Critical success factors for community-related corporate social responsibility in the hotel sector

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CRITICAL SUCCESS FACTORS FOR COMMUNITY-RELATED CORPORATE SOCIAL RESPONSIBILITY IN THE HOTEL SECTOR

A literature review

Bussalin Khudathong and Azilah Kasim

25.1 CSR and stakeholders

The world consists of different problems as results of irresponsible business practices such as child labour, waste dumping, deforestation, excessive usage of resources, and emission of greenhouse gases, which aggravate the existing social problems. Since the 1950s, the Corporate Social Responsibility (CSR) concept has emerged, on the belief that the business sector should be socially responsible. It has been defined as a business concept wherein a company decides to voluntarily make a better society and environment. This responsibility is expressed towards employees, society, environment, and all the stakeholders who can affect or be affected by business, which in turn can influence organizational success (Hagan, 2014; Kotler & Lee, 2005; Visser, 2008).

In 1984, Freeman introduced stakeholder theory, which defined stakeholders as any individual or groups that benefit from or are harmed by, and whose rights are violated or respected by, corporate actions. Thus, stakeholders can affect or be affected by the organization’s actions, objectives, and policies; they can be defined in another way as those groups who have a stake in or a claim on the firm. Freeman’s stakeholder model includes shareholders, government, competitors, customers, employees, society, and suppliers (Freeman, 1984). Since, the CSR concept has connected with stakeholders, the business sector has changed from focusing on the narrow economic responsibility of increasing shareholder wealth to increasing society wealth (Diskenë & Krapchilo, 2012).

In 1995, Clarkson classified stakeholders into two groups, depending on their importance for the company. First, primary stakeholders refer to people who are directly involved in organizational achievement. This group is typically comprised of shareholders, employees, customers, suppliers, and the host community. Secondary stakeholders refer to those that influence or have been influenced by the firm (Clarkson, 1995). Community has been introduced as a primary external stakeholder directly involved in
organizational achievement, without whose continuing participation the organization cannot survive.

25.2 Community-related CSR

Community is classified as a primary stakeholder of the business sector, which is supposed to not only make their own profits but also be responsible for aspects such as the environment, society, infrastructure, labour practices, and the socio-economic development of the communities in which they operate and make profit (Hagan, 2014; Visser, 2008). Recently businesses have been more actively involved in community-related CSR in the regions where they are situated because they can strengthen their businesses by building strong healthy communities (Soobaroyen & Mahadeo, 2016; Urip, 2010). The recognition of the community-related CSR concept has risen quite significantly and continues to grow in all industries. Meanwhile, global consumers also have high demands for companies to address social, environmental, and community issues. In 2015, an American consumer survey of 32,000 people by Civic Science showed almost 7 in 10 (69%) respondents said that it was very important to consider company’s social consciousness before choosing where to shop and what to buy (White Hutchinson Leisure and Learning Group, 2016) because consumers always feel good shopping at institutions that help communities (Double the Donation, 2017). Thus, the notion of community-related CSR has gained popularity among businesses and consumers.

Businesses that ignore host communities may experience disruption of their operations and consequently their respective business values. There have been many case studies indicating major problems if businesses ignore their host communities. For example, the subsidiary of Glencore Xstrata Copper operates the Tampakan Copper-Gold project on the Philippine island of Mindanao. A new project was planned for 2019 wherein more than 5,000 Indigenous people had to be resettled, which the company promised to provide them with support for. However, the local people protested. This finally led to violence, resulting in the death of an Indigenous woman and her two sons (Business and Human Rights Resource Center, 2013; Facing Finance, 2015). In this situation, the local community felt that the company did not listen to them and was unconcerned about the possible damage and pollution of water resources that would put community livelihoods at risk (Solly, 2013). However, there have been many case studies indicating mutual benefits if businesses work with their host communities. For example, the Coca Cola initiative of the “Water Preservation Program” in any country it operates in. The company has a special interest in protecting the local water sources that sustain communities because they realized that the communities where companies operate are not just places of production but are also their consumer base. If those communities stay strong, their business will stay strong (The Coca-Cola Company, 2016).

Thus, all businesses need to show their responsibility as good corporate citizens in host communities by getting involved with community-related CSR to enrich the lives of citizens around organizations and also for business success. As Bjorn Stigson, Chairman of the World Business Council for Sustainable Development (WBCSD) stated, “Business cannot succeed in a society that fails” (Prayukvong & Olsen, 2009).

25.3 Community-related CSR in the hotel industry

The hotel industry is often a part of providing people the opportunity to work (Walsh, Sturman, & Carrol, 2011) because there has been a dramatic expansion of multinational hotel groups, which invest in their subsidiary hotels abroad (Qiu, Denizci Guillet, & Gao,
Apart from providing local employment, the hotel industry also tries to develop local communities through giving back to people, developing community-related projects, and being partners in development for social and environmental progress (Frangos, 2016; Greenberg, 2013; Kasim, 2007; Koo, 2013; Levy & Park, 2011; Nicklin, 2008). Six types of Corporate Social Initiatives (CSIs) proposed by Kotler and Lee have been taken as guidelines for creating hotels’ community-related CSR activities. Table 25.1 depicts examples of CSIs for community-related CSR in the hotel industry.

From Table 25.1, there can be no doubt that hotels’ CSR have had a substantial reach in global and local environments, as well as surrounding communities.

Table 25.1 Examples of CSIs for community-related CSR in the hotel industry

<table>
<thead>
<tr>
<th>Types of CSIs by Kotler and Lee (2005)</th>
<th>Descriptions</th>
<th>Examples</th>
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</thead>
<tbody>
<tr>
<td>1. Cause Promotions</td>
<td>Supporting social causes through promotional sponsorships</td>
<td>Best Western hotel encouraged members of rewards frequent-stay programme to donate points to “World Vision” for Japan tsunami and earthquake relief efforts (Levy &amp; Park, 2011).</td>
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<td>2. Cause-Related Marketing</td>
<td>Making a contribution or donating a percentage of revenues to a specific cause based on product sales or usage</td>
<td>Lancaster hotel donated £1 from every guest’s invoice for charity purposes in green project “Let’s Go, Let’s Grow”, to boost the knowledge of the hotel’s green policies among staff, guests and suppliers. The hotel also donated £500 to support this project (UK Essays, 2015).</td>
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<tr>
<td>3. Corporate Social Marketing</td>
<td>Supporting behaviour change campaigns</td>
<td>JW Marriott Phuket Resort and Spa established Mai Khao Marine Turtle Foundation to bring awareness of turtle protection and encourage the participation from all stakeholders to preserve natural surroundings (Mai Khao Marine Turtle Foundation, 2014).</td>
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<tr>
<td>4. Corporate Philanthropy</td>
<td>Making direct contributions to a charity or cause</td>
<td>Hyatt Hotel Corporation launched corporate philanthropy programme called “Ready to Thrive” which focussed on improving literacy and education for children worldwide and worked with the Pearson Foundation’s “We Give Books and Room to Read” by donating over 50,000 books to children (Koo, 2013).</td>
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<tr>
<td>5. Community Volunteering</td>
<td>Providing volunteer services in the community</td>
<td>The Ritz-Carlton Hotels provided employee volunteers for several campaigns such as Feed the Hungry in Russia, Help Save Sea Turtles in Florida, Support Special-Needs Children in Bahrain, Interact with Lions, Tigers and Bears in Florida, Visit a typical high school in Shanghai(Greenberg, 2013; Nicklin, 2008).</td>
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<tr>
<td>6. Socially Responsible Business Practices</td>
<td>Adopting and conducting discretionary business practices and investments that support social causes</td>
<td>Peninsula Hotels launched “Not to forget the elderly program” to provide special care for elderly by having a center where elderly can be taken for a couple of hours or the entire day. The programme includes activities, meals, personal care, and health treatments (AgingCare, 2016, Eldercare, 2017, Frangos, 2016).</td>
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</table>
25.4 CSFs for CSR

In 1979, John F. Rockart defined critical success factors (CSFs) as “the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department, or organization” (Bullen & Rockart, 1981). Recently, the term CSF has been used significantly to present or identify a few key factors that organizations should focus on to be successful (Kahreh, Mirmehdi, & Eram, 2013). However, achieving CSFs can be complicated due to the fact that understanding CSFs in general is insufficient for the success of a specific project; the variation of understanding the success factors of each project depends on the culture and complexity of the projects (ACCA, 2016). Therefore, CSFs are tailored to a specific industry or a particular situation because different situations require different CSFs.

In other types of business, CSFs have been found to contribute to making CSR more effective, including in the banking, manufacturing, mining and extraction, retail, service, information and communication technology (ICT), financial, insurance, and public sectors. The literature has identified 12 CSFs for CSR, which include top management commitment to CSR, formal CSR strategic planning and practice, consumer-oriented strategy, embedding of CSR into the organizational culture and citizen behaviour, employee commitment to CSR, stakeholder engagement, participation in community-related CSR, knowledge sharing, laws and social norms, CSR project management and committees, financial performance, and, lastly, measuring and reporting performance of CSR.

25.4.1 Top management commitment to CSR

Top management commitment refers to the vision and support of the management level for CSR. The management team of a company should have clear vision, mission, and goals for the entire company to develop society and communities, because these could be the key to achieving a sustainable business (Ueki, 2013). Leadership and governance play a crucial role in institutionalizing CSR; if the top management has no vision for applying CSR, then the entire company and synergic development with society cannot operate smoothly and efficiently, because it usually involves goals, strategies, approval processes, and allocation of budgets for CSR projects. Thus, top management commitment to CSR is essential in supporting and improving social and environmental management processes (Corporate Responsibility Forum, 2004; Jayashree, Malarvizhi, Mayel, & Rasti, 2015; Kahreh et al., 2013; Nyuur, Ofori, & Debrah, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013).

25.4.2 Formal CSR strategic planning and practice

Formal CSR strategic planning and practice refer to the ability of a company to plan, integrate, connect, install, and bring the CSR concept to practice in all sections. Companies must link CSR strategic planning and practice with the core business, vision, mission, corporate strategy, policies, mainstream management, and everyday operational practice because this can help companies reduce costs and the risk of problems, increase profits, and increase chances of success (Kotler & Lee, 2005). In addition, it is essential to involve stakeholders in CSR planning process and risk management because they can assist in identifying a firm’s environmental, social, and economic impacts, and also help develop a firm’s CSR strategy (Corporate Responsibility Forum, 2004; Hohnen, 2007; Kahreh et al., 2013; Nyuur et al., 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong, Jiang, & Ya’Nan, 2013).
25.4.3 Consumer-oriented strategy

Consumer-oriented strategy refers to a business’ responsibility to produce quality and safe products and services for customers while avoiding causing harm to the environment and society. Recently, consumers have become more environmentally and socially aware (Baker, 2015) and are more likely to choose the products and services of companies with strong CSR practices (PPAI, 2015). Therefore, the business sector can satisfy and create loyal customers by protecting the environment and society (Kahreh et al., 2013; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013).

25.4.4 Embedding CSR into organizational culture and citizen behaviour

Organizational culture is the personality of the organization. It is a system of shared meaning and beliefs held by organizational members (Katamba, 2010). It is the sum of values and rituals that serves as a glue to unify the members of the organization. It controls the way employees behave amongst themselves as well as with people outside the organization. Thus, organizational culture is a significant determinant of employee behaviour, teamwork, the honesty and sincerity of employees, and the overall business success (Watkins, 2013). The CSR concept must be embedded in organizational culture and organizational citizenship behaviour with understanding, accepting, and taking policy to practice. The company should communicate CSR approaches, strategies, aims, and activities in a transparent and meaningful way to ensure correct understanding of internal organizational communications. Moreover, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level because all levels in organization are important for successful CSR implementation (Corporate Responsibility Forum, 2004; Kahreh et al., 2013; Nyuur et al., 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013).

25.4.5 Employee commitment to CSR

Employee commitment to CSR refers to the ability of human resource management (HRM) to motivate and support staff in getting involve and participating in CSR projects and activities. HRM practices have direct and indirect effects on employees’ commitment because this section involves employment, participation of employees, employee activities, human rights, positive promotion of staff development, and training (Aladwan, Bhanugopan, & D’Netto, 2015). In order to persuade employees to get more engaged in CSR activities, HRM should build CSR responsibilities into their employee recruitment policy, training, remuneration, and performance appraisal systems. Moreover, employee communication programmes should be implemented to foster employees’ understanding of CSR’s importance and benefits, and to motivate them to actively volunteer (Corporate Responsibility Forum, 2004; Kahreh et al., 2013; Nyuur et al., 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013).

25.4.6 Stakeholder engagement

Stakeholder engagement refers to the organizational ability to involve, communicate, listen, share, learn, and make a better relationship with all stakeholders. The main objective of stakeholder engagement is to generate a better understanding of stakeholders’ perspectives, and then connect and transform stakeholders’ needs and expectations into business strategy,
corporate vision, mission, and strategic CSR activities. The business sector should be open-minded about communicating and sharing attitudes with their stakeholders because this can help companies cooperate and work with stakeholders to achieve CSR goals. Moreover, these can make for a better relationship between corporates and stakeholders (Corporate Responsibility Forum, 2004; Kahreh et al., 2013; Nyuur et al., 2014; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013).

25.4.7 Participation in community-related CSR

Participation in community-related CSR means companies must be involved in developing the community in which they operate, and the community should also be involved in any development plans. The business sector should take responsibility for society and community development, even beyond the sphere of laws. This responsibility requires the business sector to be a good corporate citizen by contributing resources to the community and improving quality of life for local people (Kotler & Lee, 2005). The idea of community-related CSR has become an important part of the business strategy that leads to business success (Nyyur et al., 2014; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013). Kahreh et al. (2013) suggested that the community should be involved in planning and decision-making processes of community-related CSR because local people can be directly or indirectly impacted by the decisions and actions of companies, and people from inside the community always know and will eventually deal with real problems. Thus, local people should have more chances to share their perspectives and facts about community problems (Sriprasert, 2007).

25.4.8 Knowledge sharing

Knowledge sharing refers to the process of openness to learning new things and sharing experience between companies and their stakeholders. It contributes to the depth of the knowledge pool of both individuals and the organization (Tuan, 2015). Knowledge sharing consists of two processes, namely knowledge donation and knowledge collection. Knowledge donation refers to communication based upon an individual’s own wish to transfer intellectual capital. Knowledge collection refers to attempting to persuade others to share what they know. These two distinct processes are dynamic, in the sense that one is either immersed in dynamic communication with others for the aim of transferring knowledge or consulting others so as to gain certain access to their intellectual capital (Van Den Hooff & De Ridder, 2004). Knowledge sharing allows companies to acknowledge new information to develop and improve their businesses. Companies can get a lot of useful information from their networks, such as sharing experiences with multiple stakeholders, learning from/with peers, being inspired by multi-stakeholder initiatives, or good practice examples. Stakeholders will also get a lot of benefits from knowledge sharing as well because companies may get essential information to plan for stronger CSR initiatives to give something back to society and communities (Corporate Responsibility Forum, 2004; Kahreh et al., 2013; Katsoulakos & Katsoulacos, 2007; Sangle, 2009; Singchoo, 2012).

25.4.9 Laws and social norms

Laws and social norms refer to the way in which a business operates and is controlled by legislation and social policy. Law and social norms are one of the basic CSR responsibilities that businesses have to follow and conduct, as CSR procedures are controlled by law and social
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norms (Hermansson & Olofsson, 2008). A law is a set of regulations, principles, and rules of a legal system that serves both to facilitate and regulate the conduct of the corporate enterprise. Social norms mean all rules and regularities concerning human conduct, other than legal and organizational rules (Eisenberg, 1999). The concept of CSR requires companies to operate businesses within the framework of the law, regulations, and ethical practices, and also requires them to act beyond legal obligations to incorporate interaction with social, environmental, and stakeholders into business processes (Hagan, 2014; Henderson, 2007; Kotler & Lee, 2005; Visser, 2008). Therefore, companies must follow the laws and regulations, and also respect social norms of the country and community where they operate. Businesses must follow the laws that apply in the country they are doing business in and must know how to apply international guidelines. Otherwise, they could be banned from operating in host countries. Before starting businesses, companies should understand and get familiar with all of the laws that they must adhere to (Corporate Responsibility Forum, 2004; Kahreh et al., 2013; Nyuur et al., 2014; Singchoo, 2012; Visser, 2010; Woo, 2013).

25.4.10 CSR project management and committees

CSR project management and committees refers to the skills of CSR officials to manage CSR projects with clear goals, objectives, communication, and timelines, and to be able to initiate and execute CSR activities appropriately, to the mutual benefit of all stakeholders. Many business executives have discovered that it is important to control and manage all CSR procedures by using appropriate instruments that could ensure the running of CSR project managements from conception to completion (Nyyur et al., 2014; Project Management Institute, 2010; Wiśniewski, 2015). Some organizations may separate the CSR department from marketing departments, and also have specific CSR staff to manage these projects for internal and external organization. However, it depends on inspirational leadership and each organization’s policies (Kahreh et al., 2013; Nyuur et al., 2014; Onlamai, 2016; Singchoo, 2012; Woo, 2013).

25.4.11 Financial performance

Financial performance refers to allocation of adequate budgets throughout the project. It is important to provide sufficient funding for CSR projects because this can help maintain CSR projects long term. The lack of financial resources affects the effectiveness of operations management, i.e., the project selection, management, assessment, reporting, and learning aspects of CSR initiatives. Therefore, proper allocation of budgetary support is important for the business sector to maintain the CSR concept longer term (Kahreh et al., 2013; Nyuur et al., 2012; Onlamai, 2016).

25.4.12 Measuring and reporting performance of CSR

Measuring and reporting performance of CSR involve processes to check the results of operations and to relay performances and feedback from all related parties for future improvements. Inside organizations, internal management and decision-making processes can be examined and improved, leading to cost reductions by measuring and monitoring such issues as energy consumption, materials use, and waste. Outside organizations, measuring and reporting processes can help open up dialogue with stakeholders, communicate and receive feedback for improving CSR performance, demonstrate leadership, reduce reputational
risks, enhance trust, and facilitate the sharing of values on which to build a more cohesive society (The Global Reporting Initiative, 2011). For more effective processes, both internal and external stakeholders should engage in providing and receiving feedback and support, and share ideas on CSR-related issues for future improvement and deeper integration (Corporate Responsibility Forum, 2004; Nyuur et al., 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong et al., 2013).

Based on the conclusion from the literature review, all 12 CSFs for CSR come from many sources and can be summarized in Table 25.2, which depicts sources and contexts of the CSFs for CSR from the literature review.

<table>
<thead>
<tr>
<th>Sources &amp; Context of Study</th>
<th>CSFs for CSR</th>
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</thead>
</table>
| **Corporate Responsibility Forum (2004)** | 1. Commitment from key people  
2. Integrating values and vision of CSR into business and culture  
3. Integrating CSR into strategic management and operations  
4. Setting appropriate goals and targets, related to core business  
5. Communicating CSR aims and activities in a transparent way  
6. Openness to learning improvement and innovation  
7. Engagement with external stakeholders  
8. Involving employees in implementing CSR  
9. Sharing experience and learning with stakeholders  
10. The accessibility to effective initiatives  
11. The existence of an appropriate legal environment  
12. Awareness and responding to company issues |
| The EU’s multi-stakeholder forum on CSR in 2004 | 1. Communicating purpose, vision and values consistent with business  
2. Information provision  
3. Knowledge sharing  
4. Cooperation  
5. Legal norms  
6. Employee volunteering  
7. Community involvement  
8. Involvement of the board of directors  
9. Inspirational leadership  
10. Financial orientation of organization  
11. Customer satisfaction and loyalty  
12. Organizational brand  
13. Employee commitment to CSR  
14. Financial performance  
15. Social norms and the impact of community factors  
16. Transformation of stakeholders’ needs into business strategy  
17. Organizational culture  
18. Competitive orientation  
19. Organizational citizenship behaviour  
20. Formal strategic planning  
21. High level of communication in organization  
22. Presence of a CSR committee  
23. Top management commitment to CSR |
| **Kahreh et al., (2013)** | 1. Leadership and governance  
2. The availability of CSR policy framework within organization  
3. Project management  
4. Monitoring, evaluation and reporting  
5. Enable to engage and communicate constantly with all stakeholders  
6. Staff engagement  
7. Governments’ ability to create conducive environment for CSR  
8. The mutual exchange of CSR benefits between companies and communities  
9. Funding |
| The banking sector of Iran | 1. Leadership and governance  
2. The availability of CSR policy framework within organization  
3. Project management  
4. Monitoring, evaluation and reporting  
5. Enable to engage and communicate constantly with all stakeholders  
6. Staff engagement  
7. Governments’ ability to create conducive environment for CSR  
8. The mutual exchange of CSR benefits between companies and communities  
9. Funding |
| **Nyuur et al., (2014)** | 1. Leadership and governance  
2. The availability of CSR policy framework within organization  
3. Project management  
4. Monitoring, evaluation and reporting  
5. Enable to engage and communicate constantly with all stakeholders  
6. Staff engagement  
7. Governments’ ability to create conducive environment for CSR  
8. The mutual exchange of CSR benefits between companies and communities  
9. Funding |

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Critical success factors

From Table 25.2, it is evident that CSFs for CSR may vary depending on the type of industry. There are many frameworks and models that identify the most popular success factors used in the project (Ofori-Kuragu, Baiden, & Badu, 2016). However, there is still little discourse on CSFs for CSR within the context of tourism and hospitality. Despite the huge volume of research on CSR in the hotel sector, there is scarcity of literature on CSFs in community-related CSR (Holcomb, Upchurch, & Okumus, 2007; Xuerong et al., 2013). This gap in knowledge needs to be addressed. The CSFs for CSR identified in other industries can be summarized into 12 CSFs (Table 25.3). Table 25.3 depicts sources of 12 CSFs for CSR that will be applied for identifying the CSFs for community-related CSR in the hotel sector.

Table 25.2 (Continued)

<table>
<thead>
<tr>
<th>Sources &amp; Context of Study</th>
<th>CSFs for CSR</th>
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<tbody>
<tr>
<td>Woo (2013)</td>
<td>1. Leadership and corporate tone 2. Line leadership and local support 3. Embed CSR into HRM 4. Stakeholder engagement and supply chain management 5. Integrate CSR into marketing strategy 6. CSR measurement and communication</td>
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</tbody>
</table>
Table 25.3: Sources of 12 CSFs for CSR that will be applied for identifying the CSFs for community-related CSR in the hotel sector

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<td><strong>CSFs for CSR</strong></td>
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<td>1. Top management commitment to CSR</td>
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<td>2. Formal CSR strategic planning and practice</td>
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<td>3. Consumer-oriented strategy</td>
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<td>4. Embedding CSR into organizational culture</td>
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<td>6. Stakeholder engagement</td>
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<td>7. Participation in community-related CSR</td>
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<td>8. Knowledge sharing</td>
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<td>9. Laws and social norms</td>
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<td>10. CSR project management and committees</td>
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<td>11. Financial performance</td>
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<tr>
<td>12. Measuring and reporting performance of CSR</td>
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25.5 Significance of the study and suggestions for future research

For theoretical significance, this study has a significant contribution to make to the body of knowledge about the CSFs for making hotels’ community-related CSR more effective. For practical significance, the CSFs for community-related CSR in the hotel sector can be used to plan for CSR projects and activities. CSR projects will operate more economically, more smoothly, and with less possibility of serious trouble. Target communities and local people would receive more valuable and efficient of community-related CSR projects from hotels. Moreover, governments and other sectors can use the results of this study to plan for community and society development projects. This study, thus, benefits all concerned.

For future research, the CSFs for community-related CSR in the hotel sector can be used to help academicians develop CSR for different business sectors or compare hotel businesses and other sectors, to see how different types of businesses affect the CSFs for community-related CSR.

25.6 Conclusion of the study

The hotel industry has had an awareness about applying the CSR concept since it was first introduced. Recently, the concept has become an important component of management practice in all hotel sizes. There are many researches on hotels’ CSR but most of them emphasize the mechanisms of CSR behaviour and examine how CSR practices are actually carried out in the hotel industry. Therefore, this chapter presents the CSFs for CSR that have been used successfully in other business sectors, to identify the CSFs for community-related CSR in the hotel sector, key essential factors or aspects of which focus on ensuring successful initiatives in hotel management.

References


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