

A Proposed Framework of Commitment for Hotel Industry in CALABARZON Region, Philippines

Asia Pacific Journal of
Education, Arts and Sciences
Vol. 6 No.2, 86-92
April 2019
P-ISSN 2362-8022
E-ISSN 2362-8030
www.apjeas.apjmr.com

Noelah Mae D. Borbon (PhD IHM, CGSP)

College of International Tourism and Hospitality Management, Lyceum of the Philippines University, Batangas City, Philippines
nmdborbon@lpubatangas.edu.ph

Date Received: February 27, 2019; Date Revised: April 29, 2019

Abstract –The hotel industry shall have a sense of responsibility and commitment in protecting and conserving the natural beauty of CALABARZON. This study focused on the hotel industry's Corporate Social Responsibility in terms of significance and practices. It aims to assess the corporate social responsibility of the different DOT Accredited hotels in CALABARZON region as the foundation for proposed framework of commitment. The paper also assessed the hotel establishment's consciousness and awareness of their corporate social responsibility, as part of fast-growing hospitality industry they must also be the first one to have the passion and heart in helping and reaching out for the community and for the environment making it their commitment. Descriptive type of research was utilized in the study with 130 hotel employees from the 45 DOT accredited establishments served as participants. This study revealed that the employees have high level of response on the significance of CSR primarily on philanthropic aspect, followed by legal and ethical aspect while economic aspect as the least. The hotel, resorts and tourist inn have higher level of CSR practices primarily in the environment related effort followed by ethical labor and philanthropical effort as well as social engagement. A Framework of Commitment for CSR for the continuous improvement of hotel industry was proposed.

Keywords – CALABARZON, Commitment, Corporate Social Responsibility, Hotel Industry,

INTRODUCTION

In the Philippine law, CSR is being mandated. In compliance to Section 3 of House bill 306 commonly known as Corporate Code of the Philippines, wherein all the business establishments are encouraged and required to implement, participate and support any CSR initiative in the operation of the business may it be in public or private organization. Moreover, in CALABARZON

region, there are tragic environmental issues including the typhoon, earthquake and flash flooding. This issue is a result of the growing tourist arrival around the area. The accommodation establishments such as hotel, resort and inns shall have a sense of responsibility and commitment in protecting and conserving the natural beauty of CALABARZON. Aside from the environmental responsibility, legal and economic responsibility shall be observed and monitored.

Commitment is the attitude to work really hard to achieve a certain goal. Being committed for continuous improvement would demand full effort, allotting time and even may require sacrifice. Steven Covey once said, "Without involvement, there will be no commitment" which is correct most importantly in achieving corporate's goal. There is need for the collaborative team effort initiated by the top management to create deeper commitment which will eventually result into the success of the corporation when it comes to social responsibility.

Given the fact that commitment is crucial to any business, Corporate Social Responsibility is also essential because it is the heart and soul and is an important standard of modern corporations. It is an indispensable mechanism for both increased corporate accountability, profitability and environmental sustainability. Moreover, Cone Communications CSR Study [1] revealed that this year, 2017, is commemorated as the year of Corporate Social Responsibility. However, there are emerging issues and challenges on low commitment of the hospitality industry, more specifically the hotels and resorts, when it comes to CSR hence, these issues are the major problems that this study would like to address.

Hotel Industry is one of the fast growing and advancing industry in the world. This Industry is a sector, in which companies increasingly commit themselves in actions of corporate social responsibility [2]. Hotel Industry is composed of different businesses including,

hotel, resort and tourist inn. These businesses cater the tourists to provide temporary accommodation away from home. Hotels are used for socialization, relaxation, and business. The hotel industry has to adapt themselves with the rapid social changes and creative relations and also face challenges of modern style and technology, green features and sustainability.

This study focused on the hotel industry's view on the significance and practices when it comes to CSR. These three aspects will be the foundation in developing a proposed framework of commitment. Over a thousand of books and journals, there are no specific given meaning of CSR, thus Corporate Social Responsibility defines depending on the core value and mission of each business. According to study, the development of corporate social responsibility consciousness is an outcome of the changing of the consumers' ways of thinking [3]. The significance of CSR may vary on the nature of business and its philosophical beliefs. The practices may pertain to the environmental effort of a business, philanthropical practices, social engagement and ethical labor practices.

This study is made to assess the consciousness and awareness in the CSR of hotel establishments. Being the fast-growing hospitality industry, they must also be the first one to have the passion and a heart in helping and reaching out for the community and to the environment making it as part of their commitment. For the hotel industry, measuring the effort they put on promoting tourism shall be equal to their effort in giving back to the community. With this study, the researcher would like to assess the CSR of hotel and resorts and to propose a framework of commitment which may be a foundation for continuous improvement in CALABARZON region. Thus, demonstrating a strong commitment from the top management creates power to lead the people in developing the sense of social responsibility for the community.

OBJECTIVES OF THE STUDY

This study aimed to propose a framework of commitment for the hotel industry in CALABARZON region which is focused on CSR. More specifically, the study sought answer to the following objectives: present the profile of the hotel industry in CALABARZON in terms of: classification of the accommodation; location accessibility; and number of years of operations; describe the significance of corporate social responsibility in terms of: economic aspect, legal aspect, ethical aspect, and philanthropic aspect; identify the practices of the accommodation establishment in terms of environmental effort, philanthropical effort, social

engagement and ethical labor practices. Furthermore, the study tested the difference on the significance and practices on CSR when grouped according to the hotel profile; test the relationship between the significance and practices of CSR. Based on the results, this study proposed a framework of commitment for continuous improvement of CSR for hotel industry.

METHODS

The researcher used the quantitative research method. Ritchie [4] believes that with the use of quantitative method, the researcher needs to be observant with a larger crowd and there is a necessity to test the variables to come up with the best conclusion. In this study, the researcher used triangulation which concentrates on the significance and CSR practices of the hotel industry in CALABARZON. Moreover, the researcher utilized an adopted survey questionnaire, interviewed the available managers on duty and focus group discussion among the hotel employees together with the HR Department.

The respondents of the study are the employees of the Department of Tourism (DOT) accredited hotel industry. The researcher emailed the DOT regional director to have the updated list of accredited hotels, resorts and tourist inns in CALABARZON region. Out of seventy-six (76) DOT Accredited which is composed of hotel, resort, tourist inn and hotel-resort, 45 or 59.2% participated in the study. There are three four-star hotels, eight (8) three-star hotels, ten two-star hotels, five one-star hotels, thirteen hotel-resorts, eleven tourist Inns and twenty-six (26) resorts. Selected employees who are working in the establishment answered the questionnaire and the managers and supervisors are interviewed while those employees who answered the questionnaires participated the focus group discussion. Upon the data gathering, a total of one hundred thirty (130) respondents from the forty-five (45) hotel establishment served as the actual respondents.

The adopted questionnaire was derived from different studies on corporate social responsibility following the concept of Carrol's which undergone a reliability test to check the validity and reliability. The reliability test was answered by non-DOT Accredited and expert faculty members from the College of International Tourism and Hospitality Management. The result of reliability statistics showed that the computed Cronbach's alpha value of 0.960 signifies that the instrument for significance of corporate social responsibility has strong or excellent internal consistency as well as the questionnaire for practices of corporate social responsibility with 0.929 while the problems encountered obtained a Cronbach's alpha value of 0.898

which signifies good in the rule of thumb. Thus, this set of questionnaires is considered valid for use.

The researcher visited the establishments to conduct the actual administration of survey and within the given span of time, set an interview for those managers who were willing to be interviewed and be part of the focused group discussion with the hotel employees.

Personal encoding was successfully done by the researcher after gathering all the data. SPSS was used to interpret and analyse the data gathered. This study used frequency distribution, percentage and weighted mean as statistical tools for the first part of the questionnaire, presenting the profile of the respondents and the use of the weighted mean was applicable in determining the hotel establishment's perceived significance of corporate social responsibility and their practices. ANOVA was used to test the difference in the perceived significance, and actual practices when the respondents are grouped according to the type of business establishment, number of years in operation and location.

In accordance with the Code of Ethics, the researcher ensured that all the data to be collected from the respondents will be free consent- fully volunteered from the respondents. The researcher also ensured that there is a high reverence and value regarding the integrity of their respondents in the treatment in order to receive an effective response from them. Hence, respecting the ideas and opinions of the respondents and recoding their advice on the research topic can ensure a fruitful study

RESULTS AND DISCUSSION

Table 1. The Profile of Hotel Establishments

Classification of the Hotel Establishment	f	%
Hotel	65	50.0
Resort	48	36.9
Tourist Inn	17	13.1
Location accessibility		
Cavite	35	26.9
Laguna	9	6.9
Batangas	65	50.0
Rizal	10	7.7
Quezon	11	8.5
Number of years of operations		
1- 5 years	23	17.7
6 – 10 years	48	36.9
11 – 15 years	24	18.5
16- 20 years	28	21.5
21 years and above	7	5.4

Table 1 presents the profile of the hotel establishment. The table reveals that majority of the respondents coming from hotel establishment followed by resorts that are located in Batangas followed by Cavite and established for 6-10 years of operation. CALABARZON region is

well-known to be a region full of cultural and natural attraction, where a lot of hotel and resort is being enjoyed by tourist locally and internationally. Hotel establishments around CALABARZON are mostly located around coastal area that exist for more or less than 20 years providing accommodation and luxury to tourist away from home.

Table 2. Significance of CSR

Significance	WM	VI	R
1. Economic Aspect	3.35	A	3
2. Legal Aspect	3.46	A	2.5
3. Ethical Aspect	3.46	A	2.5
4. Philanthropic Aspect	3.49	A	1
Composite Mean	3.44	A	

Scale: 3.50-4.00: Strongly Agree (SA); 2.50-3.49: Agree (A); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 2 presents the significance of CSR of the hotel industry. The computed composite mean score of 3.44 implies that the employees have positive view on the significance of CSR. In the perspective of hotel employees, they viewed CSR more significantly in terms of Philanthropic aspect (3.49), followed by Legal and Ethical aspects (3.46) and economic aspect having the lowest weighted mean of 3.35.

In the hotel Industry wherein, it is known as people-oriented service industry, it is but important to take part in cultivating and nurturing the lives of those of the community most importantly their employees. That is one of the beliefs of the hotel manager in Cavite that is why most of their CSR initiatives are towards philanthropic rather than economic aspect of Corporate Social Responsibility. These initiatives turn well as it helps in the improvement of the hotel stability and growth as a business. In terms of legality and ethically speaking, the hotel evaluates the significance of CSR as both important to the hotel establishment. Abiding and obeying the law is as much as important as treating their employees and the community morally. Generally, the Significance of CSR to the hotel industry as viewed by the hotel employees are considerably significant as it believed to be as one of the key factor for the success of the hotel establishments.

Table 3. Corporate Social Responsibility Practices

Indicators	WM	VI	R
1. Ethical Labor Practices	3.29	O	2
2. Social Engagement	3.10	O	4
3. Philanthropic Effort	3.22	O	3
4. Environmental Effort	3.48	O	1
Composite Mean	3.27	O	

Scale: 3.50-4.00: Always (A); 2.50-3.49: Often (O); 1.50-2.49: Sometimes(S); 1.00-1.49: Never (N)

Table 3 presents the hotel's CSR practices. The computed composite mean score of 3.22 implies that the hotel employees have positive response on the CSR practices. The most commonly practiced CSR among hotel establishments is in relation to environment (3.48) followed by practices relating to ethical labor (3.29) and philanthropic (3.22). The least practiced in corporate social responsibility in the social engagement having the weighted mean of 3.10.

Environmental effort is the most practiced CSR among hotel establishments gearing towards sustainable tourism. The world tourism organization promotes environmental protection through the platform 17 Sustainable Development Goals (SDGs) where it focuses on 17 key areas that the hotel, resorts and other tourism business should be prioritizing which is in line to the global agenda for people, planet, prosperity and peace. Moreover, those CSR practices of hotel industry relating to ethical and philanthropic followed as it also depicts higher responsibility among the hotel management to be considerate of and be committed to attain their CSR goals. However, the least practiced CSR is in relation to social engagement nonetheless the hotel is aware of the fact that there is a need to improve on this matter. In addition to that, as Gao and Mattila [4] perceived, the friendliness and capability of the hotel employees may intervene with the service results and guest's delight. The hotel employees are considered to be more effective when they were motivated thus in return customer will be satisfied. Since based on the research findings of Liu, Wang, Tian, & Tang, [5] who suggested to hospitality industry to observe their employee's engagement to CSR to create awareness and self fulfilment to organizational sustainable projects. This may result to an improved hotel performance and profitability.

Data showed in Table 4 that significant difference exists in terms of legal (.004) and philanthropic (.001) aspects when grouped according to classification as denoted by the computed p-values which are less than the 0.05 alpha level. However, there is no difference on the economic (.096) and ethical (.482) aspects. Result showed from the Post Hoc Test that those respondents from resorts have significantly higher view on the level of significance

of corporate social responsibility in terms of legal aspect compared to tourist inn while in terms of philanthropic aspect, resorts are still significantly higher compared to hotel.

Result reveals that resorts viewed CSR more significantly as compared to tourist's inn. This was evident as resorts are more prone to environmental issues thus they are more conscious when it comes to legality pertaining to environmental protection such as the Ecological Solid Waste Management. Moreover, in terms of philanthropic, still resorts viewed more significantly as compared to the hotel establishments since most of the resort management valued the sense of camaraderie among the local community that they are residing with. In the province of Batangas, annually they have this initiative of giving out school supplies and welcome school party to the public school near their resort. This is one philanthropic aspect that improves and enhances the quality of life of the youth as the resorts management is planting a seed of hope and perseverance to the hearts of those students.

The significance CSR as to the classification of the accommodation may vary since hotels are more complicated as compared to tourist inn due to the larger scale of their guests. According to Fu, Ye and Law [6], legal responsibilities refers to the obligation of the hotel, resorts and tourist inn to observe the rules and regulation mandated by the government whereas the hotel business should achieve supplementary performance and activities that are not necessarily codified in law. On the other hand, philanthropy signifies the practice of expending corporate resources for social causes external to the organization.

Moreover, there is no difference exists on the significance of CSR when grouped according to location as denoted by the computed p-values which are greater than 0.05 alpha level. This signifies that location according to location is not a factor that determines certain level of significance on CSR. It implies that across the region have various perspectives on how they view its significance. The geographical location of the hotel, resort and tourist inn does not determine the level of significance of CSR, but it cannot be denied the fact all hotels, resorts and tourist inn are strategically located depending on their target market. CSR is as important as those of hotels in rural areas as those located in the urban areas.

Table 4. Difference of Responses on the Significance of Corporate Social Responsibility when Grouped according to Profile

	Classification of the Establishment			Location			Number of years of operation		
	F	Sig.	I	F	Sig.	I	F	Sig.	I
Economic	2.392	.096	NS	.798	.529	NS	3.073*	.019	S
Legal	5.885*	.004	S	1.416	.232	NS	1.468	.216	NS
Ethical	.735	.482	NS	.979	.422	NS	3.533*	.009	S
Philanthropic	6.933*	.001	S	1.260	.289	NS	3.844*	.006	S

*Significant at $p\text{-value} < 0.05$ (NS- Not significant. S- Significant)

Furthermore, the result shows that significant difference exists on the in terms of economic (.019), ethical (.009) and Philanthropic (.006) aspects when grouped according to number of years in operation as denoted by the computed p-values which are less than 0.05 alpha level except for legal aspect with computed p-value of 0.216 which is greater than 0.05 alpha level.

This signifies that those respondents from accommodations with 6 to 10 years in operation have significantly lower view on the significance of CSR in terms of economic aspect compared to establishments with 16 to 20 years in operation. Meanwhile, those respondents from accommodations with 2 to 5 years in operation have significantly lower view on the significance of corporate social responsibility in terms of ethical and philanthropic aspects compared to establishments with 6 to 20 years in operations.

These data prove that the more established hotels are, they become more conscious and aware of having CSR goals into completion. Thus, realizing the importance of CSR to the company. In terms of ethical and philanthropic aspects, there is a positive impact of CSR to the consumer behavior that can result for the success of the company since the initiatives improve the organization's image. The commitment of the employees has to do something with their level of participation to the different CSR initiatives and projects [8].

Table 5. Difference of Responses on the Corporate Social Responsibility practices when grouped according to Profile

	Classification of the Establishment			Location			Number of years of operation		
	F	Sig.	I	F	Sig.	I	F	Sig.	I
Environment	4.215*	.017	S	.542	.705	NS	.205	.935	NS
Philanthropic	2.241	.111	NS	1.182	.322	NS	.633	.640	NS
Social	1.651	.196	NS	.852	.495	NS	.623	.647	NS
Engagement	1.135	.325	NS	.429	.787	NS	2.292	.063	NS

*Significant at p-value < 0.05 (NS- Not significant. S- Significant)

Table 5 shows that there is a significant difference exists on the CSR practices in terms of environment when grouped according to classification as denoted by the computed p-value of .017 which is less than 0.05 alpha level. However, no significant difference exists on philanthropic (.111), social engagement (.196) and ethical labor (.325) as denoted by the computed p-values which are greater than 0.05 alpha level. This signifies that based on the post hoc test result, respondents from resorts have significantly higher level of responses on the practices compared to tourist Inn.

The CSR practices in terms of Environmental has greatly positively affect in improving the reputation of the hotel [9]. Moreover, the European Commission Green Papers, Mazur-Wierzbicka [10] affirms that

involvement of the top management to social and environmental sustainable projects of the corporate social responsibility should be voluntary. Thus, in any hotel chain, volunteering in an environmental awareness seminar may be essential as part of the corporate's future activity. Also, as hoteliers believe that more than the standard operating procedure that is set by the management official, they could also enhance the guest experience by integrating corporate social responsibility initiatives that is generally focusing on the current trend that is green hotel that is really affected by different variety of factors such as cost savings, economic incentives, regulatory affairs, improving the guest experience and enhancing the corporate brand image. This only proves that CSR may vary significantly in terms of the environmental aspect, most especially for the resort.

Data shows that there is no significant difference exists on the CSR practices when grouped according to location as denoted by the computed p-values which are greater than 0.05 alpha level. This signifies that location according to province is not a factor that determines the practices of corporate social responsibility. It implies that across the region, they have CSR practices which can be considered unique among themselves and not common to only one province.

According of Liu [11], the performance of the company to its participation to CSR activity does not have to do anything with the location; nevertheless, the level of the engagement of the employees to CSR may vary to the level of commitment of the corporate performance. This finding is applicable to any establishment or business who is under the service industry. Moreover, for every business entity that is trying to be involved in the CSR it should have an awareness with business ethics since it is essential part to both entrepreneur and academe. This is evidently important due to the emerging cultural diversity which is a key result to globalization. As the employees' perception to ethical pattern towards the business has an effect to the growing exploration as to the society is being observant to the inconsistent global arrangement [12]. Most especially in the accommodation business, where culture is vast and evidently diverse, hotel employees may encounter dilemma with regard to how to deal with, however, the location is never an issue and is not significant in determining the significance of CSR of the hotel industry.

Moreover, there is no significant difference exists on the hotels' CSR practices when grouped according to number of years in operation as denoted by the computed p-values which are greater than 0.05 alpha level. This

signifies that number of years is not a factor that determines the CSR practices. It implies that no matter how young or old the hotels in the region, they still have the tendency to CSR practice a manner where they see it beneficial for all stakeholders.

Table 6. Relationship between the Level of Significance and Practices of CSR

Practices		Significance			
		Economic	Legal	Ethical	Philanthropic
Environment	r-value	.399(**)	.527(**)	.377(**)	.526(**)
	p-value	.000	.000	.000	.000
Philanthropic	r-value	.152	.169	.281(**)	.365(**)
	p-value	.084	.055	.001	.000
Social	r-value	.177(*)	.186(*)	.243(**)	.364(**)
	p-value	.044	.034	.005	.000
Ethical Labor	r-value	.092	.211(*)	.374(**)	.407(**)
	p-value	.298	.016	.000	.000

*Significant at $p\text{-value} < 0.05$; **Significant at $p\text{-value} < 0.01$

Table 6 presents the relationship between the level of significance of CSR and its practices. Results showed that significant positive relationship exists between environmental and social practices and all aspects of significance of CSR as denoted by the computed p-values of less than 0.05 alpha level. This signifies that there is a possibility of having higher response on the level of significance of CSR with corresponding higher level of CSR practices. Likewise, the ethical and philanthropic aspects between significance and practices of CSR have also significant positive relationship as denoted by the computed p-values which are less than 0.05 alpha level.

This signifies that there is a tendency of having higher level of response on the way employees view the significance of CSR in ethical and philanthropic aspects with corresponding higher level of CSR practices. Meanwhile, there is also significant positive relationship between the legal aspect on significance of CSR and the ethical labor aspect of CSR practices.

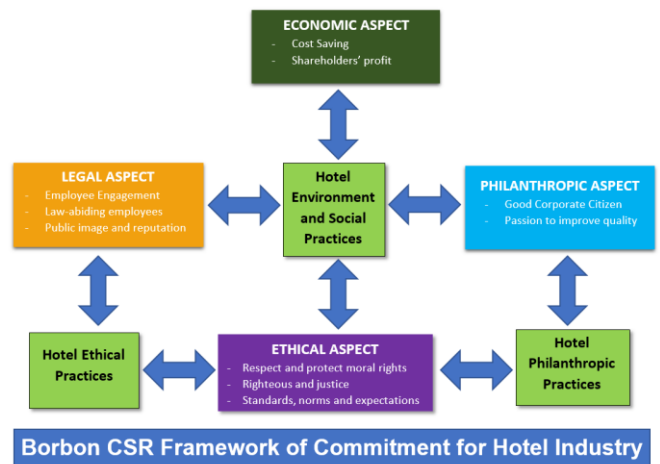
Hospitality establishments must consider corporate social responsibility edges with regards to maintainable approach to develop their worker. Business standards is being refined amongst personnel by participating the hotel CSR initiatives and engaging in any activity related to the CSR where their social skills are being observed Luu, [13]. Furthermore, Schuyt [14] offers an option for hotels to a modernized philanthropic commitment which involves funding to local community, volunteering to a charitable program or in a church service. These initiatives are in response to the

employees' perception that there is a significant positive result towards philanthropic aspect corresponding to the level of CSR practices and significance.

The participation to any CSR activity can add destruction to the communal structure of local and international health care since based on the findings, the volunteers are untrained [15]. Besides, there are numerous issues drawing from voluntourism which could be cured with the utilization of clear delegation and proper endorsement among the volunteered employees and indigenous associates, where mutuality and transparency be basically function by way of correcting to voluntourism's greatest rooted complications.

CONCLUSION AND RECOMMENDATION

Among the Hotel establishments in CALABARZON region, mostly located around coastal areas of Batangas which exist between six to ten years in operation, providing accommodation and luxury to tourists away from home. The employees have high level of response on the significance of corporate social responsibility primarily on philanthropic aspect. The hotel, resorts and tourist inn have higher level of corporate social responsibility practices primarily in the environment related efforts.



This CSR framework of Commitment for Hotel Industry is derived from the four-layer pyramid of Carroll who believes that Economic, Legal, Ethical and Philanthropic are considered as a one sole integral part of CSR thus are not separated to each other, Carroll, [16]. However, the research made use of two perspectives. First is the CSR significance and the other perspective is the CSR practices of the hotel. Based on the views of the respondents and the result of the study the research come up with the framework to give emphasis to the importance of hotel's commitment toward CSR.

Hotel Environment and Social Practices are associated with economic, legal, ethical and philanthropic aspects of CSR which are also considered the core of this framework that possibly determines the commitment of the hotel industry towards a positive implementation of CSR. Secondary factors include ethical and philanthropic practices which are associated with the significance of CSR in terms of legal, ethical and philanthropic aspects.

In this framework there are double arrow that represents the interrelation and connection between the significance of CSR and hotel's CSR practices. Moreover, according to Posadas [17] colors also gives emphasis to what it depicts. Economic aspect is in dark green which means monetary success representing corporations' capability to be profitable. Philanthropic aspect is in blue which means betterment of humanity signifying the ability to improve one's quality of life. Legal aspect is in orange which means justice and legal matters that demonstrate obeying the law. Ethical aspect is in violet which means influence and spiritual power that separate what is right and fair to do from what is immoral. Furthermore, those in light green are the hotel's CSR practices which means earth mother and hope.

In general, CSR is an essential part of the success of the hotel industry. CSR is merely giving back to the community nonetheless if they would really contemplate to it, CSR is not only helping the community but it is also helping oneself. Making it their commitment and one of the core values will greatly improve the hotel performance. CSR significance and practices are interrelated to each other and should be seen holistically. Ensuring that there is a commitment towards CSR is giving an opportunity for the hotel to commit time and willingness to exert effort to reach out and improve one's quality of life.

REFERENCES

- [1] Cone Communications CSR Study. (2017) Retrieved on Jan 20, 2018, retrieved from: from www.conecomm.com
- [2] Coles, T. Fenclova, E. Dinan, C. (2013) Tourism and CSR: a critical review and research agenda *Tour. Manag. Persp.*, (6), 122-141.
- [3] Chai J, Chang, P., Wang, Z. and Bre, Y. (2015) The Public Perception of CSR and Its Effects on Customer Behaviour in China, *AJIBM*, 2015, 5,
- [4] Gao, Y. L., & Mattila, A. S. (2014). Improving consumer satisfaction in green hotels: The roles of perceived warmth, perceived competence, and CSR motive. *IJHM*, 42.
- [5] Liu, F., Wang, X., Tian, X., & Tang, Y. (2017,). The effect of CSR on hotel employees' work outcomes: The mediating role of organizational identification. In *Service Systems and Service Management, International Conference on* (1-5).
- [6] Fu, H., Ye, B. H., & Law, R. (2014). You do well and I do well? The behavioral consequences of corporate social responsibility. *International Journal of Hospitality Management*, 40, 62-70.
- [7] Zheng, Q., Luo, Y., & Maksimov, V. (2015). Achieving legitimacy through corporate social responsibility: The case of emerging economy firms. *Journal of World Business*, 50(3), 389-403.
- [8] Soobramoney, J. and Ledimo, O. (2016). Exploring corporate social responsibility and organisational commitment within a retail organisation, *Risk Governance & Control: Financial Markets & Institutions. Directory of Open Access Journal s* 2016; 6:132-140.
- [9] Khojastehpour, M., & Johns, R. (2014). The effect of environmental CSR issues on corporate/brand reputation and corporate profitability. *European Business Review*, 26(4), 330-339.
- [10] Mazur-Wierzbicka E. (2012) CSR in teaching, or how to teach social responsibility to students
- [11] Lin, X. Q. (2017). How CSR Affects Customer Trust, Brand Image and Behavioral Loyalty? An Empirical Study in Hotel Industry.
- [12] Wells, J.W. (2012). Professional Commitment, Ethical Reasoning, and the Belief in Regulatory Compliance as Perceived by Safety Professionals.
- [13] Luu, T.T. (2017). CSR and organizational citizenship behavior for the environment in hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*, 29(11)
- [14] Schuyt, T. N. M. (2013). Philanthropy and the philanthropy sector: An introduction. *Philanthropy and the Philanthropy Sector: An Introduction* (pp. 1–158). Retrieved from <http://www.scopus.com/>
- [15] Smith, M. (2015). The Cost of Volunteering : Consequences of Voluntourism. *Anthropology Senior Theses*, 170.
- [16] Carroll, A. B. (2016). Carroll's pyramid of CSR: taking another look. *International journal of corporate social responsibility*, 1(1), 3
- [17] Posadas, S. (2017). The Meaning of Colours. Retrieved June, 2018, from <http://sibagraphics.com>