

Employee work engagement and corporate social responsibility practices among accredited hotels in CALABARZON: Basis of a strategic plan for a sustainable CSR program

Niegas, Antonio G., Jr. ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines (anton.niegas@gmail.com)

Javier, Florentina V.

Lyceum of the Philippines University - Batangas, Philippines (flora.v.javier@gmail.com)



ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 20 July 2024

Revised: 13 August 2024

Accepted: 14 August 2024

Available Online: 15 August 2024

DOI: 10.5861/ijrsm.2024.1239

Abstract

This study explores the relationship between employee work engagement and corporate social responsibility (CSR) practices among accredited hotel establishments in the CALABARZON region, with the aim of developing a strategic plan for sustainable CSR programs. The research focuses on profiling respondents based on employee work status and firmographic parameters such as years in operation and average number of employees. It assesses employee work engagement across key components including vigor, dedication, and absorption, while also examining CSR practices in environmental efforts, philanthropy, social engagement, and ethical labor practices. Furthermore, the study investigates the effects of CSR on hotel image and benefits, aiming to uncover the intricate connections between employee dedication, involvement, and socially responsible initiatives. Using a quantitative research design aligned with Babbie (2010) and Creswell (2013), the study employs descriptive correlational analysis to comprehensively examine CSR practices and work engagement within accredited hotels in CALABARZON. Key findings reveal that the majority of respondents are contractual employees, predominantly working in smaller to medium-sized hotels with relatively lower income levels. This underscores the necessity for tailored human resource policies and engagement strategies to meet the diverse needs of the workforce within the hospitality sector. Despite varying employment statuses, employees in CALABARZON hotels exhibit high levels of work engagement across vigor, dedication, and absorption dimensions, reflecting a strong commitment to organizational goals crucial for maintaining employee satisfaction and productivity. Additionally, hotel employees in CALABARZON hold positive perceptions of CSR practices, particularly in environmental efforts, philanthropy, social engagement, and ethical labor. This underscores the significance of integrating CSR initiatives into hotel operations to meet employee and stakeholder expectations and enhance overall organizational reputation. The study identified that higher CSR practices are associated with increased

employee engagement and commitment, contributing positively to organizational outcomes in the hospitality industry. The research proposes a strategic plan for sustainable CSR programs among hotels in the CALABARZON region, leveraging the positive impact of CSR on employee engagement and organizational reputation to foster long-term sustainability and corporate social responsibility initiatives within the hospitality sector.

Keywords: work engagement, CSR practices, sustainable program, CALABARZON, hotels

Employee work engagement and corporate social responsibility practices among accredited hotels in CALABARZON: Basis of a strategic plan for a sustainable CSR program

1. Introduction

Employee work engagement and Corporate Social Responsibility (CSR) share a symbiotic relationship, where CSR practices significantly influence employees' attitudes and behaviors within the workplace (Freire et al., 2022). CSR initiatives play a crucial role in shaping and enhancing organizational reputation. Employees within socially responsible organizations often exhibit higher levels of job satisfaction and commitment, a phenomenon that is particularly pronounced in Asian cultures where reputation and 'face-saving' carry significant importance (Raza et al., 2021). Furthermore, engagement in CSR activities, especially those focused on community development and social causes, fosters a sense of meaning and purpose among employees in their roles. Modern businesses increasingly prioritize CSR as a fundamental aspect of their operations, showcasing a commitment to ethical, social, and environmental responsibilities (Khatteer et al., 2019).

Employee engagement is a critical concern for organizations globally, with only 13% of employees reported as engaged worldwide, according to Ahmad Samir et al. (2023). This issue has substantial economic implications, with the U.S. economy estimated to lose 450 to 550 billion USD annually due to decreased productivity from disengaged employees (Udin, 2023). This study is situated in CALABARZON, a picturesque and economically dynamic region encompassing the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon in the Philippines. CALABARZON is renowned for its diverse landscapes, thriving economic activities, and cultural vibrancy, making it an ideal setting to investigate the implementation and impact of Corporate Social Responsibility (CSR) practices within accredited hotels. Given the region's significant contribution to the Philippine economy, especially in sectors like tourism and hospitality, studying CSR practices here provides locally relevant insights that may be applicable to other regions sharing similar characteristics. By focusing on CALABARZON, this study tailors its investigation to the socio-cultural nuances, economic conditions, and environmental concerns specific to this region, recognizing that the unique attributes of the local community influence the effectiveness of CSR initiatives.

The study's rationale lies in its potential to provide evidence-based recommendations for accredited hotels, helping them develop effective CSR initiatives that enhance employee engagement. Understanding the intricate relationship between CSR and work engagement is crucial for maintaining ethical standards and improving the reputation of accredited hotels. By addressing this relationship, the study contributes to the long-term sustainability and competitiveness of the hotel industry. This study also addresses the critical issues surrounding Corporate Social Responsibility (CSR) practices and their impact on work engagement within accredited hotels in CALABARZON. The significance of these issues is underscored by the growing recognition of CSR as a pivotal driver of organizational success and its broader implications for the hospitality industry and society. Given the substantial economic contribution of the hospitality sector, understanding the dynamics of CSR practices becomes imperative for sustainable business practices. The study delves into specific dimensions of CSR, including environmental efforts, philanthropic initiatives, social engagement, and ethical labor practices, acknowledging their potential to shape organizational culture and contribute to societal well-being.

Moreover, the study's findings are poised to have practical implications for hotel management, policymakers, and CSR practitioners. It provides a solid foundation for developing strategic plans to enhance CSR programs, aligning them with distinctive characteristics and expectations. Ultimately, the research aspires to catalyze positive change within the hospitality sector by advocating for a more sustainable and socially responsible approach to business practices. In doing so, it aims to contribute to the academic discourse and the betterment of

organizational methods and the communities that hotels serve in CALABARZON.

This study will offer a wide range of benefits to various stakeholders in the hotel and tourism industry. Hotel staff will have a sense of purpose in helping the community which improves their service offered to guests, while hotel managers can enhance services offered by the hotels to the community, therefore, improving their hotel's reputation and competitiveness. Hotel owners can expect increased profitability and sustainable operations, attracting confident investors. The tourism industry sees an improved reputation, economic growth, and the opportunity to benchmark and adopt best practices. Through this research, a deeper understanding of the interplay between CSR initiatives and work engagement in accredited hotels will be achieved, offering practical implications for the industry. With this, the strategic plan will serve as a valuable roadmap for hotels, guiding them towards implementing effective and enduring CSR practices, fostering positive work engagement, and contributing to the overall sustainability and success of both the hotels and the communities they serve.”

Objectives of the study - The primary objective of this study is to examine the relationship between Employee work engagement and corporate social responsibility (CSR) practices among accredited hotel establishments in the CALABARZON region. Specifically, the study described the profile of the respondents in terms of the key parameter Employee work status. The research assessed the work engagement of employees, focusing on key components such as vigor, dedication, and absorption. It also assessed the CSR practices of these hotel establishments in terms of a.) the four crucial domains namely, environmental effort, philanthropical initiatives, social engagement, and ethical labor practices, and b) the effects of CSR to the hotel in the areas of hotel image and benefits.

2. Methods

Research Design - This study employed the descriptive correlational analysis to comprehensively examine corporate social responsibility (CSR) practices and work engagement among accredited hotels in CALABARZON which aligns with the principles of Babbie (2010) and Creswell (2013). The quantitative focus is particularly advantageous for this study, as it facilitates the application of statistical techniques to analyze the relationships between variables systematically. Through this quantitative research design, the study aims to provide nuanced insights into the impact of CSR initiatives on employee engagement within CALABARZON's accredited hotels. The rigorous statistical analyses of numerical data offered a robust foundation for drawing evidence-based conclusions and contributing valuable knowledge to the hospitality industry's CSR field.

Participants of the Study - The respondents for this study were drawn from the Department of Tourism (DOT) accredited hotels in CALABARZON, focusing on a comprehensive representation of the region's hospitality sector, which is seen in the DOT portal. The selection criteria include the official accreditation by the DOT, ensuring that the chosen hotels adhere to industry standards and regulations. According to the official website of Department of Tourism (<https://beta.tourism.gov.ph/accreditations/>), there are 106 accredited hotels in CALABARZON. The province having the highest number of accredited hotels is Cavite with 43 hotels, followed by Batangas with 31 hotels, Laguna with 14 hotels, Quezon with 11 hotels, and Rizal with 7 hotels. Please see sampling frame below.

The study involves employees and hotel managers (for the firmographics). The selection criteria for hotels include the estimated total number of employees in the selected hotels in CALABARZON which should at least be 20 employees. The Rao soft Sample Size Calculator, employing a confidence level of 95% and a margin of error of 5%, determined a total of 328 respondents for the survey to yield statistically reliable results. The stratified sampling technique ensures that each province is proportionally represented, allowing for a comprehensive analysis of CSR practices and work engagement. Overall, this comprehensive sampling strategy forms the basis for a robust investigation into CSR practices and their impact on work engagement within the accredited hotels of CALABARZON.

Data Collection Instrument - The study's research instrument is a self-validated questionnaire. The

instrument is structured into distinct sections, starting with collecting the demographic profile specifically employee status and the firmographic profile which includes years of operation and average number of employees from the hotel respondents. The questionnaire design is crucial to the descriptive aspect of the research. Crafted meticulously, the structured questionnaires aim to extract specific information about CSR practices, work engagement, and relevant demographic variables. Questions are formulated to allow participants to provide numerical ratings using Likert scale. This design ensures consistency and ease of data analysis while capturing nuanced details about participants' perceptions and experiences. The use of structured questionnaires guarantees the collection of precise and standardized data, with participants providing numerical ratings that enable quantitative analysis. This approach is chosen for its ability to achieve high accuracy and reliability in measuring CSR practices and work engagement within accredited hotels in CALABARZON.

Independent Variables (Ivs) and Dependent Variables (DVs) have been identified and justified comprehensively. The first IV, is Employees' Work Engagement. This encompasses components like vigor, dedication, and absorption, offering insights into employees' commitment, energy, and immersion in their work. It is expected that CSR practices will directly impact on this IV, influencing employees' level of engagement. The second IV is the Profile of Respondents, which includes parameters such as employment status, and the firmographic profile which includes years in operation and the average number of employees. This profile is included as an IV because it is believed to play a significant role in shaping employee work engagement and, subsequently, influencing CSR practices and other outcomes.

The second section evaluates hotel CSR practices, encompassing environmental effort, philanthropic effort, social engagement, and ethical labor (Harju et al., 2021). Respondents are prompted to rate specific statements on a scale ranging from "Strongly Agree" to "Strongly Disagree.". The ratings in this study are categorized into descriptive ratings based on numerical values assigned to respondents' responses. A rating of 4, falling within the range of 3.01 to 4.00, indicates that respondents "Strongly Agree" with the given statements. Similarly, a rating of 3, falling between 2.01 to 3.00, signifies that respondents "Agree" with the statements. A rating of 2, ranging from 1.01 to 2.00, indicates that respondents "Disagree" with the statements. Finally, a rating of 1, ranging from 0.00 to 1.00, reflects that respondents "Strongly Disagree" with the statements. This rating system allows for a clear interpretation of respondents' attitudes and perceptions towards the issues addressed in the study based on their provided responses.

The third section delves into the effects of CSR practices, examining their impact on hotel image and benefits. Participants express their opinions on how CSR activities influence various aspects such as reputation, customer loyalty, pricing strategies, employee morale, and community relationships (Agyei et al., 2021). The same rating scale is employed for respondents to indicate their agreement or disagreement with specific statements. The fourth section addresses challenges encountered during CSR implementation, prompting participants to rate statements related to common issues like lack of clear frameworks, budget constraints, resistance from management, and difficulties in demonstrating return on investments. This section aims to identify and understand the hurdles hotels face in their CSR initiatives.

The questionnaire underwent a meticulous face-to-face validation process with the research adviser to ensure alignment with the study's objectives. Additionally, a grammarian reviewed the entire instrument for clarity, coherence, and grammatical accuracy. For its content validity the instrument was checked by the internal validators from Hospitality Industry practitioners and Academe Quality Assurance Director. This process ensured the questionnaire's effectiveness in measuring the intended constructs. Adjustments were made based on the feedback received to enhance the precision and clarity of each item.

Pilot testing involved 35 respondents who were not part of the study. But were like the study's target population. This process aimed to identify any potential issues with comprehension, relevance, or ambiguity in the questionnaire. During the pilot phase, respondents' feedback was gathered to assess the questionnaire's comprehensibility, the rating scales' appropriateness, and the questions' relevance. This pilot testing allowed the

researcher to identify and rectify any ambiguities or confusing elements in the questionnaire, ensuring that the final version is clear, concise, and easily understandable by respondents. Moreover, the internal consistency and reliability of the questionnaire were assessed using Cronbach's alpha coefficient, a widely accepted measure of reliability in research instruments at a 95% significance level. The Cronbach's alpha coefficient, calculated after the pilot testing, demonstrated the internal consistency of the questionnaire, indicating the extent to which the items in each section of the instrument measure the same underlying construct (see figure 3). A high Cronbach's alpha value affirmed the instrument's reliability, indicating that the questions within each section are reliable and consistent in measuring the intended variables.

The Cronbach's alpha test yielded a high level of internal consistency with a coefficient 'above the recommended threshold of 0.70 for all sections. This indicates the instrument's reliability in consistently measuring the intended constructs. Consequently, the designed research instrument was assessed for clarity, relevance, and alignment with the research objectives. Meanwhile, the research instrument and the entire study received the ethical approval from the relevant institutional review board, ensuring adherence to ethical standards in research involving human participants. The approval encompasses measures to protect participant confidentiality, informed consent, and proper data handling procedures.

Data Gathering Procedure - In pursuance of the reliability and logical implementation of the study, the researcher sought permission from the relevant industry authorities, such as the Department of Tourism, the regulatory body overseeing hotel accreditation in CALABARZON. The researcher presented an official letter seeking approval and cooperation in involving the target respondents in the study. The approval process included coordination with industry representatives ensuring transparency and compliance with ethical standards. In adhering to best practices for data gathering, the distribution of questionnaires was approached systematically. The researcher used Google Forms, a secure and widely used platform for online surveys. The survey link was sent to the identified target respondents, ensuring ease of access and a user-friendly interface. Giving a clear instruction and the purpose of the study was provided to enhance participants' understanding.

The researcher implemented several strategies to ensure a high response rate and achieve the target of 100% participation. These include: Clear communication of the purpose and significance of the study to potential participants, emphasizing the importance of their input; Engagement with Industry Stakeholders such as hotel managers to encourage and facilitate participation among their staff ; Flexible Distribution in questionnaire completion, allowing participants to choose a convenient time within the specified data collection period; and Sending periodic reminders to participants to enhance response rates and minimizes non-response bias. The use of Google Forms streamlines the data collection process. The researcher retrieved the questionnaires recorded on Google Drive or sheets during the online conduct of the study.

Data Analysis - The data collected through the questionnaires underwent detailed statistical analyses, including measures of central tendency, dispersion, and correlation coefficients. These analyses allow for identifying patterns, correlations, and trends within the dataset. Notably, the quantitative approach enables the exploration of significant differences and relationships. Specifically, statistical tests of significance, such as t-tests or analysis of variance (ANOVA), were employed to assess differences in work engagement across different levels of CSR practices. In this study, the data analysis involved a comprehensive approach to understanding various aspects of corporate social responsibility (CSR) practices and work engagement in accredited hotels in CALABARZON. The assessment of CSR practices focused on key domains, including Environmental Effort, Philanthropical Effort, Social Engagement, and Ethical Labor. Mean scores were calculated for each statement within these domains to gauge the level of CSR activities. Furthermore, the effects of CSR, specifically in the areas of Hotel Image and Hotel Benefits, were evaluated using mean score calculations.

Ethical Considerations - In this study, adherence to the Data Privacy Act is paramount to ensure that the rights and confidentiality of the respondents are protected throughout the research process. The Data Privacy Act

protects the respondents through strict adherence to principles such as transparency, legitimate purpose, and proportionality. The researcher explicitly communicated the purpose of data collection, ensuring that respondents were fully informed about how their information would be used. The data collected was limited to what is necessary for the study, maintaining proportionality and relevance.

3. Results and Discussion

Table 1 displays the demographic profile of the respondents which shows that regarding employment status, most respondents, constituting 82.6%, are contractual employees, while only 17.4% are regular employees.

Table 1

Profile of the Respondents

| | f | % |
|------------------------------------|-----|------|
| Employment Status | | |
| Regular | 57 | 17.4 |
| Contractual | 271 | 82.6 |
| Years in Operation | | |
| Less than a year | 39 | 11.9 |
| 1 – 5 years | 278 | 84.8 |
| 6 – 10 years | 11 | 3.4 |
| 11 – 15 years | | |
| 16 years and above | | |
| Average Number of Employees | | |
| 1 – 50 | 177 | 54.0 |
| 51 – 100 | 140 | 42.7 |

This indicates that the survey predominantly captures the views of individuals who might not hold permanent positions within the hotels surveyed, potentially reflecting a significant portion of the industry's workforce (Cheema et al., 2019). On the other hand, for the firmographic profile the years of operation was significantly noted which showed that 84.8% of the hotels have been operated for 1 to 5 years. Unfortunately, there are no hotels that have been in operation for 11 to 15 years or 16 years and above. This finding suggests a significant concentration of relatively newer establishments in the hotel industry in Calabarzon, with fewer established businesses operating for longer durations. Regarding the average number of employees, the largest segment, comprising 54.0% of respondents, belongs to establishments with 1 to 50 employees. Conversely, only 3.4% of respondents work in hotels with over 100 employees. This distribution indicates a focus on smaller to medium-sized hotels in CALABARZON.

Table 2

Summary Table for Respondents' Work Engagement

| | Mean | Interpretation | Rank |
|----------------|-------------|-----------------------|------|
| Vigor | 3.64 | Strongly Agree | 1 |
| Dedication | 3.62 | Strongly Agree | 2 |
| Absorption | 3.59 | Strongly Agree | 3 |
| Composite Mean | 3.62 | Strongly Agree | |

Legend: 1.00 – 1.49 (Strongly Disagree), 1.50 – 2.49 (Disagree), 2.50 – 3.49 (Agree), 3.50 – 4.00 (Strongly Agree)

Table 2 shows the summary table of the respondents' work engagement across three dimensions: Vigor, Dedication, and Absorption. The work environment was filled with enthusiasm, energy and enthusiasm. "Strongly agree" had the highest mean score of 3.64 in verbal interpretations. This indicates that all respondents are in strong agreement about their level of participation. In this manner, hotel industry likely fosters a positive work environment that encourages enthusiasm, energy, and active participation. When employees feel supported, valued, and motivated in their work environment, they are more likely to demonstrate high level of vigor and dedication. Next, dedication received a mean score of 3.62 in the word definition of "strongly agree", which emphasized the importance of employee commitment to the goals and principles for an organization. This shows

that a clear and compelling goals and principles that employees are committed to achieving are necessary and vital in an organization because when they understand the purpose and direction of their work and feel aligned with the organization’s mission, they are more likely to demonstrate dedication to their roles and responsibilities.

Furthermore, absorption is slightly lower with a mean score of 3.59 and even verbally defined as “strongly agree”, it still indicates high levels of agreement with greater work engagement and focus work in respondents. This is consistent with previous research highlighting the benefits of absorption, including increased creativity, productivity and work satisfaction. In the context of the hotel industry, a strong leadership plays a crucial role in fostering employee engagement. Effective leaders shall provide clear direction, support employee growth and development, and create a culture of trust and collaboration so that employees will be more likely to be absorbed in their work and engaged overall when they have confidence in their leaders and feel empowered to contribute to organizational success.

A mean score of 3.62, reflecting overall job engagement, emphasizes the importance of promoting a comprehensive approach that includes enthusiasm, commitment and involvement in improving employee well-being and organizational effectiveness plant. The nature of the employees working in hotel industry may be inherently meaningful and challenging, leading to high levels of absorption and engagement among employees. It is then believed that when these employees find their work stimulating, rewarding, and aligned with their interests and skills, they are more likely to become deeply absorbed in their tasks and demonstrate high levels of engagement.

These findings are similar to prior research of Hulshof, et. al (2020) on work engagement that highlights the importance of fostering and sustaining a workplace environment that create multidimensional employee engagement among colleagues. Furthermore, in their study they have also investigated the crucial role of job crafting in enhancing work engagement, emphasizing the salient of empowering employees to proactively shape their work tasks and roles to better align with their strengths, skills, talents and interests, in which strongly suggest that fostering a culture of job crafting can significantly contribute to employee engagement and satisfaction. Furthermore, Schaufeli et al. (2002) and Bakker & Leiter (2010) have provided important contributions on the role of dedication in fostering job satisfaction, organizational commitment, and stability within the workplace (Grant et al., 2018). Findings revealed that research on Corporate Social Responsibility (CSR) and employee engagement is emerging, demonstrating a positive relationship between CSR and engagement, Glavas & Piderit (2019) and Caligiuri et al. (2019).

Table 3

Summary Table for Corporate Social Responsibility Practices

| | Mean | Interpretation | Rank |
|------------------------|-------------|-----------------------|------|
| Environmental Effort | 3.61 | Strongly Agree | 3 |
| Philanthropical Effort | 3.61 | Strongly Agree | 3 |
| Social Engagement | 3.61 | Strongly Agree | 3 |
| Ethical Labor | 3.62 | Strongly Agree | 1 |
| Composite Mean | 3.61 | Strongly Agree | |

Legend: 1.00 – 1.49 (Strongly Disagree), 1.50 – 2.49 (Disagree), 2.50 – 3.49 (Agree), 3.50 – 4.00(Strongly Agree)

Table 3 shows the Summary Table for Corporate Social Responsibility Practices. It can be gleaned on the table the composite mean for all CSR practices was 3.61 or "strongly agree", which indicates that the respondents strongly agree on the importance of CSR policies in various industries. The widespread recognition among respondents regarding the importance of CSR policies in promoting ethical, sustainable, and socially responsible practices, hotel operations, including environmental sustainability, ethical labor practices, community engagement, and philanthropic endeavors are deemed essential.

The analyzed CSR aspects—environmental efforts, philanthropic efforts, and social interaction and ethical labor acquired a composite mean of 3.61, indicating strong agreement. Respondents who answered these three

CSR dimensions seemed to be equally important in the hotel industry in that they recognized, highlighted, and contributed to social and environmental outcomes. This implies that stakeholders in the hotel industry recognize, prioritize, and actively contribute to initiatives aiming at and promoting social and environmental outcomes. Such consistent recognition has showed a holistic approach needed to address various CSR dimensions, emphasizing the interconnectedness of environmental sustainability, philanthropy, and social engagement in fostering responsible business practices within the hotel sector.

Meanwhile, in terms of ethical labor practices, this area got a slightly higher mean of 3.62, which also falls under the category "strongly agree" This means that the respondents highly valued professional ethical practices, including fair treatment of employees, clear display of ethical standards and recognition of their contribution to sustainability and ethical practices. This shows that stakeholders in the hotel sector have prioritized the implementation of ethical labor practices as an integral part to their corporate social responsibility efforts. It manifests that fostering a workplace culture built on principles of fairness, transparency, and ethical conduct, which in turn can enhance employee satisfaction, organizational reputation, and overall business sustainability are significant for them.

To support the finding above, Giannakis & Thorgren (2020) forwarded that the hotel industry which is known for its labor-intensive industry has started to prioritize Corporate Social Responsibility (CSR) practices, like environment alignment with sustainability, philanthropy, social interaction and fair business practices. Interestingly, hotels around the world are trying to be more environmentally friendly by having energy-efficient policies, renewable energy sources, and recycling programs to reduce environmental impacts (Jones et al., 2019; Chen & Chang, 2018). Another research by Brammer & Millington (2019) and Yun & Jung, (2023), highlight the essence and significance of environmental responsibility in the hotel industry, including compliance and sustainability resources. Revealing the clear relationships between charitable efforts such as community service participation and charitable donations, and economic success found in the hospitality industry, the study highlights the importance of how hotels contribute to environmental sustainability and economic well-being.

On the other hand, social engagement and ethical employee behaviors were given moderately high scores, indicating their importance in the hotel industry (Nguyen and Tran, 2021). Social interventions, such as community engagement and volunteer workers, in improving brand attitudes and loyalty emphasizing customer dining in hotels can have a positive impact of professionalism on employee productivity and satisfaction in the hospitality industry. Overall, these highlight the need for a holistic approach to hotels' corporate social responsibility focusing on environment sustainability, philanthropy, social engagement, and ethical labor practices. By performing this, hotels can fulfill their social responsibilities and build trust with all their clientele. By cultivating these dimensions, hotels in CALABARZON can effectively fulfill their social obligations, cultivate trust and goodwill among stakeholders, and actively contribute to the achievement of sustainable development objectives. Essentially and meaningfully, a holistic CSR strategy enables hotels to make sound and positive social and environmental impacts while simultaneously enhancing their reputation and long-term viability in the marketplace

Table 4

Summary Table for Effects of CSR Practices

| | Mean | Interpretation | Rank |
|----------------|------|----------------|------|
| Hotel Image | 3.61 | Strongly Agree | 2 |
| Hotel Benefits | 3.62 | Strongly Agree | 1 |
| Composite mean | 3.62 | Strongly Agree | |

Legend: 1.00 – 1.49 (Strongly Disagree), 1.50 – 2.49 (Disagree), 2.50 – 3.49 (Agree), 3.50 – 4.00(Strongly Agree)

Table 4 shows the Summary Table on the effects of corporate social responsibility (CSR) practices. It can be gleaned from the table that it has a composite mean of 3.62, which is equivalent to the category "strongly agree". From this it is evident that there is strong agreement among the respondents of the profitability effects of CSR activities on hotel image and hotel benefits. The findings also imply that respondents recognize the importance

of CSR initiatives in shaping the image of hotels and their ability to contribute to financial success. By having an effective CSR practice, hotels can enhance their reputation, build trust with stakeholders, and differentiate themselves from competitors, strengthening their brand image and attracting more customers. Meanwhile, the hotel's image has a mean score of 3.61 or strongly agree". Reasonably, this indicates a high level of agreement among respondents that CSR initiatives positively enhance hotels' reputation, credibility, and trustworthiness, implying that stakeholders perceive hotels that actively engage in CSR activities more favorably, leading to a more positive overall image.

The findings show that the implementation of corporate social responsibility (CSR) activities has a positive impact on the reputation of the hotel industry, particularly on hotel image. This improves the reputation and perception of hotels, which subsequently increases occupancy rates. Guzzo et al. (2020) conducted a study supporting the hypothesis that corporate social responsibility (CSR) initiatives such as sustainability programs and community involvement positively influence hotel brand perception and reputation. Meanwhile hotel benefits which has a mean score is 3.62, also interpreted as "Strongly Agree" indicates that respondents perceived various benefits associated with CSR practices, such as cost savings, improved stakeholder relationships, increased customer loyalty, and access to government incentives. These benefits include, but are not limited to, reduced costs, improved relationships with stakeholders, increased customer loyalty, ability to leverage government support.

The works of Walsh and Bartikowski (2013b) and Pérez et al. (2013) are among the references that seem to be contrary to the above-mentioned findings. The current degree of understanding of the relationship between corporate social responsibility (CSR) and service quality, customer happiness, trust, company reputation, and transparency within the hotel industry is weak, despite the growing interest in this subject matter. The investigation of these aspects within the hospitality sector can result in the acquisition of useful information, thereby effectively integrating corporate social responsibility (CSR) programs with enhanced customer loyalty outcomes. By implementing Corporate Social Responsibility (CSR) activities and strategies like on the sustainability, competitiveness, and maximizing stakeholder value., a significant and positive impact on the reputation of hotels and the overall profits of the industry will make hotels to have the opportunity to improve their brand and brand image, while gaining tangible benefits such as cost savings, greater customer loyalty and government incentives.

Proposed Strategic Plan for Sustainable CSR Program

Rationale

The data analysis reveals a compelling correlation between employee work engagement, corporate social responsibility (CSR) practices, and their effects on CALABARZON's hotel industry. This data underscores the significance of developing a strategic plan to harness CSR initiatives effectively, thereby enhancing employee engagement, organizational reputation, and overall sustainability. The findings also indicate that employees who perceive their organizations as socially responsible tend to demonstrate higher levels of work engagement across various dimensions. This suggests that CSR initiatives are pivotal in shaping employee attitudes, commitment, and enthusiasm toward their work tasks and organizational goals. Moreover, the positive perception of CSR practices among employees in CALABRAZON, particularly regarding environmental efforts, philanthropy, social engagement, and ethical labor practices, have shown the importance of integrating CSR initiatives into hotel operations.

Table 5*Proposed Strategic Plan for Sustainable CSR*

| Key Result Area (KRA) Objectives | Key Performance Indicators (KPIs) Target | Activities | Timeline | Persons Involved | Budget |
|--|---|--|-------------|---|------------|
| Environmental Efforts Implement sustainable environmental practices to reduce ecological impact. | Reduction in carbon footprint Waste reduction initiatives Achieve 20% reduction in carbon emissions | Adopt energy-efficient technologies Implement waste recycling programs Organize tree-planting initiatives Develop water conservation strategies | 6-12 months | Environmental Team, Operations Department | PHP 50,000 |
| Philanthropic Initiatives Engage in community-focused philanthropic activities to support local development. | Number of community projects completed Funds allocated to philanthropy Execute 3 community projects per quarter | Partner with local NGOs Organize fundraising events for community causes Provide educational scholarships for underprivileged students Conduct health and hygiene awareness campaigns | Ongoing | CSR Committee, Community Relations Team | PHP 30,000 |
| Social Engagement Foster employee participation in social activities and community engagement programs. | Employee participation rates in volunteering events Achieve 80% employee participation rate | Organize volunteer programs Host community outreach events to promote social causes Facilitate team-building activities to strengthen bonds Establish mentorship programs for disadvantaged youth | 6-9 months | HR Department, CSR Committee | PHP 20,000 |
| Ethical Labor Practices Ensure fair wages, employee benefits, and a safe working environment for all employees. | Employee satisfaction scores Compliance with labor regulations Maintain employee satisfaction above 85% | Conduct regular employee feedback surveys Implement safety training and compliance checks Offer wellness programs and stress management workshops Provide career counseling and advancement opportunities | Ongoing | Human Resources Department | PHP 40,000 |
| Vigor Enhance employee enthusiasm and energy towards work tasks and organizational goals. | Employee self-assessment scores Attendance and punctuality rates Increase self-assessment scores by 15% | Implement recognition programs Provide professional development opportunities Organize wellness challenges and fitness activities Facilitate team-building retreats and off-site workshops | 6-12 months | HR Department, Department Managers | PHP 25,000 |
| Dedication Promote organizational commitment and dedication among employees. | Employee retention rates Number of long-service awards given Reduce turnover rate by 10% | Implement career development plans Recognize long-serving employees with awards and incentives Conduct exit interviews to identify retention strategies Offer flexible work arrangements and telecommuting options | Ongoing | HR Department, Management Team | PHP 35,000 |
| Absorption Foster deep focus and absorption in job tasks to enhance productivity and job satisfaction. | Task completion rates Employee feedback on job engagement Increase task completion rates by 20% At least 75% of the employees rated job enlargement satisfactory | Provide training on time management and task prioritization Encourage job rotation and skill development programs Implement flexible work schedules and remote work options Establish quiet work zones and ergonomic workstations | 6-9 months | Department Managers, Training Team | PHP 15,000 |

4. Conclusions and recommendations*4.1 Conclusion*

- Majority of respondents in the study are contractual employees with relatively lower income levels, primarily working in smaller to medium-sized hotels. This finding implies the importance of tailoring human resource policies and engagement strategies to meet the specific needs and demands of the

workforce in these establishments. Implementing policies that address income levels, job security, and career development opportunities can contribute to enhanced employee satisfaction and retention.

- Employees in identified hotels within CALABARZON exhibit a high level of work engagement across vigor, dedication, and absorption dimensions. This indicates a strong commitment to work tasks and organizational goals, which is critical for maintaining employee satisfaction and productivity in the hotel industry. Fostering work engagement can lead to improved job performance and reduced turnover rates.
- Hotel employees in CALABARZON hold a positive perception of CSR practices, particularly in environmental efforts, philanthropy, social engagement, and ethical labor. This underscores the importance of integrating CSR initiatives into hotel operations to meet employee expectations and enhance organizational reputation. Aligning CSR practices with employee values can foster a sense of pride and purpose among staff members.
- Regular employees demonstrate higher levels of work engagement than contractual employees, emphasizing the significance of employment status in shaping employee commitment and enthusiasm. Additionally, employees in hotels with higher income levels perceive greater CSR benefits and effects, highlighting the role of income in shaping employee attitudes towards CSR initiatives. Implementing fair compensation and recognizing the importance of employment stability can positively impact employee perceptions and engagement.
- Based on the study's findings, a strategic plan for a sustainable Corporate Social Responsibility Program among hotels in the CALABARZON region is proposed. This plan focuses on integrating CSR into organizational culture, aligning CSR goals with employee values, and measuring the impact of CSR initiatives on employee engagement and organizational performance.

4.2 Recommendations

- Hotel management may craft human resource policies specific on employees' training and development, rewards and recognition and provision of equitable opportunities to its employees to improve their knowledge and skills. participate and engage in its CSR activities and contribute to work life balance and an enhanced image of the hotel organization
- Hotels may collaborate with other similar businesses establishments, local communities and nearby provinces, NGOs, and other stakeholders to expand their CSR efforts and collectively address every social and environmental challenge
- Hotels may integrate in their strategic plans CSR initiatives such as implementing environmentally sustainable practices, supporting philanthropic efforts, promoting ethical labor standards, and engaging in social initiatives that align with their innate values, as well as work engagement initiatives that foster a supportive work environment that encourages vigor, dedication, and absorption of all employees. Thereafter, hotel management may conduct an in-depth monitoring and evaluation to evaluate the impact of their respective CSR initiatives as to employee engagement and organizational outcome.
- The management of the hotels covered in this study may consider the strategic plan herein proposed for implementation and subsequent monitoring and evaluation.
- Future research may consider the implications of work engagement and CSR practices on other diverse stakeholders to comprehensively assess the industry's sustainability and social impact. While hotels are the primary focus of this study, it is important to acknowledge the broader impact on other stakeholders within the tourism industry. such as local communities, tourists, government agencies,

and environmental organizations which are vital to the tourism ecosystem

- Future researchers may replicate this study using alternative instruments to measure work engagement and CSR practices, and explore additional variables not covered in this study. Exploring new methodologies and variables can enrich understanding and provide a more nuanced perspective on the relationships between employee engagement, CSR, and organizational outcomes contributing to the advancement of knowledge and best practices in the field of organizational behavior and sustainability.

5. References

- Abaeian, V., Khong, K. W., Kyid Yeoh, K., & McCabe, S. (2019). Motivations of undertaking CSR initiatives by independent hotels: a holistic approach. *International Journal of Contemporary Hospitality Management*, 31(6), 2468-2487.
- Abdulhaevna, K. M. (2021). Public organizations in Uzbekistan—in the interests of the state and people. *Turk. J. Comput. Math. Educ.* 12, 3402–3406.
- Acampora, A., Lucchetti, M. C., Merli, R., & Ali, F. (2022). The theoretical development and research methodology in green hotels research: A systematic literature review. *Journal of Hospitality and Tourism Management*, 51, 512-528.
- Afsar, B., & Umrani, W. A. (2020). Corporate social responsibility and pro-environmental behavior at workplace: The role of moral reflectiveness, coworker advocacy, and environmental commitment. *Corporate Social Responsibility and Environmental Management*, 27(1), 109-125.
- Agarwal, M. S., & Bhal, K. T. (2020). Responsible leadership and sustainable organizational outcomes: A proposed multidimensional measure. *Journal of Business Ethics*, 165(4), 569-587.
- Agyei, J., Sun, S., Penney, E. K., Abrokwah, E., & Agyare, R. (2022). Understanding CSR and customer loyalty: The role of customer engagement. *Journal of African Business*, 23(4), 869-886.
- Ahmad Samir, Ahmed Ullah Shah, & Yousaf, M. (2023). Impact impact of high-performance management practices on affective commitment: A mediating mechanism of job satisfaction. *NUML International Journal of Business & Management*, 17(2). <https://doi.org/10.52015/nijbm.v17i2.141>
- Ahmad, N., Ullah, Z., AlDhaen, E., Han, H., Araya-Castillo, L., & Ariza-Montes, A. (2022). Fostering hotel-employee creativity through micro-level corporate social responsibility: A social identity theory perspective. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.853125>
- Ahmad, N., Ullah, Z., AlDhaen, E., Han, H., Ariza-Montes, A., & Vega-Muñoz, A. (2022). Fostering advocacy behavior of employees: A corporate social responsibility perspective from the hospitality sector. *Frontiers in Psychology*, 13, 865021.
- Ailawadi, K. L., Neslin, S. A., Luan, Y. J., & Taylor, G. A. (2014). Does retailer CSR enhance behavioral loyalty? A case for benefit segmentation. *International Journal of Research in Marketing*, 31(2), 156–167.
- Aldehayyat, J. (2021). The role of corporate social responsibility initiatives, error management culture and corporate image in enhancing hotel performance. *Management Science Letters*, 11(2), 481-492.
- Ali, M., Islam, T., Mahmood, K., Ali, F. H., & Raza, B. (2021). Corporate Social Responsibility and Work Engagement: Mediating Roles of Compassion and Psychological Ownership. *Asia-Pacific Social Science Review*, 21(3).
- AlSuwaidi, M., Eid, R., & Agag, G. (2021). Understanding the link between CSR and employee green behavior. *Journal of Hospitality and Tourism Management*, 46, 50-61.
- Ansu-Mensah, P., Marfo, E. O., Awuah, L. S., & Amoako, K. O. (2021). Corporate social responsibility and stakeholder engagement in Ghana's mining sector: a case study of Newmont Ahafo mines. *International Journal of Corporate Social Responsibility*, 6(1), 1-22.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JDR approach. *Annual Review of Organizational*

- Psychology and Organizational Behavior, 1(1), 389–411.
<https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Baloch, Z. A. (2023). Linking environmental corporate social responsibility to firm performance: The role of partnership restructure. *Environmental Science and Pollution Research*, 30(16), 48323–48338.
- Bartkowiak, P. (2016). The Environmental Management System as the Element of an Intelligent Manufacturing Company. *Journal of Management and Financial Sciences*, (24), 101–113.
- Beji, R., Yousfi, O., Loukil, N., & Omri, A. (2021). Board diversity and corporate social responsibility: Empirical evidence from France. *Journal of Business Ethics*, 173(1), 133–155.
- Bello, K. B., Jusoh, A., & Md Nor, K. (2021). Relationships and impacts of perceived CSR, service quality, customer satisfaction and consumer rights awareness. *Social responsibility journal*, 17(8), 1116–1130.
- Benavides-Velasco, C. A., Quintana-García, C., & Marchante-Lara, M. (2014). Total quality management, corporate social responsibility and performance in the hotel industry. *International Journal of Hospitality Management*, 41, 77–87.
- Bharadwaj, S., & Yameen, M. (2021). Analyzing the mediating effect of organizational identification on the relationship between CSR employer branding and employee retention. *Management Research Review*, 44(5), 718–737.
- Bhatt, R., & Sharma, M. (2019). Employee Engagement: A Tool for Talent Management, Retention and Employee Satisfaction in the IT/ITES Companies in India. *CLEAR International Journal of Research in Commerce & Management*, 10(8)
- Bianchi, E., Bruno, J. M., & Sarabia-Sanchez, F. J. (2019). The impact of perceived CSR on corporate reputation and purchase intention. *European journal of management and business economics*, 28(3), 206–221.
- Bibi, S., Khan, A., Hayat, H., Panniello, U., Alam, M., & Farid, T. (2022). Do hotel employees really care for corporate social responsibility (CSR): a happiness approach to employee innovativeness. *Current Issues in Tourism*, 25(4), 541–558.
- Bizri, R., Wahbi, M., & Al Jardali, H. (2021). The impact of CSR best practices on job performance: The mediating roles of affective commitment and work engagement. *Journal of Organizational Effectiveness: People and Performance*, 8(1), 129–148. <https://doi.org/10.1108/joep-01-2020-0015>
- Bonilla-Priego MJ, Font X, Pacheco R (2014) Corporate sustainability reporting index and baseline data for the cruise industry. *Tourism Management* 44: 149–160.
- Borbon, N. M. D. (2019). A proposed framework of commitment for hotel industry in CALABARZON Region, Philippines. *Asia Pacific Journal of Education, Arts and Sciences*, 6(2).
- Borbon, N. M. D. (2020). Corporate social responsibility practices among DOT accredited hotel establishments in Calabarzon region. *Journal on Tourism & Sustainability*, 4(1), 16–26.
- Borbon, N. M. D. (2020). Evaluation on corporate social responsibility issues in the view of hotel business in CALABARZON region, Philippines. *International Journal of Research*, 9(5), 41–51.
- Brammer, S. (2021). CORPORATE SOCIAL RESPONSIBILITY. *The Oxford handbook of international business strategy*, 401.
- Brammer, S., & Millington, A. (2019). Corporate reputation and philanthropy: An empirical analysis. *Journal of Business Ethics*, 61(1), 29–44
- Burns, P. M., & Cowlshaw, C. (2014). Climate change discourses: How UK airlines communicate their case to the public. *Journal of Sustainable Tourism*, 22(5), 750–767. Doi: <https://doi.org/10.1080/09669582.2014.884101>.
- Caligiuri, P., Mencia, A., & Jiang, K. (2013). Win-win-win: The influence of company-sponsored volunteerism programs on employees, NGOs, and business units. *Personnel Psychology*, 66(4), 825–860. <https://doi.org/10.1111/peps.12019>
- Carroll, A.B. The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Bus. Horiz.* 1991, 34, 39–48
- Čech, P., Jindřichovská, I., & Neubauer, J. (2019). Achieving a great reputation for corporate social responsibility: study from the Czech hospitality industry. *Scientific papers of the University of Pardubice. Series D, Faculty of Economics and Administration.* 45/2019.
-

- Chan, E.S.W.; Hawkins, R. Attitude towards EMS in an international hotel. *Int. J. Hosp. Manag.* 2010, 29, 641–651.
- Chang, Y. H., & Yeh, C. H. (2017). Corporate social responsibility and customer loyalty in intercity bus services. *Transport policy*, 59, 38-45.
- Chaudary, S., & Ali, M. (2016). The spillover effect of CSR initiatives on consumer attitude and purchase intent: The role of customer-company identification with the moderating effect of awareness. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 10(2), 368-387.
- Cheema, S., Afsar, B., & Javed, F. (2019). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9-21. <https://doi.org/10.1002/csr.1769>
- Chen, C. J., Guo, R. S., Hsiao, Y. C., & Chen, K. L. (2018). How business strategy in non-financial firms moderates the curvilinear effects of corporate social responsibility and irresponsibility on corporate financial performance. *Journal of Business Research*, 92, 154-167.
- Chen, Y. C., Hung, M., & Wang, Y. (2018). The effect of mandatory CSR disclosure on firm profitability and social externalities: Evidence from China. *Journal of Accounting and Economics*, 65(1), 169–190
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Chong Chen & Weijie Lu & Min Liu, 2022. "Corporate social responsibility learning in mergers and acquisitions," *Asia-Pacific Journal of Accounting & Economics*, Taylor & Francis Journals, vol. 29(1), pages 53-76, January.
- Cowan, K., & Guzman, F. (2020). How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: An exploratory study. *Journal of business research*, 117, 683-693.
- Cuong, V. H., Ngoc, N. T. K., & Van Cuong, V. (2023). THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON FIRM PERFORMANCE: EVIDENCE FROM VIETNAM. *Management*, 21(3), 528-542.
- de Grosbois, D., & Fennell, D. A. (2022). Determinants of climate change disclosure practices of global hotel companies: Application of institutional and stakeholder theories. *Tourism Management*, 88, 104404.
- de Moura, R. C., & Ramalho, N. C. (2017). Addressing emotions in police selection and initial training: A European study. *European Law Enforcement Research Bulletin [Internet]*, 16, 119–141. <https://bulletin.cepol.europa.eu/index.php/bulletin/article/view/248>
- Demerouti, E., Bakker, A. B., & Halbesleben, J. R. B. (2015b). Productive and counterproductive job crafting: A daily diary study. *Journal of Occupational Health Psychology*, 20, 457–469.
- Devi, N. N., Mythili, D., & Kavishyaa, A. R. (2018) Talent Management and its Relationship with Employee Engagement among IT employees, In Coimbatore District. *Commonwealth Journal of Commerce & Management Research*, 5, (4)
- Ernazarov, D. (2020). Analysis of the policy of the republic of Uzbekistan regarding international non-governmental organization. *J. Polit. Sci. Int. Relat.* 3, 9–15. doi: 10.11648/j.jpsir.20200301.12
- Fatima, T. (2022). Impact of employees' perceived corporate social responsibility on organizational citizenship behavior. *Research Anthology on Developing Socially Responsible Businesses*, 1598-1613. <https://doi.org/10.4018/978-1-6684-5590-6.ch078>
- Fatma, M., Ruiz, A. P., Khan, I., & Rahman, Z. (2020). The effect of CSR engagement on eWOM on social media. *International Journal of Organizational Analysis*, 28(4), 941–956. <https://doi.org/10.1108/IJOA-10-2019-1895>
- Fischer, C.M., & Lovell, A. (2019). Business ethics and values: individual, corporate and international

- perspectives. London: Pearson Education Limited.
- Freire, C., Gonçalves, J., & Carvalho, M. R. (2022). Corporate social responsibility: The impact of employees' perceptions on organizational citizenship behavior through organizational identification. *Administrative Sciences*, 12(3), 120. <https://doi.org/10.3390/admsci12030120>
- Gallup (2013). State of the global workplace: Employee engagement insights for business leaders worldwide. (2012, January 1). Retrieved from http://ihrim.org/Pubonline/Wire/Dec13/GlobalWorkplaceReport_2013.pdf
- Gantasala V. Prabhakar, PhD & Swetha Reddy G (2016) Employee Engagement in the IT Industry – Evidence from India, *Strategic Management Quarterly*, 4(1), 61-86
- Garcia-Pozo, A., Mondéjar-Jiménez, J., & Sánchez-Ollero, J. L. (2019). Internet's user perception of corporate social responsibility in hotel services. *Sustainability*, 11(10), 2916.
- Gaskell, A. (2021, October 31). Employees demand that we become more sustainable. *Forbes*. <https://www.forbes.com/sites/adigaskell/2021/10/31/employees-demand-that-webecome-more-sustainable/?sh=4fbb99b93f80>
- Ghaffarkadhim, K., Harun, A., Othman, B. A., & Raja, P. (2019). Hypermarkets in malaysia: Issues of expansion, distribution and corporate social responsibility. *International Journal of Psychosocial Rehabilitation*, 23(2), 659–670
- Giang, H. T. T., & Dung, L. T. (2022). The effect of internal corporate social responsibility practices on firm performance: the mediating role of employee intrapreneurial behaviour. *Review of Managerial Science*, 16(4), 1035-1061.
- Giannakis, K. Corporate Social Responsibility (CSR) in Greek Small and Medium-sized Enterprises (SMEs) and Higher Educational Institutions (HEIs). In 6th International Conference on Contemporary Marketing Issues (ICCMi)(2018: Athens, Greece) 6th International Conference on Contemporary Marketing Issues (ICCMi): June 27-29, 2018, Athens, Greece/co-organized by Alexander Technological Educational Institute (ATEI) of Thessaloniki (p. 533).
- Givinga (2022, June 3). 5 Corporate Philanthropy Benefits and How You Can Achieve Them. <https://www.givinga.com/insights/blog/corporate-philanthropy-benefits/>
- Glavas, A., & Radic, M. (2019). Corporate social responsibility: An overview from an organizational and psychological perspective. *Oxford Research Encyclopedia of Psychology*.
- Gomez, L. M. (2021). The state of social media research in CSR communication. *The Palgrave Handbook of Corporate Social Responsibility*, 577-598.
- González-Rodríguez, M. R., Díaz-Fernández, M. C., Shi, F., & Okumus, F. (2021). Exploring the links among corporate social responsibility, reputation, and performance from a multi-dimensional perspective. *International Journal of Hospitality Management*, 99, 103079.
- Grant, A. M., Dutton, J. E., & Rosso, B. D. (2008). Giving commitment: Employee support programs and the prosocial sensemaking process. *Academy of Management Journal*, 51(5), 898–918. <https://doi.org/10.5465/AMJ.2008.34789652>
- Hameed, F., Qayyum, A., & Awan, Y. (2018). Impact of dimensions of CSR on purchase intention with mediating role of customer satisfaction, commitment and trust. *Pakistan Business Review*, 20(1), 13-30.
- Han, H., Yu, J., Lee, K. S., & Baek, H. (2020). Impact of corporate social responsibilities on customer responses and brand choices. *Journal of Travel & Tourism Marketing*, 37(3), 302-316.
- Hayes, A. (2022, September 23). Corporate citizenship: What it means, 5 stages, and examples. *Investopedia*. <https://www.investopedia.com/terms/c/corporatecitizenship.asp>
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Hiep, P. M., Tien, N. H., Dana, L. P., Kuc, B. R., Van Tien, N., & Ha, V. X. (2021). Enhancing social responsibility and sustainability in real estate industry. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(14), 4999-5013.
- Hu, B., Liu, J., & Qu, H. (2019). The employee-focused outcomes of CSR participation: The mediating role of psychological needs satisfaction. *Journal of Hospitality and Tourism Management*, 41, 129–137.

- <https://doi.org/10.1016/j.jhtm.2019.10.012>
- Irani, F., Kilic, H., & Adeshola, I. (2022). Impact of green human resource management practices on the environmental performance of green hotels. *Journal of Hospitality Marketing & Management*, 31(5), 570-600.
- Janowski, A. (2020). Philanthropy and the contribution of Andrew Carnegie to corporate social Han, H., Yu, J., Lee, K. S., & Baek, H. (2020). Impact of corporate social responsibilities on customer responses and brand choices. *Journal of Travel & Tourism Marketing*, 37(3), 302-316. responsibility. *Sustainability*, 13(1), 155–163. <https://doi.org/10.3390/su13010155>
- Jones, D. A., and Willness, C. R. (2013). “Corporate social performance, organizational reputation, and recruitment,” in *The Oxford Handbook of Recruitment*, eds K. Y. T. Yu and D. Cable (New York, NY: Oxford University Press), 298–313.
- Jones, D. A., Willness, C. R., and Heller, K. W. (2016). Illuminating the signals jobseekers receive from an employer’s community involvement and environmental sustainability practices: Insights into why most job seekers are attracted, others are indifferent, and a few are repelled. *Front. Psychol.* 7:426. doi: 10.3389/fpsyg.2016.00426
- Jung, S., Jung, S., Lee, S., Lee, S., Dalbor, M., & Dalbor, M. (2016). The negative synergistic effect of internationalization and corporate social responsibility on US restaurant firms’ value performance. *International Journal of Contemporary Hospitality Management*, 28, 1759–1777. doi: <https://doi.org/10.1108/IJCHM-07-2014-0361>.
- Kakade, S., & Haber, M. (2020). Detecting Corporate Environmental Cheating. *Ecology LQ*, 47, 771.
- Kardooni, R., Yusoff, S. B., Kari, F. B., & Moeenizadeh, L. (2018). Public opinion on renewable energy technologies and climate change in Peninsular Malaysia. *Renewable Energy*, 116, 659–668. <https://doi.org/10.1016/j.renene.2017.09.073>
- Katyayani, J., & Nirmala Rani, T. N. (2016). A study on employee engagement among the employees of power sector with special reference to APSPDCL. *International Education & Research Journal*, 2(7).
- Kaur, P., Talwar, S., Madanaguli, A., Srivastava, S., & Dhir, A. (2022). Corporate social responsibility (CSR) and hospitality sector: Charting new frontiers for restaurant businesses. *Journal of Business Research*, 144, 1234–1248. <https://doi.org/10.1016/j.jbusres.2022.01.067>
- Khatter, A., McGrath, M., Pyke, J., White, L., & Lockstone-Binney, L. (2019). Analysis of hotels’ environmentally sustainable policies and practices: Sustainability and corporate social responsibility in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 31(6), 2394-2410.
- Koseoglu, M. A., Uyar, A., Kilic, M., Kuzey, C., & Karaman, A. S. (2021). Exploring the connections among CSR performance, reporting, and external assurance: Evidence from the hospitality and tourism industry. *International Journal of Hospitality Management*, 94, 102819.
- Lam, J. S. L., & Lim, J. M. (2016). Incorporating corporate social responsibility in strategic planning: case of ship-operating companies. *International Journal of Shipping and Transport Logistics*, 8(3), 273-293.
- Lee, H. C. B., Cruz, J. M., & Shankar, R. (2018). Corporate social responsibility (CSR) issues in supply chain competition: Should greenwashing be regulated? *Decision Sciences*, 49(6), 1088–1115. <https://doi.org/10.1111/dec.12307>
- Leung, T. C. H., & Snell, R. S. (2017). Attraction or distraction? Corporate social responsibility in Macao’s gambling industry. *Journal of Business Ethics*, 145, 637-658.
- Lin, K. Z., & Wong, W. (2016). Corporate social responsibility reporting and firm performance: evidence from China. *Journal of Management & Governance*, 20, 503-523.
- Lolitha, C. V., & Johnson, J. D. (2016). Employee Engagement among Service Sector: An Indian Perspective. In *Proceedings of International HR Conference* (Vol. 3, No. 1).
- Macassa, G., McGrath, C., Tomaselli, G., & Buttigieg, S. C. (2021). Corporate social responsibility and internal stakeholders’ health and well-being in Europe: a systematic descriptive review. *Health Promotion International*, 36(3), 866-883.
- Malhotra, K., & Bhardwaj, (2016) A. EMPLOYEE ENGAGEMENT IN BPO SECTOR. ANUSANDHAN -The

- Research Repository, 3(1) 99-105
- Manjunath S. and Chandni M.C (2018) Winning Effective Employee Engagement In It Sector: An Analysis On Emerging Trends & Challenges, *ISBR Management Journal*, 3(2), 1-16
- Martínez García de Leaniz, P., Herrero Crespo, Á., & Gómez-López, R. (2019). The role of environmental CSR practices on the formation of behavioral intentions in a certified hotel context: Exploring the moderating effect of customer involvement in the buying process. *Spanish Journal of Marketing-ESIC*, 23(2), 205-226.
- Mozes, M., Josman, Z., & Yaniv, E. (2011). Corporate social responsibility organizational identification and motivation. *Social Responsibility Journal*, 7(2), 310-325.
- Martínez, P., Herrero, Á., & Gómez-López, R. (2019). Corporate images and customer behavioral intentions in an environmentally certified context: Promoting environmental sustainability in the hospitality industry. *Corporate Social Responsibility and Environmental Management*, 26(6), 1382-1391.
- Martínez, P., Herrero, Á., & Gómez-López, R. (2019). Corporate images and customer behavioral intentions in an environmentally certified context: Promoting environmental sustainability in the hospitality industry. *Corporate Social Responsibility and Environmental Management*, 26(6), 1382-1391.
- Martínez, P., Pérez, A., & Rodríguez del Bosque, I. (2014). Exploring the role of CSR in the organizational identity of hospitality companies: A case from the Spanish tourism industry. *Journal of business ethics*, 124, 47-66.
- Matthies, A.-L., Stamm, I., Hirvilammi, T., & N€arhi, K. (2019). Ecosocial innovations and their capacity to integrate ecological, economic and social sustainability transition. *Sustainability*, 11(7), 2107–2115. <https://doi.org/10.3390/su11072107>
- Mazur-Wierzbicka, E. E-communication and CSR-a new look at organizations' relations with stakeholders in the time of digitalization. *Procedia Comput. Sci.* 2021, 192, 4619–4628
- Miller, G., & Scarles, C. (2019). Corporate philanthropy through the lens of ethical subjectivity. *Journal of Business Ethics*, 156, 141-153.
- Mittal S, Gera R, Batra DK (2015) An evaluation of an integrated perspective of perceived service quality for retail banking services in India. *Int J Bank Mark* 33(3):330–350
- Mohammed, A., & Al-Swidi, A. (2020). The mediating role of affective commitment between corporate social responsibility and eWOM in the hospitality industry. *Journal of Sustainable Tourism*, 29(4), 570-594.
- Mohsin, M., Kamran, H. W., Nawaz, M. A., Hussain, M. S., & Dahri, A. S. (2021). Assessing the impact of transition from nonrenewable to renewable energy consumption on economic growth-environmental nexus from developing Asian economies. *Journal of Environmental Management*, 284, 111999. <https://doi.org/10.1016/j.jenvman.2021.111999>
- Moon, H. C., & Parc, J. (2019). Shifting corporate social responsibility to corporate social opportunity through creating shared value. *Strategic Change*, 28(2), 115–122. <https://doi.org/10.1002/jsc.2252>
- Mozes, M., Z. Josman, and E. Yaniv. 2011. Corporate social responsibility organizational identification and motivation. *Social Responsibility Journal* 7:310–325.
- NGUYEN, I., QUACH, T. T., & NGUYEN, T. T. (2022). Impacts of Corporate Social Responsibility and Green Marketing Strategy on Business Performance: The Moderating Role of Balanced Scorecard. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 9(10), 73-83.
- OECD. (2006). Environmental compliance and enforcement in India: Rapid assessment. OECD
- Oh, K. S., Han, J. R., & Park, S. R. (2021). The Influence of Hotel Employees' Perception of CSR on Organizational Commitment: The Moderating Role of Job Level. *Sustainability* 2021, 13, 12625. *Corporate Social Responsibility*, 41.
- Oh, K. S., Han, J. R., & Park, S. R. (2021). The influence of hotel employees' perception of CSR on organizational commitment: The moderating role of job level. *Sustainability*, 13(22), 12625.
- Ourbak, T., & Magnan, A. K. (2018). The Paris Agreement and climate change negotiations:
- Pérez, A., & Del Bosque, I. R. (2015). Corporate social responsibility and customer loyalty: Exploring the role of identification, satisfaction and type of company. *Journal of Services Marketing*, 29(1), 15–25. <https://doi.org/10.1108/JSM-10-2013-0272>
- Puppim de Oliveira, J. A., & Jabbour, C. J. C. (2017). Environmental management, climate change, CSR, and

- governance in clusters of small firms in developing countries: Toward an integrated analytical framework. *Business & Society*, 56(1), 130–151. <https://doi.org/10.1177/0007650315575470>
- Puriwat, W., & Tripopsakul, S. (2021). The role of viral marketing in social media on brand recognition and preference. *Emerging Science Journal*, 5(6), 855-867.
- Raimi, L. (2017). Understanding theories of corporate social responsibility in the IberoAmerican hospitality industry. In *Corporate social responsibility and corporate governance*. Emerald Publishing Limited.
- Ramkissoon, H., Mavondo, F., & Sowamber, V. (2020). Corporate social responsibility at LUX* resorts and hotels: Satisfaction and loyalty implications for employee and customer social responsibility. *Sustainability*, 12(22), 9745.
- Randle, M., Kemperman, A., & Dolnicar, S. (2019). Making cause-related corporate social responsibility (CSR) count in holiday accommodation choice. *Tourism Management*, 75, 66-77.
- Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate social responsibility and employees' voluntary pro-environmental behavior: The role of organizational pride and employee engagement. *Corporate Social Responsibility and Environmental Management*, 28(3), 1104-1116. <https://doi.org/10.1002/csr.2109>
- Reast, J., Maon, F., Lindgreen, A., & Vanhamme, J. (2013). Legitimacy-seeking organizational strategies in controversial industries: A case study analysis and a bidimensional model. *Journal of business ethics*, 118, 139-153.
- Rhou, Y., & Singal, M. (2020). A review of the business case for CSR in the hospitality industry. *International Journal of Hospitality Management*, 84, 102330. <https://doi.org/10.1016/j.ijhm.2019.102330>
- Rivera, J. J., Bigne, E., & Curras-Perez, R. (2016). Effects of corporate social responsibility perception on consumer satisfaction with the brand. *Spanish Journal of Marketing-ESIC*, 20(2), 104-114.
- Rubel, M. R. B., Rimi, N. N., & Walters, T. (2017). Roles of emerging HRM and employee commitment: Evidence from the banking industry of Bangladesh. *Global Business Review*, 18(4), 876-894.
- Sanclemente-Téllez's work (2017) provided valuable insights into the intricate interplay between CSR practices and consumer trust, shedding light on the nuanced factors shaping customer perceptions.
- Schaefer, S. D., Cunningham, P., Diehl, S., & Terlutter, R. (2024). Employees' positive perceptions of corporate social responsibility create beneficial outcomes for firms and their employees: Organizational pride as a mediator. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.2699>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. doi:10.1002/job.248.
- Serra-Cantalops, A., Ramon Cardona, J., & Salvi, F. (2020). Exploring the relative role of satisfaction, quality and positive emotional experiences. *International Journal of Contemporary Hospitality Management*, 32(11), 3457–3477.
- Sharma, A., & Kiram, R. (2013). Corporate Social Responsibility: Driving Forces and Challenges. *International Journal of Business Research and Development*, 2(1), 18-27.
- Sharma, V., Poulouse, J., Mohanta, S., & Antony, L. E. (2018). Influence of the dimensions of CSR activities on consumer purchase intention. *Innovative Marketing*, 14(1), 23. Serra-Cantalops et al. (2018) examining CSR in tourism and hospitality
- Sivasubramanian and Rupa (2018) An Empirical Study on Employee Engagement With Reference To It Sector In Chennai, *Journal of Management (JOM) Volume 4, Issue 1, January – June 2017*, pp. 18–28, Article ID: JOM_04_01_003
- Skarmeas, D., Leonidou, C. N., & Saridakis, C. (2014). Examining the role of CSR skepticism using fuzzy-set qualitative comparative analysis. *Journal of business research*, 67(9), 1796-1805.
- Skrzypek, E., Saadi, N. (2014). Motywacje versus korzyści CSR z perspektywy polskich spółek giełdowych. *Zeszyty Naukowe Uniwersytetu Przyrodniczego-Humanistycznego w Siedlcach, Seria: Administracja i Zarządzanie*, 103 (pp. 11-24). Siedlce. Retrieved from https://repozytorium.uph.edu.pl/bitstream/handle/11331/435/Skrzypek.E_Saadi.N_Motywacje_versus_
-

- CSR.pdf?sequence=1, 20.08.2019.
- Small Islands, big players. *Regional Environmental Change*, 18(8), 2201–2207. <https://doi.org/10.1007/s11367-010-0000-0>
- Sobaih, A. E. E., Gharbi, H., Hasanein, A. M., & Elnasr, A. E. A. (2022). The mediating effects of green innovation and corporate social responsibility on the link between transformational leadership and performance: An examination using SEM analysis. *Mathematics*, 10(15), 2685. <https://doi.org/10.3390/math10152685>
- Stanaland, A. J., Lwin, M. O., & Murphy, P. E. (2011). Consumer perceptions of the antecedents and consequences of corporate social responsibility. *Journal of business ethics*, 102, 47-55. <https://doi.org/10.1007/s10551-010-0500-0>
- Stobierski, T. (2021). 15 eye-opening corporate social responsibility statistics. Harvard Business School Online, Retrieved March 10, 2022 from <https://online.hbs.edu/blog/post/corporate-social-responsibility-statistics>
- Su L, Swanson SR, Chen X (2015b) The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality. *Tourism Manage* 52:82–95
- Su L, Swanson SR, Chen X (2015b) The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality. *Tourism Manage* 52:82–95
- Thorgren, S., & Omoredede, A. (2015). Passionate leaders in social entrepreneurship: Exploring an African context. *Business and Society*, 57(3), 1–44. <https://doi.org/10.1177/0007650315584444>
- Tiwari, B., & Lenka, U. (2019). Employee engagement: A study of survivors in Indian IT/ITES sector. *IIMB Management Review* Gantasala V. Prabhakar, PhD & Swetha Reddy G (2016) Employee Engagement in the IT Industry – Evidence from India, *Strategic Management Quarterly*, 4(1), 61-86
- TRAN, Q. B., NGUYEN, T. T. C., HO, D. A., & DUONG, D. A. (2021). The Impact of Corporate Social Responsibility on Employee Management: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(4), 1033-1045. <https://doi.org/10.1108/JAFEB-04-2021-0015>
- Udin, U. (2023). The impact of work-life balance on employee performance: Mediating role of affective commitment and job satisfaction. *International Journal of Sustainable Development and Planning*, 18(11), 3649-3655. <https://doi.org/10.18280/ijstdp.181131>
- Ul Haq, S., & Boz, I. (2020). Measuring environmental, economic, and social sustainability index of tea farms in Rize Province. *Environment, Development and Sustainability*, 22(3), 2545–2567. <https://doi.org/10.1007/s10668-019-00310-x>
- Verma, A. (2014, January 8). The next level. Retrieved from <http://ssrn.com/abstract=2376466> or <http://dx.doi.org/10.2139/ssrn.2376466>
- Wang, C., Hu, R., & Zhang, T. C. (2020). Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China. *International Journal of Hospitality Management*, 90, 102598. <https://doi.org/10.1016/j.ijhm.2020.102598>
- Weaver, D. (2014). The sustainable development of tourism. *The Wiley Blackwell companion to tourism*, 524-534. <https://doi.org/10.1002/9781118465226.ch34>
- Wei, S., Sial, M. S., Comite, U., Thu, P. A., Badulescu, D., & Popp, J. (2021). An examination to explain the mechanism of employees' environment-specific behavior through CSR and work engagement from the perspective of stewardship theory. *International Journal of Environmental Research and Public Health*, 18(17), 9370. <https://doi.org/10.3390/ijerph18179370>
- Wong, A. K. F., & Kim, S. S. (2020). Development and validation of standard hotel corporate social responsibility (CSR) scale from the employee perspective. *International Journal of Hospitality Management*, 87, 102507. <https://doi.org/10.1016/j.ijhm.2020.102507>
- Yadav, R. K., & Jain, R. (2016). A case study with the overview of Corporate Social Responsibility. *World Scientific News*, (29), 25-47.
- Youn, H., & Kim, J. (2022). Corporate social responsibility and hotel employees' organizational citizenship behavior: The roles of organizational pride and meaningfulness of work. *Sustainability*, 14(4), 2428. <https://doi.org/10.3390/su14042428>
- Young, S., & Thyl, V. (2014). Corporate social responsibility and corporate governance: Role of context in

- international settings. *Journal of Business Ethics*, 122(1), 1– 24.
- Yun, J., & Lee, J. (2022). Analysis of the relationship between corporate CSR investment and business performance using ESG index—The use-case of Korean companies. *Sustainability*, 14(5), 2911.
- Zhang, J., Xie, C., & Morrison, A. M. (2021). The effect of corporate social responsibility on hotel employee safety behavior during COVID-19: The moderation of belief restoration and negative emotions. *Journal of Hospitality and Tourism Management*, 46, 233-243.
- Zhang, L. (2014). How effective are your CSR messages? The moderating role of processing fluency and construal level. *International Journal of Hospitality Management*, 41, 56-62.

