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THE SUSTAINABILITY OF HOTEL CSR ACTIVITIES: A COMPARISON STUDY IN BALI

Trianasari

Abstract

In the social science literature, the term CSR was introduced in 1950s. However, the continued attention given to both academic and business practitioners has been evident. Indeed, this topic remains centered among researchers, especially within the social science. Similar to the academic aspect, business practices have been growingly adopting this concept within their operations. In fact, stakeholders and shareholders are required to encourage firms to perform CSR activities, especially with a high degree of publications.

While the increase attention to and implementations of CSR are beneficial particularly to the stakeholder and environment, CSR activities may be costly. Perhaps, not all companies are able to perform CSR activities consistently and continuously. As a consequence, the beneficiary may be affected. Thus, it is arguably important to examine the sustainability of the CSR practices and what factors are important to sustain CSR actions. However, limited research has been undertaken to answer such question.

This paper presents the results of a study aiming at understanding the sustainability of CSR activities. Subjects of the research were Hotel Managers and Human Resources Managers of different star rating hotels in Bali. The respondents were randomly selected and their participation was based on voluntary. Data were collected using interview method and were analyzed qualitatively.

The results of the study suggest that there were variations in the likelihood of sustainability of hotel CSR activities among hotels with different star ratings in Bali. The study revealed that mostly due to financial aspects, lower star hotels were likely to be inconsistent in their implementation of CSR than the higher rated ones. This finding suggested that the sustainability of CSR activities for lower star hotels seemed to be less possible than the higher star hotels. There were three themes derived from the analysis of the data that were argued to influence the sustainability of the CSR program. They were good corporate governance, organizational behavior, and manager’s decision. The contribution of this study is shown to enhance the understanding of CSR in terms of the practice of CSR in hotels in Bali.

Key words: CSR, good corporate governance, hotel, sustainability, qualitative

1. Research Background

CSR has gained increasing attention from both researchers and practitioners. The major focus of CSR studies has been on the importance, implementation of CSR, its relationship with financial performance, and its link with sustainability. To list a few researches, see for example the works of Golja and Nižić (2010), Lingreen and Swarten (2007), McWilliams and Siegel (2000); McWilliams, Siegel, and Wright (2006). A number of researches on CSR has been dedicated not only to understand this construct through conceptual thought and evidences found, but also to provide guidance and strategic implementations of CSR which are useful for business practice. To give one example, the study conducted within the human resources department in which CSR program has been used for attracting and retaining employees with good talent (Bhattacharya, Sankar, & Korschun, 2008).
The importance of CSR has also been covered by media and publication that to certain degree has led to improve practitioners’ awareness on CSR. Indeed, CSR publication is one of the powerful ways to influence firms’ behavior (Porter & Kramer, 2006). In other words, the role of media is essential to promote the importance of CSR. As such, many organizations have listed CSR as one of the top priority program (Porter & Kramer, 2006). In fact, many firms use their CSR campaigns as one of the effective marketing, advertising tools, and positioning (Sweeney & Coughlan, 2008). That is, firms use their CSR program to advertise and create positive image. Indeed, at one point, the firms’ rating is dependent upon its CSR activities (Porter & Kramer, 2006).

Furthermore, media coverage has also improved customer awareness of CSR (Holcomb, Upchurch, & Okumus, 2007). It is not surprising that by being aware of this concept, customers may form expectations on firms’ CSR activities. Certain customers, especially those who have attention on society and environment, tend to choose firms which actively perform CSR programs. Tuan (2011) stated that a considerable number of people always affirm they would be ready to pay for sustainable tourism products.

Moreover, the implementation of CSR has also been strengthened by the government’s rules and regulations as it occurs in Indonesia (Trianasari & Yuniarta, 2015). In other words, firms are obliged to include CSR in their business practice, although, in many parts of the country, such rules have not been consistently applied.

In brief, CSR has been a central topic for stakeholders including government, activist, society, media, firms, customer, and employee (Porter & Kramer, 2006). McWilliams (2006) stated that in recent years, stakeholders and shareholders have encouraged firms to additionally invest in corporate social responsibility. In fact, firms may gain benefit from CSR activities. They can be used to maintain relationship with stakeholders (Sweeney & Coughlan, 2008) or to promote and create a positive image of the firm through publication. However, some authors argued that communication of CSR activities may result in stakeholders’ skepticism and cynicism (Mohr, Webb, & Harris, 2001; Schlegelmilch & Pollach, 2005).

CSR is known as the responsibility of any firms for the social aspects including society and environment apart from their business operations. In tourism industry for example, CSR has been largely practiced. The implementation of CSR activities in the tourism sector in Bali has included several aspects such as community, environment, health and safety in the workplace, and so on (Trianasari & Yuniarta, 2015). However, CSR does not imply that it is the firms’ job to solve the world’s problem. Rather, they should show the moral purpose of their business (Porter & Kramer, 2006). Moreover, these authors stressed that firms may in fact regard CSR as a business opportunity, innovation, and competitive advantage.

While firms have increasingly involved in the practice of CSR, there has been a debate in the CSR literature with regard to how to measure the firms’ social behavior. That is, how socially behaved a firm is, has been unclear. This question may become more complex as firms may be concerned of the social and environment at a time, but may not be at other time. Although there has been increasing numbers of organizations that growingly adhere and demonstrate their commitment to CSR (Pinkston & Carroll 1994), many struggle with this effort (Lindgreen et al. 2009). One
reason that may be able to explain such phenomenon is that CSR activities are somewhat costly. While CSR should be firms’ continuous actions, commitment to it may be challenged by the cost associated to its activities. Thus, the sustainability of CSR activities is arguably questionable. However, no study has specifically examined CSR in this manner.

This paper reports on the results of a study aimed to answer the above question. More specifically, the study explored the sustainability of CSR within the hotel context. The rational of this study was that there seems to be variations in the consistency of CSR implementation among different types of hotel.

The remainder of this paper is organized as follows. The next section outlines a review on the literature within the CSR field, followed by method employed in the research. Next, the findings are presented and discussed. The last part of the paper provides a brief conclusion of the paper.

2. Literature Review

This section provides an overview of the literature used as reference for this study. First, the definition of CSR is discussed. That is followed by the implementation and benefit of CSR. Next, a review of previous research on CSR is presented.

2.1 Definition of CSR

CSR has been a concept applied since more than 2000 years ago, however it has been known as a modern term in the 1950s (Golja & Nižić, 2010). Since then, it has been seemingly hard to find a single definition of CSR, because it refers to a wide range of issues (Golja & Nižić, 2010). CSR practices are considered to be all those voluntary firm actions designed to improve social or environmental conditions, and as a consequence, corporate social responsibility (CSR) encompasses a wide array of business practices (Calveras, 2013).

Recent definitions state that CSR refers to the business activities and corporate commitments to society or individuals with an active participation in the activities of the organization (de Leaniz, Ruiz, del Bosque, 2012). Furthermore, McWilliams and Siegel (2001) interpreted CSR as good social actions to follow the law although, beyond the interest of the firm. Similarly, CSR has been defined as good works to the community and good stewardship of the environment undertaken by a business voluntarily, going beyond legal requirements or trade union requirements (Vallee, 2005; McAdam & Leonard, 2003). Golja and Nižić (2010) also noted that corporate social responsibility means going beyond daily operations of the company, beyond legal compliance, and involving many stakeholders.

In brief, CSR refers to some social activities which are voluntarily performed by firms or organizations or institutions that show their concern mainly on society and environment. The next section presents the implementation of CSR.
2.2 Implementation of CSR

Corporate social responsibility activities are designed and implemented in a various ways and sizes. Organizations or firms can choose different CSR activities (Lindgreen et al., 2009). Some companies focus on education, some may be more interested in participate in improving society’s health and sanitation, and others may involve more in the environmental issues. Besides, such activities can be in a large, medium, or small scopes. In other words, CSR activities can target local, national, regional, or international beneficiaries. CSR may include sponsorship of education of the disadvantaged, building recreational facilities for communities, planting trees, and many more.

Publication and communication are ways to stress the importance of CSR. Indeed, there have also been many initiatives world-wide emphasizing on the essence of CSR and some of them resulted in building a partnership and network between and among business companies (Golja & Nižić 2010). Moreover, it can be expected that the role of media help societal expectations of corporate behavior; 'a behavior that of media is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of a business' (Whetten et al. 2002, p. 374). From the stakeholder theory, CSR performances are the interest of stakeholders and thus, face the potentially conflicting demands of these stakeholders, and translate the demands into CSR objectives and policies (Lindgreen & Swaen, 2010). However, in some cases, firms attempt to change stakeholders’ expectations (Lamberg, Savage, & Pajunen, 2003). The implementation of CSR requires rapport with stakeholders – through formal and informal communications and practices – in the pursuit of common goals, and convince them to support the organization’s chosen strategic CSR activities (Andriof & Waddock 2002).

The CSR literature has emphasized the increasing practice of CSR among organizations. However, there has also been discussion on the struggle to perform such activities faced by organizations. That is, many authors have suggested the association of CSR activities and financial abilities. Indeed, implementing CSR is somewhat costly. Although, Porter and Kramer (2006) has suggested that viewing CSR beyond the cost and good deed, may turn a firm into a profitable ones as CSR can be seen as opportunity, innovation, and competitive advantage.

Within the tourism context, CSR has been applied in terms of social, ecological, and economic aspects (Giraldo et al., 2008). Such application rooted from the understanding that tourism enterprises are responsible for the conditions under which a holiday package is being produced. The next section reviews recent research on CSR focusing on tourism setting.

2.3 Previous research on CSR within the tourism context

Increasing interest in the field of CSR within the tourism context has been evident. Specific to this context, CSR is defined as “a guiding business policy whereby tourism companies integrate social and environment concerns in their own business missions, strategies, and operations and in their interaction with their stakeholder on a voluntary basis”. Indeed, CSR has been viewed as a multidimensional construct that is closely relates to the stakeholder framework (Inoue & Lee, 2011). As such, activities should consider stakeholders different interests (Lund-Durlacher, 2013).
A number of researches on this topic have been focusing on the link between CSR and sustainable tourism development movements and the relevance of CSR in the tourism context. Other research has suggested that companies have been facing tensions in achieving their commercial goal and performing their philanthropic activities (Henderson, 2007). Furthermore, Lund-Durlacher (2013) emphasized that CSR is a voluntary action performed by organizations, thereby, its measurement should exceed legal regulations such as environmental, human rights, and so on.

Moreover, a study of Holcomb et al. (2007) investigated the social responsibility behaviors of top ten hotels. Using a content analysis method, the authors found that most hotels have included CSR in their program, although not all of them specifically include CSR aspects in their vision and mission statement.

A more recent study conducted by Inoue and Lee (2011) clustered CSR into five dimensions which are employee relation, product quality, community relation, environmental issues, and diversity issues. They investigated how the five dimensions affect financial performance among four different sectors of tourism. Their study revealed that CSR had different effect on short term and long term financial performance and, the impacts differ among the four tourism organizations.

A study on CSR in Bali showed that the majority of the hotel CSR funds were distributed for community (Trianasar & Yuniarta, 2015). Included in the community aspect were donation to society and managed by society; sponsorships on society health program; sponsorships on art, conferences or exhibition, education program for society; scholarship; facilitating social activities; and supporting local industries. This research implied that community was one of the top priority to receive benefit from CSR activities in Bali.

While it has been acknowledged in the CSR literature that CSR is a continuing action and firms seem to struggle in implementing CSR, there is no study specifically examined how hotel CSR actions are decided and implemented, and the sustainability of hotel CSR activities. Therefore, understanding CSR from this point of views is essential to gain deeper insights on CSR topic.

3. Research Method

This study aimed to answer the question of how CSR activities. The respondents were Human Resources Managers or Hotel Managers in Bali. Their consents were obtained prior to their participations. Data were collected using semi-structured interview and analyzed quantitatively. The data analysis involved the three steps of open coding, axial coding, and reflective coding. First, the raw data were transcribed. Next, key ideas were sought. This action was part of the opening code. Then, the axial coding was performed in which similar ideas were grouped into a theme. In the last step, the themes were contrasted and then, similarities or differences as well as relationships were identified.

4. Findings and Discussion

This section presents the findings of the research and discussion.
4.1. Important factors in the decision making and implementation of CSR

The result of the study showed that all hotels under study participated in CSR activities. However, there were variations in the implementation of CSR among different types of hotels. This finding was consistent with the CSR literature reviewed in the previous section of this paper. That is, CSR activities are designed in various forms and sizes. The majority of hotels included their program in the community involvement that supported the work of Triyono and Yudiana (2015). Part of the program was in the aspect of education especially for children. One of the hotel managers described that an elementary school in a tourist area was still in need of support including shoes, uniforms, books, and financial aids. CSR activities especially helped children to improve their learning experience.

It was also found that hotels with higher star rating involved in more activities and wider beneficiaries. To provide an example, hotels participated in the development or renovation of public facilities including toilet, temple, hotel

Furthermore, the study revealed that the variations in the decision on CSR were caused by several factors. It was found that there were three important factors in the decision making and implementation of CSR which were good corporate governance, organizational behavior, and manager’s decision. Interestingly, the majority of smaller hotels or hotels with lower star rating reported that CSR program was dependent upon the manager’s decision. In the decision making, one of the considerations was the hotel revenue. That is, CSR activities were undertaken when the business was relatively high. However, when the business was low, they tend not to perform any CSR activities. These were decided by the hotel manager. On the other hand, bigger hotels or those with higher star rating explained that the CSR decision was mostly derived from the management that was caused by being an organization that has good corporate governance. Some managers emphasized that doing good for the society and environment will bring good to the hotel. It was the culture or behavior within their organizations that involved in the decision of any CSR program.

4.2. The likelihood of sustainability of CSR activities among hotels

Although it is a kind of voluntary action, many firms are increasingly aware of and in fact, obliged to perform CSR activities. Perhaps the role of media, the expectations of stakeholders, and the government rule and regulation to certain degree, encourage firms to commit to perform CSR program. However, as the CSR literature suggested, many firms faced difficulties in the implementation and participation of CSR program. It can be assumed that part of the reason is because CSR activities relates to extra cost. Thus, the sustainability of CSR actions may be questionable.

However, there has been no investigation on the prospect of CSR sustainability.

The main part of this study highlighted the likelihood of the sustainability of CSR activities from different types of hotel. It was found that mostly due to financial aspects, lower star rating hotels tended to be inconsistent in their implementation of CSR than the higher rating ones. That is, the continuity of CSR activities was uncertain, although some respondents explained that CSR was always included in the annual agenda, at the very least, simple CSR program was implemented in conjunction with hotels’ anniversary. Some respondents stressed that although planned...
in advance, their hotels may not perform CSR activities. This response may similar to the statement that investment in CSR is contradictory to the firms’ goal to maximize profit (McWilliams & Siegel, 2000). On the other side, hotels with higher star rating emphasized that they were more likely to participate in CSR activities despite of their business situation. One of the reasons put forward was that CSR activities were important as one of the marketing tools. Stakeholders were believed to be impressed with consistent and sustained hotels CSR activities. One respondent added that doing good thing to society and environment will result in a good thing to the firms. It seemed that this respondent referred CSR as part of the action and reaction chain that may be related to the religion background.

In brief, this study has shed lights on CSR literature in terms of the variations of CSR implementation factors in decision making on CSR program, and the likelihood of sustainability of hotel CSR among different type of hotels.

3. Limitation and suggestion for future research

While the results of this study provided new insights within the CSR field, the limitation of this study also existed and may not be ignored. Thereby, it is important to acknowledge here that the findings resulted from this study may not be readily applied to a wider population due to its approach of qualitative method that employs small sample size and thus, the findings are naturally unique to its sample. In other words, the results of this study were not to be generalized. Nevertheless, one may duplicate the study limitedly within similar contexts. Next, another limitation that shall be reported is the selection of the hotel types under study. The respondents were representing different types of hotel based on their star ratings which may result in biased findings. However, since the study was conducted as a preliminary stage of a larger study, this limitation was considered not harmful to the findings.

In terms of future research, this study offered potential avenues such as, to examine the relationships of CSR activities and brand image, profit, or customer loyalty. Furthermore, it seems arguable to quantitatively investigate the influence of the type of leadership or role of manager on CSR implementation because, as found in this study, hotels’ commitment to perform CSR activities was mostly decided by the manager.

5. Conclusion

This paper presented the results of an exploratory type of study on the sustainability of hotel CSR activities. Data were collected from Human Resources or Hotel Managers in Bali. The purpose of the study was to elicit understanding of how hotel manager perceived the sustainability of the CSR activities. Data were collected using semi-structured interview method and were analyzed qualitatively. The results of the study showed that there were variations in the perceived sustainability of hotel CSR activities. Hotels with higher star rating under study were more certain on the continuity of their CSR program compared to the lower ones. Three themes were classified from the findings as the main reasons of such variations. They were good corporate governance, organizational behavior, and manager's decision. Further discussion, limitation, and future research avenues were presented in the paper.
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