CHAPTER 6
DISCUSSION OF RESULTS, CONCLUSIONS AND RECOMMENDATIONS

This entire study sought to develop a framework to adopt sustainable engineering practices in the revitalisation of infrastructure in the hospitality industry in Zimbabwe. The previous 5 chapters were the general introduction to the study, the literature review, research methodology, understanding and perception of sustainable engineering practices in the revitalisation of infrastructure in the hospitality sector and a Delphi study which were all key in developing the framework. After gathering and analysing primary data from staff members from Hwange Safari Lodge using interviews and carrying out a Delphi study with experts, this study reaches this sixth and final chapter which seeks to show the discussions of the results and provide conclusions and recommendations. The chapter then concludes with an area for future study that is related to this study that other scholars can adopt.

This section of the study presents a discussion of the study results from both the interviews and the Delphi study. It was guided by the research questions that were asked of the respondents to which data analysis was carried out.

During the interviews, the respondents described sustainable engineering practices as the driver of corporate performance in the hospitality sector hence the need to apply or adopt them religiously. This followed the question which asked the respondents to provide an insight into their perception of sustainable engineering practices. When asked which practices can be adopted in the revitalization and redevelopment of Hwange Safari Lodge, they first pointed out in their majority that there is a need to regularly check and fix problems on the infrastructure. This practice was deemed to be the most important and basic as it allows the engineers to determine problems when they are still not significant and come up with strategies to mitigate them before they grow big. The notion here is that fixing a problem early is cost-effective and helps to keep the infrastructure in good shape. These findings were also in line with the view of Sushilawati (2018) who pointed out that the adoption of engineering practices should be an ongoing process and is key in making sure that costs are cut as the fixing is done when the problem is still infant.

It also allows to make sure innovation and improvements are enhanced especially when the problem reoccurs multiple times and there is a need to fix it once and for all. In that regard, this sustainable engineering practice was also in line with Dissiter's Law of Fives which is key in explaining the maintenance of infrastructure. The theory alludes that not fixing a problem as it occurs leads to the emergence of many other problems which become expensive to the owners of the buildings or infrastructure (Borris, 2022). It was also confirmed in the Delphi study as the expert panellists ranked the regular checks and fixing of the infrastructure as the most important sustainable engineering practices that can be adopted in the hospitality sector.

Further, the study found that the adoption of technology is another key sustainable engineering practice that needs to be implemented in the hospitality sector. The notion here is that technology is key in determining new and modern ways in the engineering field that are effective and efficient. The key point raised was that technology adoption helps to carry out an R&D which helps to bring to the surface the new trends in the revitalisation of infrastructure in developed countries and 5-star hotels which can also be adopted at Hwange Safari Lodge. In that regard, technology is key in developing the infrastructure in a unique way that human hands cannot attain by first detecting the problem and fixing it with efficiency. In the same context, the results from the Delphi study with the experts' panellists also showed that technology adoption was ranked 2nd as an important sustainable engineering practice that should be adopted in the hospitality sector in Zimbabwe.

Lastly, the results from the interviews pointed out that the other key sustainable engineering practice that can be adopted is green equipment that are environmentally friendly hence bringing the element of longevity. In that regard, it was shown that the engineers should let go of old and traditional ways of revitalizing and developing infrastructure which leads to pollution and degradation but rather choose a new and different path that conserve the environment. A major point that was raised was the increase us in solar power especially in Zimbabwe were power cuts are a common feature and the solar should be used to support all the functions of the lodge that requires power to function and let go of the use of generators. The Delphi study had the experts from EMA also pointing out on the need to adopt green equipment and benchmark with countries such as Sweden and the United States that have been able to introduce

environmentally friendly engineering practices in building and maintaining infrastructure.

In addressing this research question, it was key for the researcher to understand how the adoption of engineering practices also helps to enhance sustainability of the Hwange Safari Lodge's infrastructure. In that that regard, the points that were raised by the interviewees showed that the adoption of sustainable engineering practices enhances innovation and improves the standards of the infrastructure which is a key element in the hospitality industry. Through the adoption of technology and innovation the novelty that is put on the infrastructure leads to sustainability driven by continuous improvements. From the views of the respondents, as the problems on the infrastructure are solved through innovation and continuous improvement, the infrastructure remains intact, and it leads to sustainability. This was also corresponding to the view of Sekhota (2019) who posits that through the adoption of sustainable engineering practices, continuous improvement and innovation are enhanced therefore helping the business to also achieve positive performance.

Another key factor was that sustainability of infrastructure is achieved through the adoption of sustainable engineering practices driven also by proactiveness. This means that that the engineering practices of regular checking and fixing as well as technology adoption helps the engineers to be future oriented and, in the process, come up with future ideas that helps to make sure that that buildings improve over time and continues to change to meet up with international standards as the Hwange Safari Lodge is home to locals and tourists from all over the world.

The aspect of cost saving also comes into the picture and according to the staff at the Hwange Safari Lodge, it is driven be the ability to fix problems on the building when they are still infant which is cheap and helps to save funds. Saved funds can be used in other key areas such as the revitalisation of the lodge's interior, making it more modern and in line with other international hotels from across the globe thereby also improving the rating of the Hwange Safari Lodge. This notion also corresponds to the view of the five laws theory by Dessiter (Owen, 2020).

The potential of sustainable engineering practices in facilitating the redevelopment of infrastructure in the hospitality sector. In this regard, during the interviews, it was pointed out that the adoption of sustainable engineering practices has a huge potential to facilitate the redevelopment of infrastructure in

the hospitality industry in Zimbabwe. In a nutshell, the respondents allude that once the sustainable engineering practices are in play, the first thing that is achieved is innovation which leads to continuous improvement of the infrastructure through redevelopment. Further, the redevelopment is driven by benchmarking with other infrastructure is the hospitality sector that is in 5-star facilities across the globe and this according to the interviewees can be done conveniently through technology driven R&D programs.

It was also taken note that above all, sustainable engineering practices helps to enhance international standards which are only achieved through redevelopment of the infrastructure. International standards help the business to be attractive to customers and also enhance sustainable when positive performance is achieved in aspects such as finance and in the market. Some respondents pointed out that this should be one of the major strategic objectives of the business and is achieved mostly through the adoption of sustainable engineering practices. However, there is also an element of huge investments needed in adopting sustainable engineering practices which may hinder their potential to redevelop infrastructure. But it can be noted that the investment is worthwhile as in the long run the business can make profits from the improved standards and competitiveness in the hospitality industry in the country. Mugebi (2021) in their study concluded that sustainable revitalization of infrastructure in the hospitality sector is enhanced mostly by the adoption of sustainable engineering practices. The study had its major aim on making sure the modification of hotels in the country with the aim to have hotels that meets international standards to serve effectively the 'Visit Rwanda' mantra that lures tourists and investors into the country.

In the above discussion, the major conclusion that is made in the study is that sustainability engineering practices framework in the hospitality sector's infrastructure is something that is major and helps to improve the performance of the sector. Hence the need to make sure that the stated engineering practices; continuous checking and fixing, technology adoption and the use of green equipment is vital in the hotel are adhered to. The study concludes that the sustainable engineering practice of continuous checking and fixing helps to make sure that the infrastructure remains in good shape and does not lower its standards for example from leaking pipes and electrical faults. Thus, the engineers at the Hwange Safari Lodge and the expert panelists reached a consensus that this is the most important sustainable engineering practices that can be adopted in the hospitality sector.

The study also concludes that the adoption of sustainable engineering practices is key in driving sustainability of the infrastructure. This came because of the ability

of the engineering practices to make sure that the problems on the infrastructure are fixed when they are still new and small with the aid of technology and green equipment hence leading to strengthening the building and improving their overall appearance from both inside and outside. Sustainable infrastructure is key in serving generation and contributes in helping the business to be perpetual thereby achieving its purpose, vision.

The study then makes strong recommendations directed to the management of Hwange Safari Lodge to ensure that sustainable engineering practices are put in place religiously. The top-level management was the major target for the recommendation because they are the crafters of winning strategies and leads from the two hence the need to make sure that they do so for sustainable engineering practices. Therefore, the first recommendation is that the top-level management invest funds and other resources for sustainable engineering practices. In order to instill the developed framework effectively, there is need to have resources in place to make sure that technologies are purchased, engineers are further trained and developed, and R&D is undertaken. Therefore, there is need for the management to liaise with the shareholders to attain retained profits to be used as funds that support the adoption of sustainable engineering practices. Further, another recommendation is for the management and the engineers to foster engagement in matters related to the adoption of sustainable engineering practices. The management therefore should include the engineering who are experts in the field to also put their insight and opinions in the process of crafting winning strategies in the organisation. This is key in making sure that there is consensus between the groups and everyone in the organization therefore the same goals can be achieved through collaborations. The engagement is also crucial in enhancing motivation of everyone involved and they can put extra effort to make sure the sustainable engineering practices are instilled with excellence in the business and the ultimate goal of sustainability is achieved.

More so, it is crucial also to for Hwange Safari Lodge to benchmark with other 5-star hotels globally with regards to sustainable engineering practices. Benchmarking entails determining first the sustainable engineering practices adopted in other advanced hotels, how they are being adopted and with which resources before also putting them in place here in Zimbabwe.

This also requires good research skills and also the ability to ensure that the skills of the engineers are advanced at the costs of the organisation to make sure they are competent enough to put in place the practices especially from first world countries.

This study concludes with a recommendation for an area for future study which should be a continuation of this study. The study should be on the effectiveness of the sustainable engineering practices framework on enhancing corporate performance at Hwange Safari Lodge. The study should have its main objective to determine if the adopted framework has helped to improve the financial performance of Hwange Safari lodge in aspects such as costs and profitability. Therefore, a mixed method study should be undertaken and the management in the organization should be included as respondents who will provide the data related to the performance of the organisation.