The sector has experienced the growth in transportation services for example; travel agencies, tour operators, car rental companies and airlines coming into the industry. Moreover, there is a rising awareness for tourism firms' actions to be responsible towards the environment and the community in which they operate. It is very important the these firms must align mission statements in a such a way to achieving competitive advantage in utilizing business strategy by taking into considering three key aspects: people, profit and environment. Through practices and actions involved by tourism and hospitality establishments in the sector, serve as examples in the society in which other firms within and outside the tourism industry stands to emulate, thus increasing sustainability practices, improving understanding of the tourism firms role in the environment and thereby minimizing negative social and environmental impacts, and enhancing effective positive tourism firms' impacts in the business operations contexts.

KEYWORDS: CSR; Travel and Tourism; Airlines; Tour Operators; Travel Agencies; and Car Rentals

INTRODUCTION

Travel and tourism industry has become very popular nowadays that many people have made up their decisions to take it as a long-life career. This has resulted into more people graduating with degrees as professionals in either travel or tourism management and giving them opportunities to take up managerial positions or opening up businesses in tourism. Being professionals they require specialised knowledge and skills, should continue learning new things within the profession. In addition, they must be good for the

community and society. Jaszay and Dunk (2006) expressed that while professionals may receive large salaries, for an endeavor to be a “profession” they must have goals beyond high pay and be concerned with long-term good of the firm and also the community the company does businesses.

Tourism industry is made up of many companies which are managed by entrepreneurs, for example: accommodation sector- hotels, lodges, guesthouses; transportation sector- airlines, car rentals companies, cruises and ferries, buses and coaches; others in service sector- travel agencies, tour operators and banks in financial sector. These businesses may either be large or fall in the categories of Tourism Small Medium Enterprises (TSMEs). They have all a role to play in Corporate Social Responsibility (CSR). The size of the company or business does not matter. It is a fact that travel and tourism industry is made up of many companies run by family ownerships due to small medium family sizes and easy entry. There are business personnel who are only concerned with short-term profits than long-term condition of the company. They are also pleased to make additional profits but fail to spend the money necessary to handle best practices to do with waste disposal or pollution within their companies, are not professionals and harm the reputation of the industry as a profession, notes Jaszay and Dunk (2006). Therefore, business leaders have a big role to play through their behaviour in order to avoid damaging their reputation of business with the community as has been the case in the past decade. It should be noted that “what is good for the business is also good for the country and entire community”.

According to Roberts (2007), stresses that CSR requires tourism firms to demonstrate responsible business conduct that does no harm in the marketplace, in the workplace, in the community they operate in, and to the natural environment. The actions of business impact the local, national, and global community, so businesses have a responsibility to ensure that the impact is positive (Paton, 2007). It is, therefore, for this reason that the current study will explore the CSR practices and actions with focus to travel and tourism especially airlines, travel agencies, tour operators and car rentals in Malawi.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The concept of CSR dates back to nineteenth century philanthropy and beyond, Great Britain was the first country to deal with issues related to CSR in the nineteenth century because of the country’s early start in the era of industrialization. Similarly Germany is of interest because the government under Bismarck was the first to introduce substantial legislation on the social issues related to CSR (Mathis, 2008). According to Wuncharoen (2013), CSR was first introduced by Howard R. Bowen (1953) in his book *Social Responsibilities of the Businessman*. The conceptualization of CSR has been steadily evolving and expanding, ever since it was introduced by Bowen (1953); Godfrey & Hatch (2007); Lee (2008), which makes the field of CSR theories difficult to overview.

Secondary research reveals that CSR has only been in common existence since the 1960’s in developed continents such as Europe and North America (Barnett, 2007). While originally the concept consisted of only doing good, to be seen to do good, now it has developed into a more mutually favourable activity not only society but also the organisation (Kotler and Lee, 2005: 8-9). Although, it may be understood that there is no universally acceptable definition of CSR, The President and Fellows of Harvard University (2008) provide a comprehensive definition of CSR which states that:

“Corporate social responsibility encompasses not only what companies do with profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm.”

CRS can be applied in a number of areas in an organisation’s business activities. These are divided into seven areas as: a) leadership, vision and values; b) marketplace activities; c) workforce activities; d) supply chain activities; e) stakeholder engagement; f) community activities; and g) environmental activities (Blowfield and Murray, 2008).

It is important to break down the concept of CSR into sub-areas in order to allow for deeper and fuller understanding of the concept as well as allowing for a more structured implementation programme by an organisation into achievable activities.

According to (Mullins, 2002), CSR arises out of the interdependence of an organisation with the society and the environment where it is operating. McShane and Glinow (2003) defines CSR as a person’s or an organisation’s moral obligation towards others who are affected by or her actions. In this regard, it serves as a source of motivation in solving societal problems. CSR is combined with corporate social responsiveness to produce what is known as corporate social performance.

Stoner et al., (2008) noted that a good social performance is socially responsible and also improves organizational profitability. An organisation is socially responsible when it does not restrict itself within the minimum requirement of the law but rather, goes beyond it. In this case, CSR is therefore viewed as the acceptance of social obligation by an organisation beyond what the law requires.

While CSR may be viewed as an obligation for all, Jones and George (2003) look at CSR as the obligation of a manager to enhance the welfare of the stakeholders and the society in general Kazmi (2003) perceives CSR as what a corporate organisation intends to do is indicated by its social responsibility. The primary stakeholders to corporate organisations are the owners who risk their money to establish and run the business. As the result, the business has the responsibility of maximizing the wealth of the owners and other stakeholders such as the employees, the customers, the community and the government in responding to their demands (Fry et al., 2001).

CSR in the opinion of Kreitner (2007) has become a very vital organizational function that has been given serious consideration by corporate organisations due to its importance in linking to the society and creating cordial relationship with government and has to be carried out in an effective and efficient manner. Therefore, corporate organisations should exercise social conscience in making decisions that affect stakeholders, especially the employees, communities where they operate and the society at large in order to be regarded as exemplary corporate citizens.

CSR should also be strongly considered as a tool for tourism development especially in both developed and developing economies. As observed by Koutra (2014: 2):

“Tourism development can only deliver the anticipated outcome of economic growth and poverty reduction if it is combined with socially responsible practices addressed through the spectrum of capacity building at economic, social, environmental and physical levels”.

Tourism and hospitality industry is more dominated by small and medium sized businesses as result the practice of CSR is traditionally viewed that is only applicable to large businesses. However, this is not the case but only misconception by Tourism Small Medium Enterprises (TSME). Visser (2007:123) observes that ‘the concept of CSR applies to all sizes and shapes of businesses but the focus tends to be on larger organisations as they generally have more power and are more transparent’. This is reference and applicable to hotel industry as it consists of a high degree of small and medium enterprises (SMEs). Therefore, it is important that CSR is recognised as a valid area of activity for businesses of all sizes.

Holcomb et al (2007: 461); Gan (2006) and Juholin (2004) said that ‘increased economic profits, employee organizational commitment, public scrutiny, improved investor relations, the good of society as whole, up to and including the general view that CSR is the right thing to do.

The practice of CSR has many motivations and among them include; to enhance employee morale, to build tourism firm relationships with governments and communities to improve corporate image, to improve employee retention and to respond to increasing expectations of customers and social groups (Lee and Park, 2009: 105). However, there is still some scepticism regarding the positive impact that CSR might have on the bottom line. This is evident from Lee and Park’s list of motivations where there is no reference to CSR contributing to improving profits.

Moreover, Vogel (2008) argues that part of the reason why CSR does not pay is because there are only a few consumers, a niche market, that care whether or not the company from they are buying goods or services is socially responsible. Consumers still make purchases based on price, convenience and quality. In this case, Vagel does not consider the increased profits that can be gained from the reduction in costs for an organisation through better environmental practices such as increased levels of recycling and energy saving lighting.

CATEGORIES OF CSR

In the American context Carroll (1991) represents the categories of CSR as a pyramid from bottom to top, with economic as the lowest then legal, ethical and finally philanthropic responsibilities. However in the African context, Visser (2005) similarly presented economic as the lowest category, then philanthropy which is now given second highest priority, legal and finally ethical responsibilities. Carroll’s CSR pyramid is probably the most well known model of CSR; however the explorations of CSR in Africa are likely to differ from the classic American order (visser 2005).

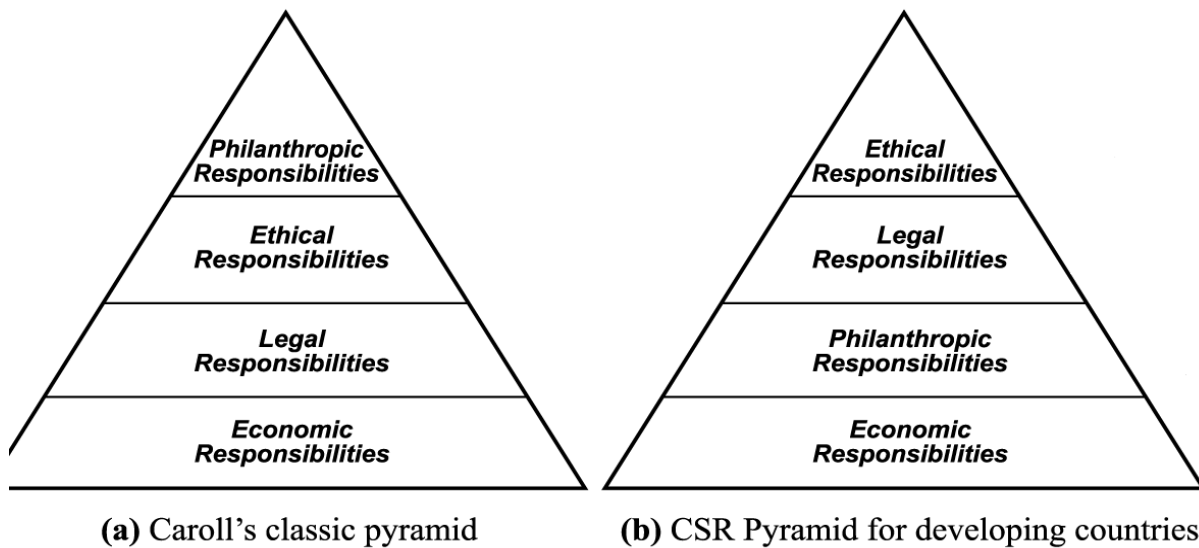


Figure 1: (a) Carroll's CSR pyramid (1991) (b) Visser's CSR pyramid for developing countries (2005)

a) Philanthropic responsibilities	b) Ethical responsibilities	c) Legal responsibilities	d) Economic responsibility
Both in the African and American context, it is all about being a good corporate citizen (Visser, 2005).	In the African context being ethical implies to adopt voluntary codes of governance and ethics while in the American context it is the obligation that you have to do what is right, just and fair, so as to avoid harm (Visser, 2005).	According to Visser (2005) in Africa people look at it as a way to ensure good relations with government officials whereas in America law is all about playing by the rules of the game.	In both Africa and America economic responsibility is regarded as a foundation on which all the other responsibilities rest, it is all about providing for investments, creating jobs and paying taxes (Visser, 2005) asserts.

CSR IN MALAWI CONTEXT

The concept of corporate social responsibility (CSR) is relatively new in Malawi. CSR in Malawi has mainly taken root after the democratic dispensation of 2004 when there was an opening in the economic, social and political environment. Most organizations demonstrated commitment towards CSR by mentioning it in their strategic plans. The common issue that organizations painted was that of paying back to the community as an appreciation of what customers have done for them. The major CSR areas included education, sports and health. However the minor areas included agro business, environment and female education. CSR was not considered as an issue that they needed to focus on so as to effectively achieve their organizational goals. However organizations acknowledged CSR and saw it as a marketing tool which helped in enhancing the corporate image of the company, acted as a branding strategy and also provided free publicity (Kayuni and Tambulasi, 2012).

IMPORTANCE OF CSR IN TOURISM AND HOSPITALITY INDUSTRY

It is a socio-economic entity, therefore, firms in the industry are obligated to make both economic as well as social contributions towards society. The growing concerns for tourism sustainable development, pollution control, and stewardship of natural resources, globalisation, empowered consumers, communication boom and tougher competition are certain reasons that have heightened the inclination towards integration of CSR principles in the corporate activities. It is recognised that world over that integrating social, environmental and ethical responsibilities into the governance of businesses ensure their long term success, competitiveness and sustainability. This approach also reaffirms the view that businesses are an integral part of society, and have a critical and active role to play in the sustenance and improvement of tourism ecosystems, in fostering social inclusiveness and equity, and in upholding the essentials of ethical practices and good governance. This, again, makes business sense as firms with effective CSR, have image of socially responsible companies, achieve sustainable growth in their operations in the long run and their products and services are preferred by customers

CSR, TRAVEL AND TOURISM INDUSTRY

Travel is an adventure, education and experience whereas tourism is a service delivered by people which provides experiences and involves the transportation of participants to their accommodation and entertainment places, giving rise to potentially disruptive dynamics (Argandona, 2010). The capacity of tourism to impact on destination economies, societies, cultures and environments is well documented and its adverse repercussions have exposed the industry to strong criticism (Henderson, 2007).

Tourism companies have distinct and serious obligations concerning assorted aspects of conditions at the places they are selling which are likely to influence them to the adoption of CSR. Such an inclination has been encouraged by evolving consumer tastes, the environmental movement and official demands for better tourism planning and management (Henderson, 2007).

Therefore for tourism to be sustainable, everyone involved must work together to address all of the social and environmental issues that negatively impact the destinations and the industry as a whole (Kasim, 2006).

In travel and tourism industry, CSR is still an emerging concept, there is evidence of large airlines, cruise ships, ferries, car rentals companies and railway companies engaging in CRS activities, however, the small and medium sized enterprises still struggle with the concept and are of the belief that it is only applicable to large businesses with greater resources. SMEs make up a large portion of both travel and tourism industry and the collective impact of small and medium sized tour operators, travel agencies, car rental companies, airlines, will have a significant bearing on the environment and society as a whole.

While it can argued that larger travel and tourism firms have got financial muscle to develop and implement CRS policy, it should be stressed that small is beautiful because by being large does not mean more profits. Smaller travel and tourism firms stand to make more profits also than larger firm therefore, smaller tourism firms have numerous strengths in terms of adopting a CSR policy. For example, the inclusion of environmental messages on travel and tourism small firms can play a significant role in disseminating information about environmental education regarding travellers' activities. Above all, installation of energy efficient lighting, and water saving equipment in offices and tourists public areas can be implemented swiftly and unilaterally without whether one is larger or smaller in terms of corporate constraints and considerations. Moreover,

smaller tourism firms may be more in tune with the needs of their surrounding community and how to help them the best.

Any business in travel and tourism industry uses of CSR in its corporate strategy and daily activities is imperative due to the symbiotic nature of its relationship with surrounding natural, economic, social and cultural environment. Moreover, Koutra (2014), refers CSR to a holistic approach that embraces human wholeness and the natural environment in which people live. She believed that the approach should cater for non-privileged member of society through necessary skills provision, equipment in order to become fully integrated in society and the economy, and advocates environmental protection.

According to (Rodriguez and Cruz, 2007; Mzembe, 2013; Lupunga, 2014) suggest that being socially and environmentally responsible is linked to the quality of product offered and therefore gives and increased level of competitiveness to the tourism or hospitality firm and by offering a better quality of product or service, this will in turn effect the financial performance of the organisation in a positive manner.

Lupunga (2014: 12) summarises CSR framework for communication as indicated in a table below.

INTERNAL	
Human Resource Disclosure	Product and Customer Disclosure
Employee and health safety	Product quality
Employee training	Customer complaints/satisfaction
Employee remuneration	Provision of physically challenged customers
EXTERNAL	
Environmental Disclosure	Community Involvement Disclosure
Company's concern for environment	Charitable donations and activities
Lending and investing policies	Support for education
Conservation of energy in business	Sport sponsoring or recreational projects
Source: Adapted from Hinston et al (2010)	

In Malawi, for instance, Responsible Safari Company (RSC) is providing high quality safaris with minimal environmental and social impact to the local communities. It is also extended to sustainable economic benefits to the same community. The core principal of the company work are based in supporting sustainable projects, instead of handouts and involving locals in giving tourists a deeper appreciation and understanding some of the greater issues facing Malawi and Africa today.

Fig 1: Showing Responsible Safari Company inscribing messages of Corporate Social Responsibility

THE RESPONSIBLE SAFARI COMPANY
 • MALAWI • ZAMBIA •
 Inspiring Travel

- Corporate Social Responsibility
- Educational Groups
- Classic Tailor Made Itineraries
- Special Interest Tours

Offering Educational Travel Opportunities for the Corporate Market

www.responsiblesafaricompany.com
 Tel + 265 (0) 999306631
 info@responsiblesafaricompany.com
 The Responsible Safari Company, Blantyre, Malawi

Source: Company website (www.responsiblesafaricompany.com)

Travel and tourism firms when develop and implement CSR statements are able to achieve a lot not only in the surrounding environment but also the whole region, nation and international community. This is evident by the Responsible Safari Company is aims at ensuring the benefits of tourism reach local communities, providing a platform for national residents to benefit as much from tourism as the international visitors

These achievements in CSR development and implementations do not only benefiting the environment but also the travel and tourism firm's financial position through reduced costs. There are many financial advantages to be found from developing a CSR policy within the tourism firm and some of them is the increasing pressure coming from employees and customers of the tourism firm to be more sustainable and greener in their operations is the stick. CSR can bring benefits to the industry through operational methods that demonstrate visibly an environmental consciousness and customers will give travel and tourism firms a 'vote of thanks'. In so doing the society will be better for them and the benefits will go straight to the bottom line (Mzembe and Meaton, 2012).

CSR, TRAVEL, TOURISM AND SUSTAINABILITY

Many businesses, tourism inclusive, play very important role in as far as economic development is concerned not only in developed countries but also in a developing country like Malawi. In this regard, not only do all of tourism establishments actions impact on economic growth, but do also affect their immediate social and ecological environment. Both public and private businesses are responsible for sourcing raw materials, for the

production; (for example, food and beverage) and marketing their products, and for the implications this has for the environment.

Companies worldwide are becoming aware of the impacts of their activities. As a result, they are working so hard to make their businesses decisions more sustainable by applying the principles of corporate social responsibility (CSR) within the company or in the wider environment they operate in, and their relationship with suppliers, customers in the value chain of their businesses (Mzembe and Meaton, 2012).

Regardless of how small and large, domestic and international business are in line with their own economic interests, tourism and hospitality establishments are starting to share responsibility for the ecological and social situation facing in their immediate environment. Some examples include the protection of natural vegetation, human rights, drawing up and implementing employment and environmental standards as well as minimising cash gate (corruption).

CSR centres on achieving economic success through responsible corporate governance in a company in a company's core area of business. This is contrary to the philanthropic concept of corporate social investment (CSI). Philanthropic action is widespread companies support welfare projects in the local community with the aim to donate to the children's home in a neighbouring village whereas these activities are taken as good examples of corporate social responsibility (Lindgreen et al., 2012). However, this approach is short lived as a result does not help the society to be economically, socially and environmentally empowered.

It quite and proper to support the needy; many health centers for example hospitals and training institutions for example; Technical colleges in Malawi could without donations. Yet to bring about a genuine improvement in the people's working and living conditions, there needs to be a long-term strategy for change. Issues of social and ecological responsibility are required to be incorporated in tourism and hospitality companies, and not just economic factors, into their operations (Kayuni and Tambulasi, 2012). What entails is that CSR is about much more than just public relations and charity and it actually creates sustainability, even within and for the business itself.

Analysing Africa in terms of CSR, one may easily notice that businesses are not automatically associate CSR with broad measures and changes relating to their internal processes or with their relationship with suppliers. In Malawi, and many other African countries, for example, CSR is closely related to the corporate public relations. Companies that respond to calls for help initiatives rush to make donations as one way of making free corporate publicity and in turn, are rewarded heavily through public tenders. That said, the practice does not necessarily mean that environmental factors or improved working conditions are today a systematic element of the CSR activities of tourism and hospitality companies in Malawi. Much more awareness raising and support is still needed.

In Malawi and other countries in Africa, social challenges are heavily and frequently supported by the private sector and sometimes take over functions of the government and closes regulatory gaps. Rules and regulations governing the implementation of social and labour rights, environmental protection and training for skilled workers, for instance need to be developed (Imani Development, 2011; Business Model Supply Chain, 2012). Nevertheless, there is no doubt that safeguarding labour standards and defending human rights, as well as monitoring compliance with national laws, remain the responsibility of the states.

However, CSR can play a role since tourism companies can work together with governments and civil society organisations to draw up rules and codes of conduct and to encourage their implementation by setting up a

good example themselves. In so doing, these forms of cooperation may assist in creating a social consensus that takes into account the opinions and needs of all stakeholders.

While there is widespread agreement that there is a need to incorporate CSR in business processes and many tourism and hospitality companies are in favour of doing so, they lack the expertise to integrate sustainable CSR measures in their strategies. In Malawi, in particular, people need to be made aware that CSR is a holistic concept that incorporate the economic benefits of sustainable action.

METHODOLOGY

This study employed exploratory research design. It is important for discovery ideas and insights into the natural phenomena. The study utilised interval activities data that involve CSR expenditure and profit after tax as well as activities deemed necessary as social responsibility is concerned in areas of education, health and environment. Data is captured from selected tourism and hospitality industry establishments (see fig. 1.1) covering a period of five years (2009 – 2014).

Secondary data were used for the study which were extracted from annual final reports, textbooks, internet publications, and journals. Primary data were obtained through both self-completion questionnaires and face to face interviews from selected travel and tourism establishments. To some extent, data were also obtained through observation. Since both secondary and primary data obtained were involving facts, tourism employees-employee voluntarily participation in social matters, some data were analysed descriptively and qualitatively whereby information from respondents were divided into main themes and concepts.

RESULTS

Tourism and hospitality industry in Malawi has identified the key issues concerning social corporate responsibility. Of course these issues vary from one company to another depending on the real needs and how they have been defined in relation to both stakeholders and community and prioritized. The most common ones are provided in the Table 4.1 below:-

Table 4.1: Key issues in travel and tourism corporate social responsibility in Malawi

Social participation and development	Environment
-Creating wealth	-Preventing pollution
-Boasting employment	-Reducing energy consumption
-Promoting education and cultural communication	-Promoting green development
Employees	Consumers
-Health and security	-Consumer protection
-Internal communication	-Security and service fair
-Training and development	-Sustainable consumption
Operations	Organisational governance
-Integrity	-Strategic planning and management
-Competition internal	-Corporate culture construction
-Advocating social responsibility in value chain	-Communication with stakeholders

Table 4.2: Airlines, Car Rentals, Tour Operators and Travel Agencies CSR practices in Malawi

Category of Responsibilities	Practices / actions undertaken
Responsibility management	-Improving conduct with suppliers -Carrying out questionnaire surveys with key suppliers
Market responsibility	-Enhancing overall service quality, -Improving in-flight and ground service, -Vigorously promoting service innovation
Security responsibility	-Holding security video conferences, -Holding security technology seminars, -Conducting safety inspections, reviewing flight crew qualifications. -Rectifying security defects and strengthening security management.
Employee rights and benefits	-Completing post system and remuneration system, -Optimizing the training system, -Gradually improving the training system of professional in-flight service and technical flight operations staff.
Environmental responsibility	-Upholding international standards of “green flights” -Launching campaigns for energy conservation and emission reductions, -Advocating green consumption and service
Community responsibility	-Keeping the highest standards of professionalism to achieve harmonious development
Public welfare	-Paying taxes to the government and donate air tickets and relief items when need arises.

Source: Researchers data (2015)

DISCUSSIONS

There are a number of important social issues on which CSR can have a notable impact in Malawi. These include treatment of employees such as (working conditions, gender discrimination, child labour, trade unions) standards of living of local population, corruption levels and changes to the environment. Above all, there also a number of contextual issues for businesses in travel and tourism industry in Malawi which impact the potential scale of CSR practices.

In Malawi, for instance; the policy framework for CSR, whilst in the process of becoming more comprehensive, is still lacking key issues such as the human trafficking of workers for the purpose of forced labour. Secondly, while it can be acknowledged that there are somehow frameworks already in place, however, the government lacks resources to upgrade and monitor the frameworks. Therefore, building the capacities of the government and its social partners would be instrumental in improving service delivery in as far as CSR is concerned.

As noted from the findings, CSR in Malawi are aligned to donations in a form of public relations by companies so that in turn, the firms should be offered contracts or become successful when bidding government contracts. But, there is potential for further international reporting initiatives and standards to be adopted by travel and tourism firms, which would help companies to officially promote their image and drive them direction with the progression of the good CSR practices. Building knowledge base of companies in Malawi on

international accreditation and increasing access to information on these instruments would likely boost the number of travel and tourism firms reaching these standards in Malawi.

CSR initiatives are considered to work best when the beneficiaries feel a sense of ownership of an initiatives rather than viewing it as a company 'tick box' exercise deriving from a national law or standard This is in agreement with the findings of Lindgreen et al (2010). Therefore the formulation of CSR programmes should always include involvement of the beneficiaries and should be based around knowledge of the relevant cultural issues. Buy-in from all levels of the business is vital for ensuring that the implementation is coordinated and runs smoothly without interference or delay.

Improving the efficiency of CSR initiatives especially in travel and tourism industry in Malawi more generally requires the development of CSR structures and methods for impact assessment so that the CSR processes can be better managed and monitored and hence, key lessons can be drawn from the experiences. The capacity for effective CSR performance within the country can also be built through the provision of CSR programmes with a more long –term focus and the training of CSR personnel who could enable proper policies, monitoring and evaluation and learning. Often, there is lack of time and funding allocated to the projects to ensure they are successful so increasing the provision of adequate resources for this purpose should be encouraged.

Travel and Tourism companies in Malawi can fund initiatives that improve the standard of living for its employees and the Malawian people more generally. Malawi Institute of Tourism, Malawian Airlines, Kande Beach Resort and Responsible Tours Company and Mzuzu University are some of examples of how CSR of this kind can be conducted in tourism sector. They offer to build capacity for increased productivity in local community by offering education support to the needy, offering support to the children, orphanages. They sometimes support schools and clinic in the area surrounding the establishments. Other practices or initiatives have been the provision of recreation facilities, and support community policing programs. So, CSR practices in Malawi are more reported in media due to public relations purpose especially for large companies because their contributions will fall in two folds; provision of funds in a form of donating equipment and infrastructure or financing skills development projects such as community workshops or training events.

CONCLUSION AND RECOMMENDATIONS

This study therefore conclude that social responsibility is necessary for organisation performance. CSR is not the sole responsibility of the government but also both corporate private and public play legitimate role in uplifting the downtrodden of the society. Corporate social Responsibility has been gaining an astounding resurgence at the global level recently. However, in Malawi, the CSR practices are inclined more to donations in monetary form and other consumable products in times of festivals, floods or orphanages such as less privileged. On positive note, some travel and tourism firms have responded well through placement of energy saver bulbs in order to conserve electricity usage and the use of low flush toilets in order to reduce water wastage and incorporation of environmental education messages during tour operations.

- Therefore, travel and tourism industry needs to take holistic approach that embraces human wholeness and the natural environment in which people live. There is a need to have full integration in society and the economy, and advocates environmental protection as well as travel and tourism sustainable development. CSR is one tool for tourism development in developing countries.

- Travel and tourism firms should make effort to increase their commitment to social responsibility practices such as community projects and environmental protection in order to enhance peaceful and cordial relationship with the inhabitants.
- Management of travel and tourism firms should try as much as possible to be proactive in their approach to social responsibility issues then being reactive in order to avoid business distraction from their host communities.
- Furthermore, management should create a unit or department within their companies that will be responsible for their social responsibility programmes which should ensure that their social responsibility policies are adequately implemented.

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