

# Corporate social responsibility in hotels

## Responsabilidad social empresarial en hotelería

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### Abstract

The objective was to evaluate corporate social responsibility in the hotel companies of the municipality of Riohacha - Colombia, to highlight its with respect to the dimensions, organizational values, programs, and benefits offered by the hotel industry, where the applied methodology was quantitative with design descriptive cross-sectional non-experimental. The results reflected that the adequate implementation of corporate social responsibility improves the environmental, labor and social conditions of the hotel industry.

**key words:** hotel administration, tourism, human resources

### Resumen

El objetivo fue evaluar la responsabilidad social empresarial en las empresas hoteleras del municipio de Riohacha - Colombia, para resaltar su importancia respecto a las dimensiones, valores organizacionales, programas y beneficios ofrecidos por la industria hotelera, donde la metodología aplicada fue de tipo cuantitativa con diseño no experimental transeccional descriptiva. Los resultados reflejaron que la adecuada implementación de la responsabilidad social empresarial mejora las condiciones ambientales, laborales y sociales de la industria hotelera.

**Palabras clave:** administración hotelera, turismo, recursos humanos

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## 1. Introduction

A company is an entity dedicated to activities for economic or commercial purposes in order to offer goods or services that satisfy customer needs (Bhattacharjee, Sengupta, Barik & Mazumdar, 2018; Lozano, Carpenter & Huisingh, 2015). These types of entities are characterized by their business processes and infrastructure in information technology (Oviedo, Martelo & Romero, 2018), where the use of technologies facilitates the supply of services and allows the adequate management of the demands imposed by clients (Agnihotri, Trainor, Itani & Rodríguez, 2017). The company is made up of employees, who must assume the responsibility of guaranteeing and promoting their rights and interests since they are the source of impetus for development and survival in a competitive market (Liu, 2018; Campuzano, Martelo, & Acevedo, 2018).

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The main responsibilities of the company are directed towards employees, shareholders, managers, clients, suppliers, government, society, and nature (Barut, 2017), which make up a significant environment for the development of its operation, known as Corporate Social Responsibility (CSR) (Monserrat, Martínez, Vera & Martínez, 2017). This refers to the obligations of entrepreneurs when implementing policies, making decisions or following lines of action in terms of the objectives and values of society, with the purpose of promoting the social, economic and environmental development of the organization (Kim, Kim & Qian, 2018; Abdullah & Rashid, 2012).

In this sense, Moral, Fernández, and Sánchez (2018), highlight that CSR allows the sustainable development of the tourism sector. Likewise, Benavides-Velasco, Quintana-García, and Marchante-Lara, 2014, highlight that CSR is the fundamental management to generate a sustainable competitive advantage and allows to improve people's perception of the corporate image of the hotel industry. CSR can guarantee the loyalty and satisfaction of the client, the profitability and cost savings of the hotel entity (Wang, Chen & Chen, 2012). Furthermore, CSR activities can indirectly affect corporate social performance, because they improve the brand image from the point of view of customers, employees, and stakeholders (Mohammed & Rashid, 2018). In the same way, these types of activities can generate a favorable influence and improve the commitment, honesty, and efficiency of employees (Li, Fang, & Huan, 2017).

Furthermore, CSR helps to build and strengthen corporate prestige when consumers perceive that a hotel organization is ethical, where reputation is crucial and decisive for its survival in a competitive market (Tsai, Tsang & Cheng, 2012). However, the hotel sector experiences high staff turnover and labor shortages (Ineson, Benke & Laszlo, 2013), because the jobs offered are poorly paid, insecure, stressful and do not support the balance between work and employment life (Zhao & Matilla, 2013; Lawson, Davis, Crouter & O'Neill, 2013), which implies that the employee feels dissatisfied with his work and is not committed to the organization (Carragher, 2011). Furthermore, this sector consumes high amounts of natural resources and generates a large amount of waste (Sloan, Legrand & Chen, 2009).

Consequently, the objective of this research resides in evaluating corporate social responsibility in hotel companies, to highlight its importance and identify the status of its implementation concerning the organizational values, programs, and benefits it offers to the hotel industry.

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## **2. Methodology**

### **2.1. Type of study**

The research carried out was of a quantitative type with a non-experimental descriptive cross-sectional design. Quantitative, since the data collection and analysis were based on the numerical measurement and statistical techniques (Patten and Newhart, 2018); not experimental, because the variables were not manipulated but were observed in their natural environment (Leavy, 2017); cross-sectional, because the variable was described without altering its behavior in a single moment (Kumar, 2011); descriptive, because the precision and characterization of the study event were achieved within a particular context (Bordens & Barrington, 2018). According to what was described, the variable Corporate Social Responsibility with its respective dimensions and indicators was identified (Table 1).

**Table 1**  
Definition of the variable, dimensions and study indicators

Variable	Dimension	Indicator
Corporate social responsibility	Dimensions of corporate social responsibility	Management of human resources
		Health and safety at work
		Adaptation to change
		Management of environmental impact and natural resources
		Local communities
		Business partners, suppliers and consumers
		Human rights
	Organizational values of corporate social responsibility	Honesty
		Solidarity
		Trust
		Sense of belonging
	Programs of corporate social responsibility	Community programs
		Educational programs
		Medical assistance programs
		Environmental protection and defense program
		Responsible marketing program
		Social investment programs
	Benefits of corporate social responsibility	Competitiveness
		Imagen corporativa
Profitability		

Source: Authors

## 2.2. Population and sample

The population was made up of fifty-six (56) subjects among managers and employees belonging to the hotel companies Hotel Waya Guajira and Hotel Taroa in the municipality of Riohacha, Colombia. The subjects of the Hotel Waya Guajira were two (2) managers and fifteen (15) employees and of the Hotel Taroa were five (5) managers and thirty-four (34) employees. Regarding the sample, there was no need to apply sampling techniques, since the population size was finite and accessible, so a population census was applied (Beins & McCarthy, 2012).

## 2.3. Collection techniques

The techniques applied to collect information were the Bibliographic Review and the Survey. The first facilitated the search for information in indexed databases, journals and scientific articles. The second allowed obtaining information on key subjects in a manner consistent with the research objective, where a questionnaire with a Likert-type structure was applied, consisting of sixty (60) items and five (5) response options: Never (1), Rarely (2), Sometimes (3), Often (4) and Always (5).

## 2.4. Instrument validity and reliability

The validation of the instrument was carried out using the Expert Judgment technique, where the observations made by five (5) experts in the area were taken into account, who analyzed the items to objectively evaluate whether its content contemplated the characteristics and elements necessary to collect the information. They also verified the relevance of the items in relation to the variable, dimensions, and indicators.

On the other hand, the reliability of the instrument was verified with the help of the application of a pilot test carried out on ten (10) subjects with characteristics similar to those of the population, who evaluated each of the proposed items. Similarly, Cronbach's Alpha Coefficient was applied, since it allows measuring Likert-type scale instruments, where categories were defined to interpret the coefficient: Very high (0.81 - 1), High (0.61 - 0,80), Moderate (0.41 - 0.60), Low (0.21- 0.40) and Very low (0.01-0.20). According to the results obtained in the pilot test, the reliability of the instrument was determined, which was 0.861, categorized as Very high reliability.

## **2.5. Subchapter**

The collected data were processed using the statistical package S.P.S.S version 22.0, which determined the distributions of absolute frequencies, percentages and arithmetic mean of the data collected. Similarly, the averages of each indicator, dimension, and variables were calculated, where they were categorized according to the following scale: Very low level (1.00 - 1.75), Low level (1.76 - 2.59), Medium level (2.60 - 3.39), High level (3.40 - 4.19) and Very high level (4.20 - 5.00).

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## **3. Results**

In this section, the results obtained through the application of the instrument to the analyzed population are presented, where the analysis of Corporate Social Responsibility is shown according to each dimension and respective indicators, as shown in Table 2 (next page), with respect to managers, and in Table 3 (next page), regarding employees.

### **3.1. Dimension: Corporate social responsibility**

It was evidenced that the managers carry out evaluations in the hotel companies about the personnel occupation and promote effective communication between the members to achieve employee engagement and achieve goals. In addition, they carry out occupational risk prevention talks, in which the safety of employees is taken into account when exercising their activities and they implement risk prevention techniques. In accordance with the above, Farooq, Payaud, Merunka and Valette-Florence (2014), establish that the actions of the company must guarantee the well-being and support of its employees, including professional opportunities, organizational justice, favorable policies to family, and job security.

On the other hand, the employees stated that they adapt easily to the beneficial changes of the company because adequate activities are implemented to select, hire, train, employ and retain the necessary personnel. This agrees with Mitreva, Taskov, Krivokapic, and Jovanovic (2018), who argue that carrying out comprehensive development activities allows employees to easily adapt to the changes imposed by the company.

### **3.2. Dimension: Organizational values of corporate social responsibility**

About managers, they stimulate honesty, solidarity, trust and a sense of belonging, which encourages staff loyalty to the organization, where the opinion of employees is taken into account when implementing business decisions. This is complemented by the study carried out by Li, Fang, and Huan (2017), where it is stated that the proper execution of CSR in the hotel industry encourages responsibility, honesty, and productivity of employees.

This is complemented by the study carried out by Fera, Martelo, and Franco (2018) where it is observed that employee motivation influences performance and work commitment, which determines the efficiency of the organization. Likewise, it agrees with the research carried out by Youn, Lee, and Lee (2018), where it is stated that the main effect of CSR allows employees to have a greater commitment when they perceive positively the intervention of their company in socially responsible activities.

**Table 2**  
Evaluation of corporate social responsibility of managers

Indicators	Answer alternatives										Average
	Always		Often		Sometimes		Rarely		Never		
	af	rf%	af	rf%	af	rf%	af	rf%	af	rf%	
<b>Dimension: Dimensions of corporate social responsibility</b>											
Management of human resources	3	42.9	2	28.6	2	28.6	0	0	0	0	4.14
Health and safety at work	4	57.1	2	28.6	1	14.3	0	0	0	0	4.43
Adaptation to change	3	42.9	2	28.6	2	28.6	0	0	0	0	4.14
Management of environmental impact and natural resources	4	57.1	2	28.6	1	14.3	0	0	0	0	4.43
Local communities	2	28.6	4	57.1	1	14.3	0	0	0	0	4.14
Business partners, suppliers and consumers	3	42.9	1	14.3	3	42.9	0	0	0	0	4.00
Human rights	3	42.9	1	14.3	3	42.9	0	0	0	0	4.00
Average	3.14	44.90	2.00	28.57	1.86	26.53	0	0	0	0	4.18
Interpretation of the mean	High level										
<b>Dimension: Organizational values of corporate social responsibility</b>											
Honesty	3	42.9	2	28.6	2	28.6	0	0	0	0	4.14
Solidarity	2	28.6	4	57.1	1	14.3	0	0	0	0	4.14
Trust	3	42.9	1	14.3	2	28.6	1	14.3	0	0	3.86
Sense of belonging	5	71.4	1	14.3	1	14.3	0	0	0	0	4.57
Average	3.25	46.43	2.00	28.57	1.50	21.43	0.25	3.57	0	0	4.18
Interpretation of the mean	High level										
<b>Dimension: Programs of corporate social responsibility</b>											
Community programs	4	57.1	2	28.6	1	14.3	0	0	0	0	4.43
Educational programs	3	42.9	2	28.6	1	14.3	1	14.3	0	0	4.00
Medical assistance programs	4	57.1	2	28.6	1	14.3	0	0	0	0	4.43
Environmental protection and defense program	3	42.9	3	42.9	1	14.3	0	0	0	0	4.29
Responsible marketing program	4	57.1	1	14.3	1	14.3	1	14.3	0	0	4.14
Social investment programs	3	42.9	1	14.3	2	28.6	1	14.3	0	0	3.86
Average	3.50	50.00	1.83	26.19	1.17	16.67	0.50	7.14	0	0	4.19
Interpretation of the mean	High level										
<b>Dimension: Benefits of corporate social responsibility</b>											
Competitiveness	4	57.1	2	28.6	1	14.3	0	0	0	0	4.43
Corporate image	3	42.9	1	14.3	1	14.3	2	28.3	0	0	3.71
Profitability	3	42.9	1	14.3	1	14.3	2	28.3	0	0	3.71
Average	3.33	47.62	1.33	19.05	1.00	14.29	1.33	19.05	0	0	3.95
Interpretation of the mean	High level										
Interpretation of the final mean								High level		4.13	

Source: Authors

**Table 3**  
Evaluation of corporate social responsibility of Employees

Indicators	Answer alternatives										Average
	Always		Often		Sometimes		Rarely		Never		
	af	rf%	af	rf%	af	rf%	af	rf%	af	rf%	
Dimension: Dimensions of corporate social responsibility											
Management of human resources	21	42.9	24	49.0	4	8.2	0	0	0	0	4.35
Health and safety at work	23	46.9	16	32.7	10	20.4	0	0	0	0	4.27
Adaptation to change	22	44.9	23	46.9	2	4.1	2	4.1	0	0	4.33
Management of environmental impact and natural resources	21	42.9	18	36.7	10	20.4	0	0	0	0	4.22
Local communities	11	22.4	28	57.1	7	14.3	3	6.1	0	0	3.96
Business partners, suppliers and consumers	13	26.5	27	55.1	9	18.4	0	0	0	0	4.08
Human rights	19	38.8	21	42.9	5	10.2	4	8.2	0	0	4.12
Average	18.57	37.90	22.4	45.7	6.71	13.70	1.3	2.62	0	0	4.19
Interpretation of the mean	High level										
Dimension: Organizational values of corporate social responsibility											
Honesty	8	16.3	31	63.3	6	12.2	4	8.2	0	0	3.88
Solidarity	12	24.5	25	51.0	12	24.5	0	0.0	0	0	4.00
Trust	15	30.6	21	42.9	6	12.2	5	10.2	2	4.1	3.86
Sense of belonging	11	22.4	31	63.3	7	14.3	0	0.0	0	0	4.08
Average	11.5	23.47	27	55.1	7.75	15.82	2.3	4.59	0.5	1	3.95
Interpretation of the mean	High level										
Dimension: Programs of corporate social responsibility											
Community programs	17	34.7	24	49.0	6	12.2	2	4.1	0	0	4.14
Educational programs	20	40.8	25	51.0	2	4.1	2	4.1	0	0	4.29
Medical assistance programs	19	38.8	25	51.0	4	8.2	1	2.0	0	0	4.27
Environmental protection and defense program	18	36.7	20	40.8	10	20.4	1	2.0	0	0	4.12
Responsible marketing program	10	20.4	29	59.2	4	8.2	6	12.2	0	0	3.88
Social investment programs	12	24.5	29	59.2	8	16.3	0	0.0	0	0	4.08
Average	16	32.65	25.3	51.7	5.67	11.56	2.0	4.08	0	0	4.13
Interpretation of the mean	High level										
Dimension: Benefits of corporate social responsibility											
Competitiveness	18	36.7	20	40.8	10	20.4	1	2.0	0	0	4.12
Corporate image	10	20.4	29	59.2	4	8.2	6	12.2	0	0	3.88
Profitability	18	36.7	22	44.9	6	12.2	3	6.1	0	0	4.12
Average	15.33	31.29	23.7	48.3	6.67	13.61	3.3	6.8	0	0	4.04
Interpretation of the mean	High level										
Interpretation of the final mean									High level		4.08

Source: Authors

### 3.3. Dimension: Programs of corporate social responsibility

It was shown that managers adequately execute community programs and medical assistance since companies carry them out based on short, medium and long-term objectives, considering their financing, as well as promoting disease prevention when carrying out work activities. Likewise, the employees stated that educational programs that promote their comprehensive training are properly executed, which encourages responsibility and social equity among them to be efficient in their activities. However, in the research carried out by Abdullah et al. (2012), it is stated that the studies that include CSR, have not fully examined how organizational social

performance impacts the individual and group behavior of employees towards the achievement of business objectives.

### **3.4. Dimension: Benefits of corporate social responsibility**

The managers stated that competitiveness is the greatest benefit of corporate social responsibility because it allows the execution of strategies that increase the number of clients and the achievement of goals in a defined time. This is complemented by Shabbir, Shariff, Yusof, Salman, and Hafeez (2018), who argue that CSR is used as a marketing strategy to influence customer loyalty. Likewise, employees stated that the benefit of competitiveness requires strategies that allow long-term sustainability and profitability.

### **3.5. Summary of Dimensions**

According to the managers, the proper execution of corporate social responsibility improves the environmental, labor and social conditions of the company, which is why it is important to promote values such as solidarity and a sense of belonging that allow effective communication between members and maintain competitiveness in the market. The foregoing is in accordance with the study carried out by Sanabria (2017), where it is proposed that CSR integrates procedures on social, labor and environmental issues as a result of the relationship between the members of the company, also includes values and principles of ethics, honesty, transparency, and respect for human rights.

According to employees, the proper execution of corporate social responsibility allows the adaptability of personnel to work activities, where they receive comprehensive training through educational programs offered by companies to develop intellectual skills and abilities that help employees to be competent. The above is related to the study carried out by Kim et al. (2018), where it is proposed that a hotel company implements CSR by carrying out activities focused on solving problems regarding the well-being and integral development of the employee, the environment, human rights, and community development.

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## **4. Conclusions**

From the results, it is concluded that the dimensions of corporate social responsibility, which include indicators such as resource management, health, and safety at work, adaptation to change, environmental impact management, natural resources, local communities, human rights, business partners, suppliers, and consumers, are executed appropriately within the analyzed companies. With respect to values, it is concluded that honesty, solidarity, trust and a sense of belonging, favor work well-being and reduce conflicts among staff. Likewise, educational and community programs, medical assistance, protection and defense of the environment, responsible marketing and social investment are adequately provided, since these contribute to the sustainable development of organizations. Finally, concerning benefits, it is concluded that competitiveness, corporate image, and profitability are conveniently implemented, where managers stated that the greatest benefit of corporate social responsibility is competitiveness.

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