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**BEYOND PROFIT: CORPORATE SOCIAL RESPONSIBILITY  
(CSR) PRACTICES AMONGST HOTELIERS  
IN PULAU PINANG, MALAYSIA**

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**DOCTOR OF PHILOSOPHY**

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## Abstrak

Konsep tanggungjawab sosial korporat (CSR) telah berkembang pesat pada dekad yang lalu dan secara perlahan telah menjadi satu trend yang semakin meningkat di dalam sektor perhotelan. Di Pulau Pinang, potensi sektor perhotelan dalam memberikan manfaat kepada komuniti masih diperdebatkan walupun ianya bukanlah sesuatu yang baharu. Kajian ini mengkaji amalan CSR dalam kalangan pengusaha hotel dengan mengambil kira pemahaman mereka terhadap CSR, aktiviti-aktiviti yang dijalankan yang memberi kesan ke atas kesejahteraan komuniti, pengurusan CSR, sebab-sebab serta cabaran dalam melaksanakan CSR. Satu siri temubual mendalam telah dijalankan terhadap lapan pengusaha hotel di Pulau Pinang. Dua kumpulan perbincangan berfokus telah dijalankan melibatkan pekerja dan penerima manfaat untuk mendapat gambaran tentang persepsi terkini serta sebab-sebab yang menjadi asas bagi persepsi tersebut. Kajian mendapati bahawa amalan CSR masih dianggap berada pada tahap permulaan dan ini merupakan tanda ketidakmatangan dalam pelaksanaan CSR di Pulau Pinang. Para pengusaha hotel di Pulau Pinang gagal untuk membantu komuniti mendapatkan manfaat daripada pembangunan CSR di kawasan mereka seterusnya menidakkannya peluang komuniti untuk memperbaiki kehidupan dan kesejahteraan mereka. Pengusaha hotel terhalang dengan komunikasi dalaman mereka yang lemah serta kurangnya kesedaran sosial dalam menghubungkan kepelbagai aktiviti mereka itu. Aktiviti CSR yang dilaksanakan secara bermusim adalah disebabkan oleh dana yang tidak konsisten serta kurangnya pemahaman dan kepakaran dalam bidang ini. Kajian ini menekankan perlunya polisi dan perancangan yang lebih mantap dalam mencapai maksud CSR yang sebenar. Kajian ini turut mencadangkan satu model perubahan sosial yang lebih baik untuk para pengusaha hotel melibatkan diri dengan jayanya dalam pembangunan CSR di Pulau Pinang.

Universiti Utara Malaysia

**Kata Kunci:** Pengusaha hotel, Tanggungjawab sosial korporat, CSR sebenar, Kajian kes.

## Abstract

The concept of corporate social responsibility (CSR) has grown exponentially in the last decade and is gradually becoming a rising trend within the hospitality sector. In Pulau Pinang, the hospitality sector is not new and its potential in delivering benefits to the local communities is still a much debated subject. This study investigated the CSR practices amongst the hoteliers with regard to their understanding of CSR, the activities performed in the hotel that affect the wellbeing of communities, the management of CSR, their reasons and challenges in implementing CSR. A series of in-depth interviews were undertaken with eight hoteliers in Pulau Pinang. Two focus group discussions were conducted involving employees and beneficiaries in order to obtain an insight into their prevailing perceptions and underpinning reasons for such perceptions. The study found that CSR practice is still considered to be at its infancy stage and it is a sign of the immaturity of CSR implementation in Pulau Pinang. The hoteliers in Pulau Pinang have failed to facilitate community access to benefits of CSR development in their respective localities, thereby denying them the opportunity to improve their wellbeing and livelihoods. Hoteliers are hindered by poor internal communication and a lack of social consciousness connecting their various programs. The seasonality of CSR activities is due irregular funding and lack of understanding and expertise in this area. The study stressed an urgent need for decisive measures at policy and planning level to achieve the true meaning of CSR. This study also proposed a model of genuine social change for hoteliers to participate successfully in CSR development in Pulau Pinang.

**Keywords:** Hoteliers, Corporate social responsibility, Genuine CSR, Case study.

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## List of Abbreviations

<b>BYT</b>	Banyan Tree Hotels and Resorts
<b>CARE</b>	Community Aid, Reach-Out and Enrichment
<b>CDP</b>	Carbon Disclosure Project
<b>CSR</b>	Corporate Social Responsibility
<b>DNA</b>	Deoxyribonucleic Acid
<b>EM</b>	Effective Management
<b>FGD</b>	Focus Group Discussion
<b>FLS</b>	Fire Life Safety
<b>GM</b>	General Manager
<b>GIF</b>	Green Imperative Fund
<b>GTFS</b>	Green Technology Financing Scheme
<b>GCNM</b>	Global Compact Network Malaysia
<b>HR</b>	Human Resource
<b>IHG</b>	InterContinental Hotels Group
<b>ISO</b>	International Standards Organization
<b>KPI</b>	Key Performance Indicators
<b>MAH</b>	Malaysian Association of Hotels
<b>MARCOM</b>	Marketing and Communication Manager
<b>MHI</b>	Meliá Hotels International
<b>MNEs</b>	Multinational Enterprises
<b>NEM</b>	New Economic Model
<b>NGOs</b>	Non-governmental Organizations
<b>NMC</b>	National Mirror Committee
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PR</b>	Public Relation
<b>PGC</b>	Penang Green Council
<b>PWD</b>	People with Disabilities
<b>RM</b>	Resident Manager

<b>RO</b>	Research Objective
<b>RQ</b>	Research Question
<b>SD</b>	Sustainable Development
<b>SMEs</b>	Small-and-Medium Enterprises
<b>TBL</b>	Triple Bottom Line
<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WTO</b>	World Tourism Organization
<b>WTTC</b>	World Travel and Tourism Council
<b>WWF</b>	World Wildlife Fund



# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

The main purpose of this chapter is to introduce the outline of the research study. It starts with a brief overview on the problem and its background. Statement of the problem subsequently be presented along followed by research questions and objectives. Finally the rest of this chapter is devoted in explaining the significance of the research and end with the limitations of the study.

### 1.2 Background

The rise of sustainability wave has precipitated decision for business practitioners in 21<sup>st</sup> century to behaving responsibly and has been a clarion calls on them to adopt serious corporate social responsibility (CSR). The notion of CSR has added immense pressures for all industries, as both domestic and international companies are becoming conversant with the concept. In the aftermath of the endless corporate disasters, stakeholders who are labeled as an attention-seeker require the business to operate in socially responsible fashion. Therefore, of late, a tremendous surge of CSR has become more familiar for business institutions worldwide since the concept also acquired a new reverberation in the global economy (Jamali & Mirshak, 2007).

The term of CSR as a global trend has grown in importance and witnessed resurgence in recent years. Indeed, a vast range of activities from recycling, working with surrounding communities and tackling environmental issues are now considered under the umbrella of CSR. Despite of being widely used terms, the concept is still an

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**APPENDIX A:**  
**PERMISSION LETTER TO**  
**CONDUCT STUDY**

**Universiti Utara Malaysia**



**PUSAT PENGAJIAN PEMBANGUNAN SOSIAL**  
**SCHOOL OF SOCIAL DEVELOPMENT**  
College of Arts and Sciences  
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**KEDAH AMAN MARMUR • BERSAMA MEMACI TRANSFORMASI**

Ruj. Karmi : UUM/CAS/ESD/P-74/3  
Tarikh : 25 Jun 2015

**KEPADА SESIAPА YANG BERKENAN**

Tuan

**KEBENARAN MENJALANKAN KAJIAN BAGI PROJEK PENYELIDIKAN**

Dengan hormatnya diuudikumkan bahawa pelajar berikut merupakan pelajar Program Ph.D (Socio Studies), Pusat Pengajian Pembangunan Sosial, Universiti Utara Malaysia. Pelajar ini dikenan undang menyampaikan satu projek penyelidikan sebagai salah satu syarat untuk memperolehi Sarjana Kedoktoran (Ph.D) dalam bidang Socio Studies.

**Nama** : Fazreena Binti Mansor  
**No. Matrik** : 94767  
**Program** : Ph.D (Social Studies)  
**Tajuk Kajian** : Corporate Social Responsibility (CSR) Initiatives  
Undertaken by Hoteliers in Penang, Malaysia.

2. Sehubungan dengan itu, saya mohon jasa baik tuan untuk memberi kebenaran kepada pelajar ini menjalankan kajian penyelidikan di organisasi lain.

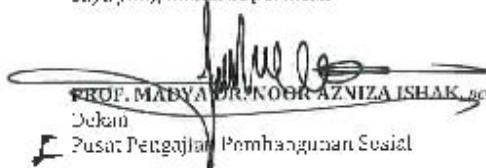
3. Segala undangan yang diberikan adalah untuk kegunaan akademik semata-mata dan tidak akan disebarluaskan kepada pihak yang lain.

Di atas kebenaran dan kelulusan tuan dalam hal ini akan dihargai dan didahului dengan segera ribuan terima kasih.

Sekian.

**"ILMU RUDI BAKTI"**

Saya yang mengurut perintah

  
**PROF. MADYA DR. NOOR AZNIZA ISHAK, SCK, PHD**  
Dekan  
Pusat Pengajian Pembangunan Sosial

Universiti Pengurusan Terkemuka  
The Eminent Management University





APPENDIX B:

**INFORMED CONSENT FORM  
(INTERVIEW AND FOCUS GROUP DISCUSSION)**

Universiti Utara Malaysia

## INTERVIEW CONSENT FORM

### **Beyond Profit: Corporate Social Responsibility Practices amongst Hoteliers in Pulau Pinang, Malaysia.**

**Researchers:** Fazreena Mansor (PhD Candidate) & Prof. Dr. Najib Ahmad Marzuki

I am student from Universiti Utara Malaysia, and I am conducting interviews for my PhD program. My study largely looks into CSR initiatives whether the hotels in Penang are well-informed of to what CSR is and its connection with social contributions. The interview was designed to be approximately between 45 minutes and one hour in length.

Please initial all boxes that apply.

1. I confirm that I have read and understand the intent and purpose of this study
2. I am aware that my participation as informant in this interview is voluntary and if, for any reason, at any time, I wish to withdraw, I may do so without having to give an explanation.
3. I expect that any confidential disclosures I make to researcher will be preserved and respected. I understand that information obtained will only be used for study purpose and I will not be identified when my views are presented in other publications.
4. I understand the interview process will be tape recorded.
5. I have been offered a copy of this consent form that I may keep for my own reference.

I have read and understand the consent form, and agree to take part in today's interview.

Name : \_\_\_\_\_ :

Location : \_\_\_\_\_

Date : \_\_\_\_\_

Signature : \_\_\_\_\_  
(Informant)

Signature: \_\_\_\_\_  
(Researcher)

## **FOCUS GROUP CONSENT FORM (FGD-1)**

### **Beyond Profit: Corporate Social Responsibility Practices amongst Hoteliers in Pulau Pinang, Malaysia.**

**Researchers:** Fazreena Mansor (PhD Candidate) & Prof. Dr. Najib Ahmad Marzuki

You have been asked to partake in a research study due to your experiences in this field. The purpose of study is to examine to what extent hotels in Penang performed their CSR activities. Specifically, this study aims to understand to what extent the concept of CSR has been embraced within the hotels. The information learned in the focus group will be used to create significance CSR sensibility among the hotel sector in Malaysia.

Your participation is completely voluntary. You may withdraw from this study at any time without penalty. We would like to audio tape the discussion and we may wish to quote verbatim comments in the report.

There is no right or wrong answers to the focus group questions. We want to hear many different viewpoints from everyone and hope you can act honestly even your responses are not aligned with others. All the information supplied by participants in this focus group will be kept confidential and your name will not be disclosed.

By signing this consent form, you are indicating that you are fully understand the conditions stated above and agree to partake in this focus group.

If you have any further questions or concerns about this research, please contact: Fazreena Mansor at phone 013-4609034 or email at fazreena22@gmail.com

Participant's Signature : .....

Date: .....

Researcher's Signature : .....

Date: .....

## **FOCUS GROUP CONSENT FORM (FGD-2)**

### **Beyond Profit: Corporate Social Responsibility Practices amongst Hoteliers in Pulau Pinang, Malaysia.**

**Researchers:** Fazreena Mansor (PhD Candidate) & Prof. Dr. Najib Ahmad Marzuki

You have been asked to partake in a research study due to your experiences in this field. The purpose of study is to examine to what extent hotels in Penang performed their CSR activities. Specifically, this study aims to understand to what extent the concept of CSR has been embraced within the hotels. The information learned in the focus group will be used to create significance CSR sensibility among the hotel sector in Malaysia.

Your participation is completely voluntary. You may withdraw from this study at any time without penalty. We would like to audio tape the discussion and we may wish to quote verbatim comments in the report.

There is no right or wrong answers to the focus group questions. We want to hear many different viewpoints from everyone and hope you can act honestly even your responses are not aligned with others. All the information supplied by participants in this focus group will be kept confidential and your name will not be disclosed.

By signing this consent form, you are indicating that you are fully understand the conditions stated above and agree to partake in this focus group.

If you have any further questions or concerns about this research, please contact: Fazreena Mansor at phone 013-4609034 or email at fazreena22@gmail.com

Participant's Signature : ..... Date: .....

Researcher's Signature : ..... Date: .....



**APPENDIX C:**  
**INTERVIEW QUESTIONS**  
**(IN-DEPTH INTERVIEWS, FGD-1 AND FGD-2)**

## **INTERVIEW QUESTIONS (IN-DEPTH INTERVIEWS)**

1. Can you explain your hotel CSR activities?
2. Are those activities partly or fully controlled by the hotel?
3. How about the budget or CSR fund dedicated to CSR activities?
4. How many people in charge of CSR?
5. Does the hotel limits CSR involvement to a certain range of activities?
6. Where do your CSR projects normally take place?
7. In what ways does Human Resources (HR), marketing and communication department help to promote CSR within your hotel?
8. Please explain the functions and location of CSR in hotel's organization chart?
9. What do you think that the positive effect of CSR projects may puts on hotel's image?
10. Is there any project that is closely linked to the hotel's business area?
11. What is your hotel's vision?
12. What are the reasons that may move your hotel to adopt CSR practices?
13. What benefits do the hotel has from engaging in CSR, if any?
14. Are the hotels engaged in CSR that do not have the potential benefit to themselves?
15. How do you define CSR?
16. What are the problems related to development of initiatives in the field of social responsibility by your hotel?
17. What characteristic will you look for when appoint a CSR manager and the teams?
18. Can you explain what type of skills, knowledge and values that the workers who are involved with CSR should have?

## **INTERVIEW QUESTIONS (FGD-1)**

1. Can you explain your hotel CSR activities?
2. Are those activities partly or fully controlled by the hotel?
3. How about the budget or CSR fund dedicated to CSR activities?
4. How many people in charge of CSR?
5. Does the hotel limits CSR involvement to a certain range of activities?
6. Where do your CSR projects normally take place?
7. In what ways does Human Resources (HR), marketing and communication department help to promote CSR within your hotel?
8. Please explain the functions and location of CSR in hotel's organization chart?
9. What do you think that the positive effect of CSR projects may puts on hotel's image?
10. Is there any project that is closely linked to the hotel's business area?
11. What is your hotel's vision?
12. What are the reasons that may move your hotel to adopt CSR practices?
13. What benefits do the hotel has from engaging in CSR, if any?
14. Are the hotels engaged in CSR that do not have the potential benefit to themselves?
15. How do you define CSR?
16. What are the problems related to development of initiatives in the field of social responsibility by your hotel?
17. What characteristic will you look for when appoint a CSR manager and the teams?
18. Can you explain what type of skills, knowledge and values that the workers who are involved with CSR should have?

## **INTERVIEW QUESTIONS (FGD-2)**

1. Do you know anything about CSR? or what do you know about CSR?
2. How do you perceived current CSR practices by the hoteliers have benefited local communities?
3. What do you think the rationale behind CSR?
4. What are normally you looking for when receiving such help from the hotel?
5. What are the main complaints regarding CSR contributions made by the hotel?
6. What should be done to improve CSR practice in future?
7. What else the hoteliers could be doing to help community?
8. Do you think that social workers are needed in hotels to help or solve CSR issues?
9. Are you really happy with the CSR performed by these hotels?

10. How would you rate your happiness on a scale of 1-10? 1 (not happy); 5 (pleasurable feelings); and 10 (life satisfaction).