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**CHARACTERISTICS AND CRITICAL SUCCESS FACTORS  
FOR COMMUNITY-BASED CORPORATE SOCIAL  
RESPONSIBILITY IN THE HOTEL SECTOR**



**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
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**CHARACTERISTICS AND CRITICAL SUCCESS FACTORS  
FOR COMMUNITY-BASED CORPORATE SOCIAL  
RESPONSIBILITY IN THE HOTEL SECTOR**



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**A thesis submitted to the Ghazali Shafie Graduate School of Government in  
fulfilment of the requirements for the Doctor of Philosophy  
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa  
(College of Law, Government and International Studies)  
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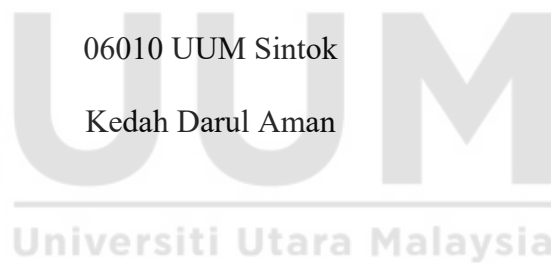
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## ABSTRACT

Despite an increasing adoption of Corporate Social Responsibility (CSR) among hotels in Phuket, Thailand, the local community is still not better off socioeconomically. This study addressed this issue by exploring the current community-based CSR practices, identified the characteristics and the Critical Success Factors (CSFs) of successful community-based CSR among five-star hotels in all three districts in Phuket which includes Mueang Phuket, Kathu, and Thalang districts. In-depth interviews and questionnaires were used to elicit information from 18 senior managers of five-star hotels, 15 community leaders, 400 hoteliers, and 400 residents. Qualitative data were analyzed by using content analysis and thematic analysis. Quantitative data were analyzed by using Statistical Package for Social Sciences (SPSS). Demographic characteristics of respondents, the number of hotels' community-based CSR in which hoteliers participated, what the local residents received, and their actual needs were analyzed using descriptive statistics. Meanwhile, the opinions on the CSFs of successful community-based CSR were analyzed using T-test to compare the mean value of hoteliers and residents. The study's findings provide useful information about community-based CSR practices among different types of five-star hotels in Phuket. The study's findings also present the essential characteristics that a community-based CSR project should have in each district of Phuket. The results showed that saving the environment was the type of community-based CSR that all three districts needed. Apart from that, all three districts have different needs. This can help the hotel industry, the government, and other sectors to create sustainable community-based CSR projects that meet the needs of each area. Finally, the study's findings also identify and rank twelve CSFs, and then grouped into the five main dimensions of organizational function areas which cover every aspect of an organization. The results showed that human resource management (HRM) was the most important functional area. Overall, this is an innovative work that presents the CSFs for community-based CSR within the context of the hotel industry.

**Keywords:** Community Based CSR, Critical Success Factors, Hotel Industry, Local Residents, Project Characteristics

## ABSTRAK

Walaupun tanggungjawab sosial semakin diamalkan oleh industri perhotelan di Phuket, Thailand; permasalahan sosioekonomi masyarakat setempat masih berlaku. Kajian ini telah mengenalpasti ciri-ciri dan Faktor Kritikal Kejayaan program tanggungjawab sosial terhadap komuniti di kalangan hotel lima bintang di Daerah Mueang, Kathu dan Thalang, Phuket. Kaedah temuduga mendalam dan soal selidik telah dijalankan terhadap 18 pengurus besar hotel lima bintang, 15 ketua komuniti, 400 pengusaha hotel, dan 400 penduduk tempatan untuk tujuan ini. Data kualitatif dianalisa menggunakan analisa kandungan dan analisa bertema. Data kuantitatif pula dianalisa menggunakan perisian Statistical Package for Social Sciences (SPSS). Ciri demografi responden, jumlah hotel yang melakukan CSR komuniti, apa yang diterima komuniti, serta apa sebenarnya yang mereka perlukan telah dianalisa secara deskriptif. Sementara itu, pendapat mengenai Faktor Kritikal Kejayaan komuniti dianalisa menggunakan T-test untuk membandingkan nilai min antara hotel dan penduduk setempat. Hasil kajian ini telah memberikan maklumat berguna mengenai tanggungjawab sosial terhadap komuniti di kalangan hotel lima bintang di Phuket dari segi perbezaan tahap kesedaran, pengiktirafan terhadap nilai tanggungjawab sosial, visi dan sokongan pihak pengurusan. Dapatan kajian turut menunjukkan ciri-ciri yang perlu ada pada projek tanggungjawab sosial terhadap komuniti kerana setiap kawasan mempunyai keperluan dan permasalahan yang berbeza. Ini boleh membantu industri perhotelan, pihak kerajaan dan sektor-sektor lain dalam merancang program tanggungjawab sosial yang memenuhi keperluan komuniti sasaran. Akhir sekali, dapatan kajian ini membolehkan penyelidik mencadangkan satu rangkakerja Faktor Kritikal Kejayaan projek tanggungjawab sosial terhadap komuniti. Sebanyak dua belas faktor telah disusun dan digolongkan dalam lima dimensi utama fungsi organisasi, dan Pengurusan Sumber Manusia telah dikenalpasti sebagai fungsi organisasi yang paling penting dalam tanggungjawab sosial terhadap komuniti. Secara keseluruhannya, kajian ini merupakan satu usaha berinovasi berkaitan Faktor Kritikal Kejayaan bagi tanggungjawab sosial korporat terhadap komuniti dalam konteks industri perhotelan.

**Kata Kunci:** Ciri-ciri Projek, Faktor Kritikal Kejayaan, Industri Perhotelan, Penduduk Tempatan, Tanggungjawab Sosial Terhadap Komuniti

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## LIST OF ABBREVIATION

<b>CEOs</b>	Chief Executive Officers
<b>CSFs</b>	Critical Success Factors
<b>CSIs</b>	Corporate Social Initiatives
<b>CSR</b>	Corporate Social Responsibility
<b>GM</b>	General Manager
<b>GPP</b>	Gross Provincial Product
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information and Communication Technology
<b>IFC</b>	International Finance Corporation
<b>ISO</b>	International Organization for Standardization
<b>IUCN</b>	International Union for Conservation of Nature
<b>LSOPs</b>	Local Standard Operating Procedures
<b>MNEs</b>	Multinational Enterprises
<b>PR</b>	Public Relations
<b>PTT</b>	Petroleum Authority of Thailand
<b>RevPAR</b>	Revenue Per Available Room
<b>SET</b>	Stock Exchange of Thailand
<b>SOPs</b>	Standard Operating Procedures
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UN</b>	United Nations
<b>UNCED</b>	United Nations Conference on Environment and Development
<b>WB</b>	World Bank
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WTO</b>	World Trade Organization

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter aims at presenting the introduction of the study. It starts with a brief background of the study, the importance of community perspectives: scenarios in developing countries, CSR development in Thailand, tourism in Phuket, problem statement, research objectives, and scope of the study. This chapter also includes the definitional sub-topics of the key terms that are relevant to the study title, and the chapter ends with a summary of the study's significance.

### **1.2 Background of the Study**

The Corporate Social Responsibility (CSR) concept is not new but it was not until recently that CSR became an important concept in many organizations. Since the CSR concept has emerged on the belief that business sector should be socially responsible, then CSR has progressively become known as a relevant issue in the corporate world. The number of firms joining the CSR bandwagon is still increasing (Dos, 2017). This is a sign that businesses are still involved in solving social problems. Moreover, recently businesses have become more actively involved in the community-based CSR in the region where they are situated because they can strengthen themselves by building strong healthy communities (Schaltegger & Burritt, 2018).

On the other hand, businesses that ignore host communities may experience disruption of their operations and consequently their respective business values (Ciglerova, 2016) . Therefore, businesses ought to work with their surrounding communities because businesses prosperity tends to be linked to the well-being of the local communities in which businesses are situated, then businesses should place more interest and focus on community-based CSR (Rashid, 2018).

There have been many case studies indicating major problems if businesses ignore their host community problems. For example, Shell is Nigeria's largest oil producer. The Ogoni people have protested on Shell's devastating pollution of the region since 25 years ago. Although Shell has obliged to clean up the oil but the company has always broken promises. The suffering of Ogoni people has not stopped. In November 2020, the Ogoni people came to protest at Shell's headquarters in London (Reed, 2020). Another example is Glencore Xstrata. The subsidiary of Glencore Xstrata Copper has operated the Tampakan Copper-Gold project on the Philippine island of Mindanao. A new project was planned for 2019 wherein more than five thousand indigenous people have to be resettled of which the company promised to provide them with support. However, the residents protested. This finally led to violence, resulting in the death of an indigenous woman and her two sons. In this situation, the local community felt that the company did not listen to them and was unconcerned about possible damage pollution on water resources which would put community livelihoods at risk (Facing Finance, 2015; Mina ,2017). These two examples showed, when businesses ignore their responsibilities, there is tendency for the host community to protest or violently demonstrate against them.

There are some examples indicating mutual benefits if businesses work with their host communities. For example, Petroleum Authority of Thailand (PTT) is a Thai state-owned Stock Exchange of Thailand (SET)-listed oil and gas company. The company launched “Community Biogas System from Pig Farming” program to form a model community where members are involved in the management of their own energy systems to expand upon the community biogas production and transmission system using swine manure. This project helps communities to reduce household expenses and encourages self-sustaining from the development of local renewable energy, and also helps business in obtaining a good relationship with communities (Environnet, 2016). Another example is the Coca Cola initiative of the “Water Preservation Program” in any country it is operating. The company has a special interest in protecting the local water sources that sustain communities because the company realized that the communities where the companies operating are not just a place of production but are also their consumer base. If those communities stay strong, their business will stay strong (The Coca-Cola Company, 2016). These two examples showed that when businesses take responsibilities in community-based CSR, there is an assurance of smooth business operation in host community.

Thus, all businesses have tried to show their responsibilities as good corporate citizens in host communities by becoming involved with community-based CSR to enrich the lives of citizens around organizations and also for business success. As stated by Bjorn Stigson, Chairman of the World Business Council for Sustainable Development (WBCSD) “Business cannot succeed in a society that fails” (Banyan Tree Global Foundation, 2015). The challenge, however, is that the characteristics of CSR vary depending upon the personal, social, cultural, and environmental aspects in

each area (Amos, 2018; Kaur, 2019). CSR activities required in developing countries context can be quite different from the developed countries context because in developed countries, governments provide primary responsibility for social welfare of community, while some developing countries could not even meet the basic needs of its citizens. It can be seen that different areas have different needs and problems (Stanislavská, Pilař, Margarisová & Kvasnička, 2020; Urip, 2010; Visser, 2008). Thus, Rashid (2018) are correct in suggesting that CSR strategies should be developed in consultation with local communities.

In short, even though it is observable that the number of firms joining the CSR bandwagon is increasing in every country (Dos, 2017), this study aligns with Urip's (2010) and Visser's (2008) emphasis that the interpretation and application of CSR need to be subjected to each country's individual context and situation. In other words, each location calls for a different emphasis in the implementation of CSR. For more effective community-based CSR implementation, then, companies must consult with residents before designing the projects. Residents need to be included because their perspectives can be used as guidelines to assess their needs and also reassess company's position on the community-based CSR programs (Andrews, 2016; Essah & Andrews, 2016).

### **1.3 The Importance of Community Perspectives in Developing Countries**

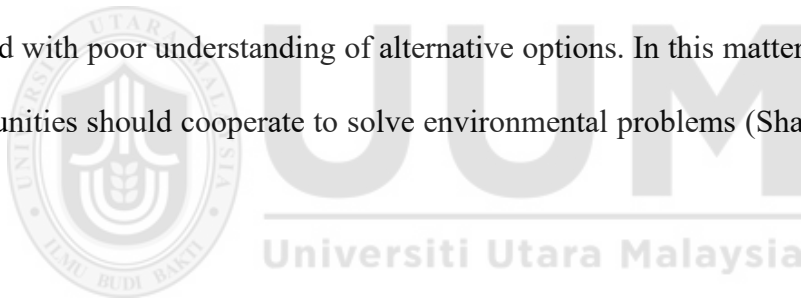
In the 1987, Brundtland report was the first document to point out the relationship between poverty, community degradation, and development. In the report, sustainable development was defined as “development that meets the needs of the

present without compromising the ability of future generations to meet their own needs'' (IISD International Institute for Sustainable Development, 2020).

The tourism and hospitality industry has assumed a significant economic role in many developing countries, in terms of providing employment, developing infrastructure, generating income, and being the largest foreign exchange earner (Okharedia, 2017). However, the industry also has contributed a high negative impact on the environment and society particularly in terms of rising energy consumption, related issues of environmental pollution, increased cost of garbage, sewage disposal, and abuse of public spaces and services (Sumarsono, Sudardi, Wardo & Abdullah, 2018). Moreover, the industry has other associated negative impacts such as economic leakages, cultural erosion, loss of traditional values, increase in crime, and various forms of social and environmental degradation (Boğan, 2019).

Therefore, the CSR concept and activities have become important tools for the industry to show responsibilities as good corporate citizens by being becoming involved in solving social and environmental problems, and also enhancing community well-being in which they operate (Leslie, 2016; Serra-Cantalops, Peña-Miranda, Ramon-Cardona & Martorell-Cunill, 2017). However, several problems occur because some community-based CSR projects may fail to meet community needs and expectations due to the lack of attempt to understand community perspectives.

In Maldives for example, tourism is the largest sector of the Maldives' economy contributing income and generating employment in the country. At the same time the sector is more socially responsible (Giampiccoli, Abdul Muhsin & Mtapuri, 2020). However, the most significant problems are the lack of an adequate vision as well as a shortfall in planning, regulation and consultation with communities. Consequently, most CSR activities are rather planned based on what companies believe is best rather than based on consultation with the local communities. For instance, the environmental problems in Maldives are not dealt with by harnessing the community knowledge and awareness. Hence the local awareness of the link between social, economic, and environmental issues could not contribute towards mitigating the problems due to an apparent lack of the social and economic skills needed to act, coupled with poor understanding of alternative options. In this matter, both firms and communities should cooperate to solve environmental problems (Shareef & Sodique, 2010).



In India, the tourism industry has become as a significant component of economic development because it can generate foreign source income to the country (Ferus-Comelo, 2014). Multinational Enterprises (MNEs) have a long relationship with India and also are more likely to run businesses incorporating the CSR concept by providing community and country development (Narul & Pineli, 2019). However, there is a lack of consensus, results in duplication of each other's efforts on similar projects in the same locations of urban areas which further results in generating a competitive spirit between the local agencies rather than a collaborative approach. As a result, the impact of such projects does not reach the needy and the poor in the rural areas. If each company has communicated with their target communities before

starting project, then there would be no duplicate CSR initiatives in the same area, moreover it can spread prosperity to rural areas where basic facilities and services are still lacking (Jafri, 2018).

In Egypt, tourism is a crucial part of the Egyptian economy which acts as an engine of economic development. In term of CSR, there is a mismatch or a fallen expectation between the kind of CSR projects delivered by MNEs and the expectations from community. MNEs are not clear of what is expected from them in terms of their social responsibility towards the community. For example, some companies gave the school bags but the community replies that they do not want school bags but instead to be employed in the company. This scenario often creates barriers in implementing CSR initiatives (Barsoum & Refaat, 2015).

The above examples strongly indicate that although the tourism and hospitality industry is one of the drivers of economic growth and prosperity, its efforts may have been insignificant in improving the quality of life of the local community. Thus, businesses must look deeper into perspectives and expectations of their stakeholders (Jeon & An, 2019) because CSR is a process that enables the creation of a more sustainable existence for both corporations and communities (Ghosh, 2017).

#### **1.4 CSR Development in Thailand**

Thailand is a developing country that strongly leverages the tourism and hospitality industry as one of its main drivers for economic growth (Vanhaleweyk, 2017).

In Thailand, there is a limited number of companies that are proactive in CSR. There is no record of when and how CSR was introduced in the country. However, the first conference which Thailand was involved in with regards to CSR was in 1992 when Thai representative attended the United Nations Conference on Environment and Development (UNCED), also known as the Rio de Janeiro Earth Summit. This was an important global meeting in which the new direction of sustainable development was announced (Kraisornsuthasinee & Swierczek, 2009).

In 1999, after the World Trade Organization (WTO) Ministerial Meeting, there were significant efforts on CSR among companies in Thailand through discussion forums, meetings and training sessions. The concept of CSR in these meetings focused on the important steps for businesses to show their commitment and take full responsibility not only in economic, but also environmental and social aspects. Furthermore, models of CSR came to Thailand through the efforts of multinational companies in the form of activities that aligned their business strategies with local CSR activities. For the past few years, CSR practices have become prevalent not only among multinational companies but also among Thai-owned companies. Since 1999, CSR has entered Thailand with adaptation into the Thai context. Its introduction of CSR has created a better working environment with stronger enforcement of legal compliance and fair labour standards, more resilient stakeholder relationships, smoother management, and stronger corporate social engagements and corporate philanthropy. Thai businesses also perceived the benefits of CSR engagement in terms of building good will and community trust, affecting positively their companies' reputations and images (Prayukvong & Olsen, 2009).

In 2003, Prachachart Turakij newspaper described CSR as a new trend of global standard (Srisuphaolarn, 2013). Plaewmutcha (2011) studied CSR practices of industries in Thailand and found that there are many dimensions of community-based CSR such as community investment, preservation of art and culture, resources and environmental protection, community involvement programs, the development of education, job creation, labor skills, economic and wealth, public health, technology and innovation. However, Bowman, Jacobs and Mulchand (2003, as cited in Shinnaranantana, Nicholas and Siengthai, 2013, p.396) mentioned that Thailand's CSR activities mostly involved corporate philanthropy such as donations and community involvement. Ten years later, Shinnaranantana *et al.*, (2013) confirmed that most companies in Thailand still focused on charity and donations of money or products. The study of Issarawornrawanich and Wuttichindanon (2019) also supported that there is a belief that CSR is philanthropy efforts among Thai culture.

With no exception, the concept of CSR in Thailand is rooted in philanthropy ideals. Additionally, the concept of CSR has been prevalent and practiced in Thai society since long ago in the form of the religious practices of Buddhism. The practice of giving is a part of Thai culture and the Buddhist tradition of merit-making, which usually is done through philanthropy, charity, sponsoring, volunteering and sharing (Mmbali & Assawasirisilp, 2019). It can be seen that there has been a long tradition of Thai companies displaying gratefulness to their customers and society through donations and voluntary work, with Buddhist and Thai cultural tradition are important drivers encouraging socially responsible practices in Thailand.

In 26<sup>th</sup> December 2004, the tsunami aftermath severely devastated the western coast along the Andaman Sea in the southern part of Thailand. At least 8,346 people died and many more were missing. This natural disaster has a serious negative impact on Thailand's economy because it mainly occurred in tourism zones that have provided the nation with a lot of income. The zones include Krabi, Ranong, Satun, Trang, Phang Nga, and Phuket provinces. Tsunami was the most expensive natural disaster that contributed to a profound impact on Thailand economic (Vanhaleweyk, 2017). A few months later, Thai Industrial Standard Institute and Kenan Institute Asia published a working draft of International Organization for Standardization (ISO) 26000, discussed guidelines for manufacturers to respond with new industrial standards for CSR. Thai society has become more aware about the environment, and CSR has become an increasingly popular concept in Thailand after tsunami disaster (Srisuphaolarn, 2013). The hotel sector has played an integral role in CSR activities which contributed to employee welfare, stakeholders, environment, community and society development (Wuncharoen, 2013).

Recently, all business sectors including tourism and hospitality industry in Thailand have extended their operations to link with environment, society, and communities. The concept of CSR which has become familiar among Thai businessmen, is expanded beyond the existing philanthropic and voluntary activities, integrated into business strategy and adapted into the Thai context (Vanhaleweyk, 2017).

### **1.5 Tourism in Phuket**

Phuket is Thailand's largest island which lies off the west coast of the country in the Andaman Sea. Tourism in Phuket needs no introduction because people from all over

the world come to this island and making it one of the most popular travel destinations worldwide. Domestic and international tourists travel to this island annually with over 3 million people. Figure 1.1 below depicts the strong growth of international and domestic tourist arrivals in Phuket.



Figure 1.1 The number of domestic and international tourist in Phuket  
Source: Maxwell (2019)

A growing number of tourists can cause a growing rate of hotel businesses. That is seen in the rapid growth of both national and international hotels which have been established in the island. There was an aggressive plan to create 32 new hotel projects between 2016 and 2019 of which 29 of those hotels are brand-affiliated with five-star hotels, which added approximately 5,216 rooms (Barnett, 2016). Five-star hotels play an important role in generating income to Phuket; five-star hotels with rates between 4,000 and 10,000 baht per night had the best revenue per available room (RevPAR) among all hotel categories (Phuket Gazette, 2014). In 2019, properties with an international brand affiliation totaled 7,537 rooms, representing over 49% of the total pipeline (Barnett, 2019). Figure 1.2 below depicts hotel and hotel residences

pipeline by location. The figure shows a huge upsurge in the hotel supply in all of Phuket.

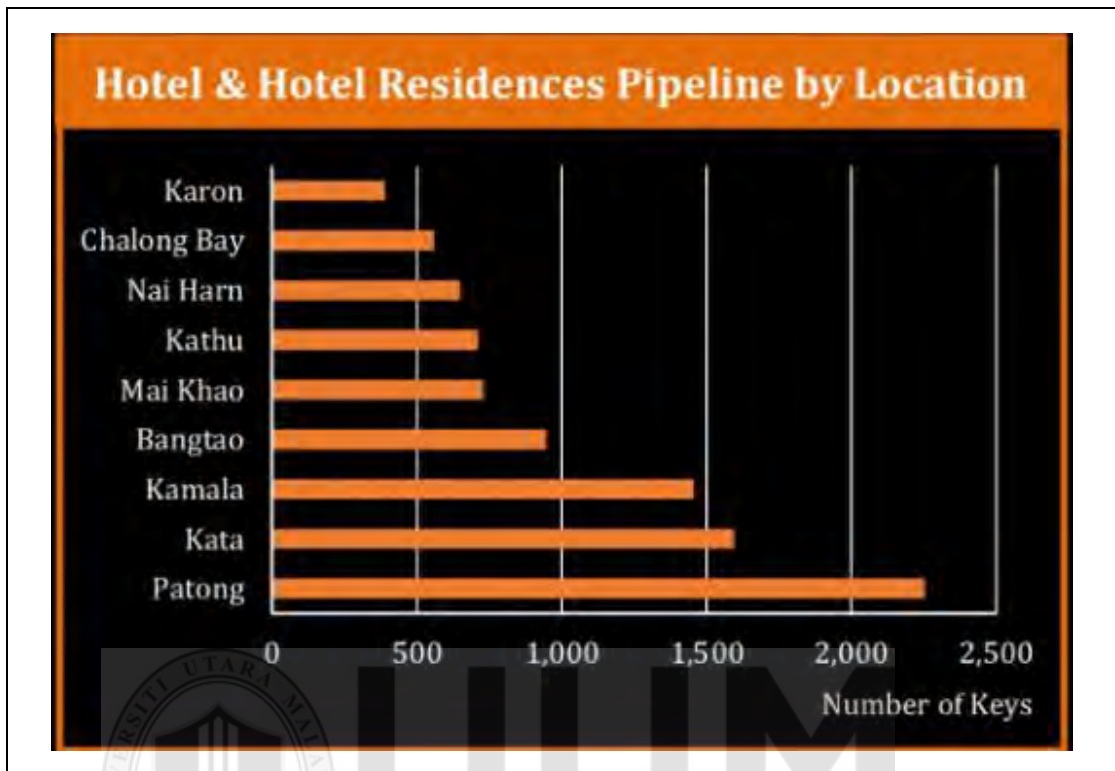


Figure 1.2 Hotel and hotel residences pipeline by location  
Source: Barnett (2019)

In 2019, the accommodation and food services sectors have become the biggest contributor of Phuket's economy with nearly 50% to its total Gross Provincial Product (GPP). Figure 1.3 below depicts the GPP by sector in Phuket, year 2019.



Figure 1.3 Gross Provincial Product by sector in Phuket, year 2019

Source: Phuket News (2019)

All above-mentioned information provided strong indicators that Phuket Island is a popular tourist destination in Thailand. The hotel industry on this island has massively contributed to the development of local areas, with five-star hotels playing an important role.

### 1.6 Problem Statement

Based on the aforementioned information, the hotel industry has been recognized as the main important sector affecting economic growth and employment in Phuket. Even the growth of the hotel industry has contributed to the development of local areas with five-star hotels playing an important role in the growth of Phuket's hotel industry and Phuket's overall economic. Yet, Phuket still has many unresolved problems. As can be seen in Figures 1.4 and 1.5 below, the Phuket community and its residents are still facing problems of unemployment, poverty, low income, household debt, drug, dependent person, inadequate public utilities, garbage and pollution.

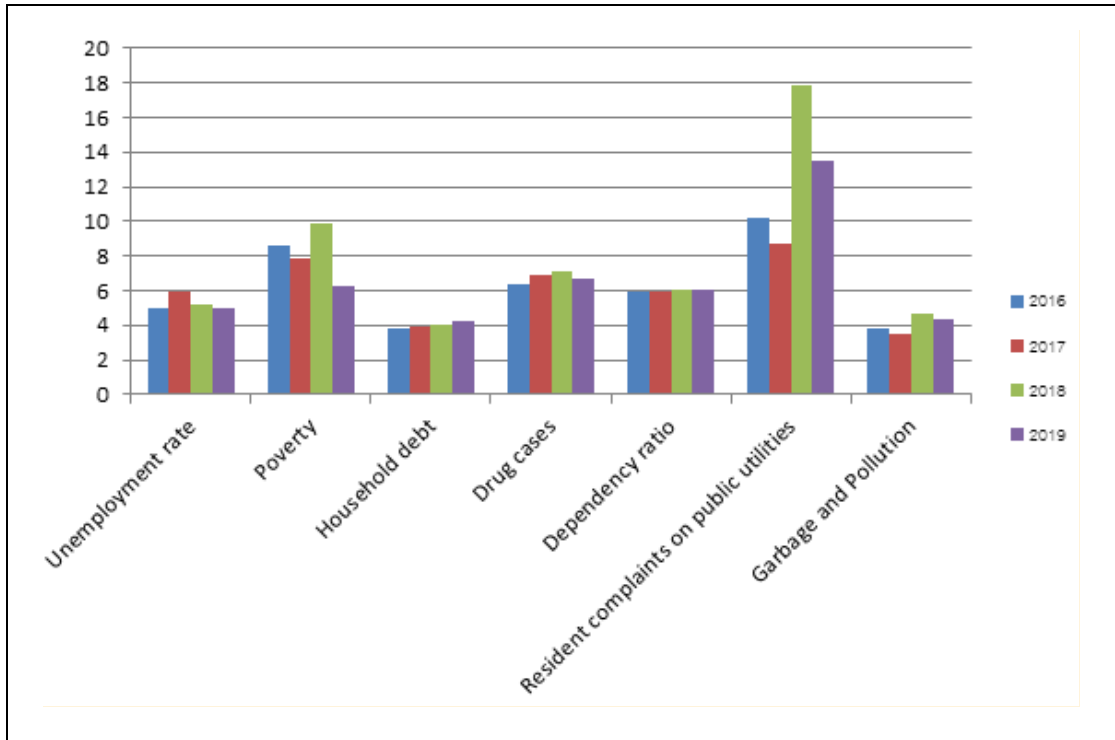


Figure 1.4 The major unsolved problems in Phuket

Source: Adapted from Office of the National Economics and Social Development Council (2020)

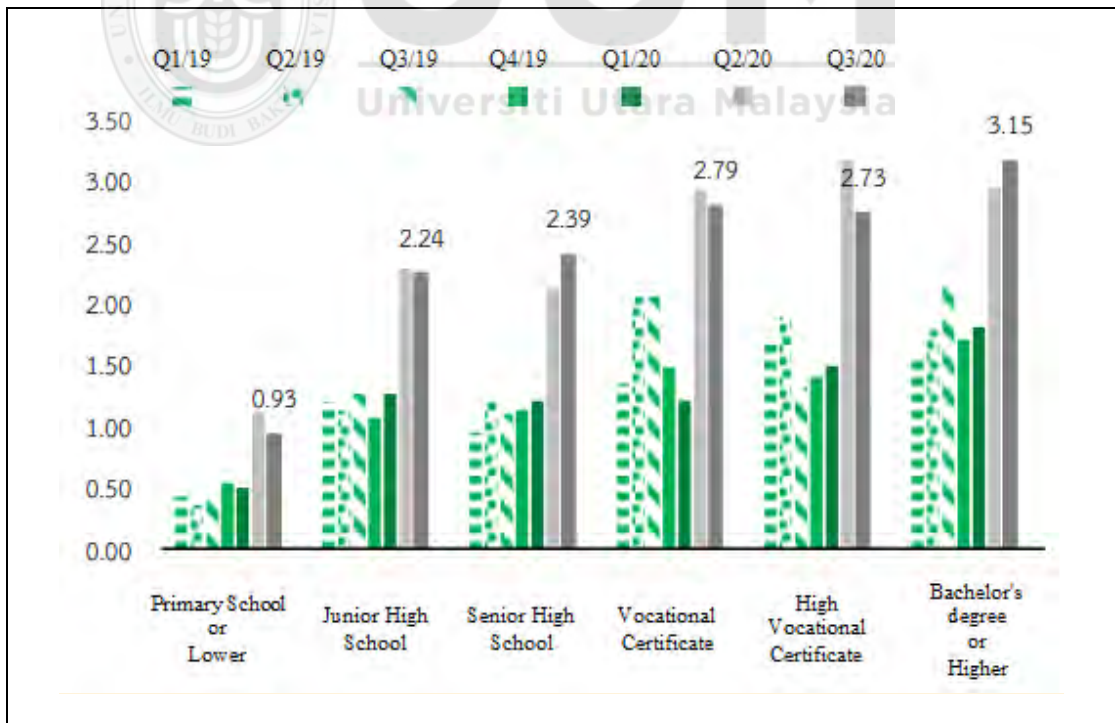


Figure 1.5 Unemployment rate by education level in Phuket

Source: Office of the National Economics and Social Development Council (2020)

In addition, National Statistical Office (2018) also mentioned that the critical issues of Phuket include improving and promoting quality of life, creating stability of life, and caring for people's health and safety. These are urgent problems that must be solved. Government and business sectors in Phuket can promote quality of life through the policies and actions that they take and the practices they adopt.

Thus, although the hotel industry is one of the drivers of economic growth and prosperity, its efforts may have been insignificant in improving the quality of life of the local community. This can be assumed to have been largely attributable to the unilateral approach that the industry takes regarding community-based CSR. Little documented evidence exists, either in printed or electronic media, that hotels' CSR projects take into account the local community's perspectives and expectations. In fact, little is known about the essential characteristics of a CSR activity that could help with the success of a community-based project because of the existing research into hotels' CSR is mostly focused on environmental dimension (Abaeian & Khong, 2019). Therefore, this study aims to identify the essential characteristics of community-based CSR in Phuket by getting information from the hotel and the community about current practices and community needs.

In addition, the term CSFs has been used significantly to present or identify a few key essential factors that organizations should focus on to be successful (Carè, Rania & De Lisa, 2020). Identifying CSFs is important, as it allows firms to focus their efforts on building their capabilities to meet CSFs, and even allow firms to decide whether they have the capability to build the requirements necessary to meet CSFs or not (Kahreh, Mirmehdi & Eram, 2013). In other types of business, CSFs have been

found to contribute in making CSR more effective. However, there are still a few researches for investigating positive correlation between CSFs and CSR in the hotel industry (Xuerong, Jiang & Ya'Nan, 2013). As elaborated on in Chapter 2 of this thesis, the literature has identified twelve CSFs for CSR to apply in businesses such as banking, manufacturing, mining and extraction, retail, service, Information and Communication Technology (ICT), financial, insurance, sport industry, and public sectors. The twelve CSFs for CSR include top management commitment to CSR, formal CSR strategic planning and practice, consumers oriented strategy, embedding CSR into the organizational culture and citizen behavior, employee commitment to CSR, stakeholder engagement, participation in community-based CSR, knowledge sharing, laws and social norms, CSR project management committees, financial performance and lastly, measuring and reporting performance of CSR (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo, Duffett & Knott, 2020; Nyuur, Ofori & Debrah, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). However, there is still little discourse on CSFs of CSR within the context of tourism and hospitality. Despite the huge amount of research on CSR in the hotel sector, there is scarcity of literature on CSFs in community-based CSR (Xuerong *et al.*, 2013). This is the gap of knowledge that needs to be address. Therefore, this study also aims to identify the CSFs of community-based CSR in Phuket. The CSFs for CSR known to have worked in other sectors are borrowed and grouped into the five main dimensions of organizational functions i.e. Human Resource Management (HRM), strategic, marketing, environmental, and financial.

This study focuses on the five-star hotels in Phuket Island because large hotels are more likely to engage in CSR activities (Siripanpong, 2018). However, even though

there will be more five-star hotels development in Phuket (Barnett, 2019), the rate of these hotels' development do not match the need for community-based CSR on the island. This phenomenon justifies the selection of Phuket Island as the research area of this study.

### **1.7 Research Objectives**

In accordance to the problems stated in the above subtopic, therefore the main aim of this research is to identify the essential characteristics of a CSR activity that could help the success of a community related project and the essential CSFs that five-star hotels in Phuket must focus on when implementing community-based CSR practices in their surrounding communities. The specific objectives are as follows:

1. To explore the current community-based CSR practices among five-star hotels in Phuket
2. To identify the essential characteristics a community-based CSR project should have to ensure success from the relevant stakeholders' perspectives
3. To identify the CSFs for a successful community-based CSR as mutually perceived by hoteliers and the target communities

### **1.8 Scope of the Study**

In the past, the idea of CSR was used in large companies which operated in the multinational sphere (Hailu & Nigatu, 2015). However, more recently, the term CSR is not limited to large hotels or the multinational companies; it also applicable to any business organization of any size (Garay & Font, 2011). Nevertheless there is a positive link between the size of companies and level of CSR practices which indicates that large companies are more likely to engage in CSR activities (Waluyo,

2017). In addition, community concern is one of the important parts of the hotel industry, especially five-star hotel's CSR (Siripanpong, 2018). Therefore, this research focuses on community-based CSR in five-star hotels.

The research area of this study is Phuket because Phuket is the most popular tourist destination of Thailand and many five-star hotel brands will be established in Phuket (Barnett, 2019). This is a sign that five-star hotels will continue to grow and develop in Phuket Island. However, as mentioned earlier, Phuket community and residents are still facing many problems even there is a strong growth rate of the hotel industry.

Thus, this study aims to explore the current community-based CSR practices among five-star hotels in Phuket, identify the essential characteristics that hotels' community-based CSR project should have, and the CSFs for community-based CSR among five-star hotels from the hoteliers and community perspectives.

### **1.9 Definition of Key Terms**

The following operational definitions are used in this study:

- a. Corporate Social Responsibility (CSR) - is defined as a business concept that company decides to voluntarily make a better society and environment. This responsibility is expressed towards employees, society, environment, and all stakeholders who can affect or be affected by business, which in turn can influence organizational success (Kotler & Lee, 2005; Visser, 2008).
- b. Community-based CSR - refers to processes, approaches, and programs in making more prosperous community. Corporations support community may

take many forms (Ismail, Alias & Rasdi, 2015). However, it should meet the community's demands (Srisuphaolarn, 2013).

- c. Critical Success Factors (CSFs) - are defined as term of conditions, variables, or characteristics that when properly sustained, or managed can have a significant impact on the success of firms, competing in particular industries (Bullen & Rockart, 1981).
- d. Characteristics - is defined as a quality or feature of something or someone that helps to identify, tell apart; a distinguishing mark or trait. In this study, characteristics refer to a quality of community-based CSR project in each district of Phuket.
- e. Stakeholders - refer to any person, organization, social group, or society at large that has a stake in the business. Stakeholders can be internal or external which they can affect or be affected by the organization's actions, objectives and policies (Clarkson, 1995; Freeman, 1984).
- f. Stakeholders' perspectives – refer to views, attitudes, of people who has a stake in the business. Stakeholder perspectives are defined in this study as the right of people from both internal and external organizations to share and express their ideas on corporate development programs. In this study, stakeholder perspectives refer to senior managers; hoteliers of five-star hotels who provided community-based CSR projects, and community leaders; residents who received hotels' community-based CSR.
- g. Community leader – refers to a prominent and respected member of a particular community. In this study, community leader refer to a person who has social or political role in community in each district such as head or

member of the division in municipality office or foundation, school director, district officer.

- h. Senior manager – In this study, senior manager refers to a person who has responsible for managing department in hotel.

### **1.10 Significance of the Study**

This study intends to identify the essential characteristics and CSFs for community-based CSR of five-star hotels from the hoteliers and community perspectives. This study contributes empirical data that highlights the role of community-based CSR, the CSFs in making community-based CSR more effective, and the important of hoteliers and community perspectives. The researcher expects that this research contributes to both academic and practical significances.

For theoretical significance, firstly, the findings of this research have a major contribution to more research study about community-based CSR in the hotel sector because several scholars mentioned that even though the tourism and hospitality operators have paid attention to CSR since the 1950s and the concept has continued to grow in this business (Ramkissoon, Mavondo & Sowamber, 2020; Leslie, 2016) but knowledge of CSR activities in the tourism and hospitality industry is still limited (Holcomb, Okumus & Bilgihan, 2010; McGehee, Wattanakamolchai, Perdue & Calvert, 2009), especially in the area of community-based CSR. There is only little attention has been paid to the community-based CSR because the existing research into hotels' CSR is mostly focused on environmental dimension (Abaeian & Khong, 2019) which have a positive business efficiency impact (Jovicic, 2011; Sheldon & Park, 2011). Secondly, this study also has a significant contribution to the body of

knowledge, in the CSFs for CSR in the hotel industry because there is little information for the CSFs for CSR practices in the industry (Xuerong *et al.*, 2013). This study, thus, attempts to bridge this gap by exploring the current community-based CSR practices among five-star hotels in Phuket, investigating the essential characteristics a community-based CSR should have to ensure success, and identifying the CSFs for a successful community-based CSR. Therefore, thirdly, this study suggests the ways in which all management levels in the hotel sector can apply to design community-based CSR. Finally, academicians in the field can use the framework of this research and develop CSR for other organizations and sectors of business.

For practical significance, this study also has a significance stance practically. Firstly, the analysis of this study serves as suffice information to organizational leadership and decision makers on how to plan and manage community-based CSR projects. The essential characteristics and CSFs for community-based CSR can be guideline for ensuring successful CSR projects and reducing the risk of CSR failure because CSR projects can operate more smoothly. Secondly, Phuket communities and residents receive more valuable and efficient of community-based CSR projects from hotels because this study presents the needs of the residents in each area. Thus, the essential characteristics of community-based CSR in each district of Phuket province are presented. Thirdly, the CSFs for CSR have been identified and ranked, thus these can help to reduce the risk of CSR failure in the hotel sector. Finally, local authority of Phuket, government and other sectors can bring this research results to plan for community and society development projects. This study, thus, benefit to all concerned, especially Phuket communities.

### **1.11 Summary**

In conclusion, this chapter provides the introduction of the study. The chapter presents a background of study, subtopic about community-based CSR, problem statement, research objectives. A scope of the study and the definition of key terms could be significant for this study. This chapter also gives a brief explanation of how this research contributes to theoretical and practical significance.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter aims at presenting the literature review of past studies as related to the variables involved in this study. Several theoretical perspectives were articulated in this chapter. All the subtopics highlighted in this chapter features discussions over CSR, community-based CSR, community perspectives on CSR, CSFs for CSR, relevant theories, and the chapter ended with proposed conceptual framework and hypotheses.

#### **2.2 Corporate Social Responsibility (CSR)**

The world is facing various problems such as poverty, shortage of food and widespread hunger, environmental pollution, and unsustainability of economic and social lives. Finding solutions for such problems has been a major issue for national governments and transgovernmental organizations like WBCSD, the United Nations (UN), the World Bank (WB), the International Finance Corporation (IFC), and CSR Europe (Kappo-Abidemi & Kanayo, 2020; Srisuphaolarn, 2013). In fact, it is difficult to determine who is responsible for finding solutions to these common problems because social responsibility is related to all segment of the society, not only to governments and organizations (Visser, 2008).

Some businesses engage in irresponsible practices such as child labor, waste dumping, deforestation and excessive emission of greenhouse gases which aggravate the existing social problems. Since 1950s, the CSR concept has emerged on the belief that business sector should be socially responsible. Businesses are supposed to not only make their own profits but also be responsible for aspects such as the environment, society, infrastructure, labor practices, and socio-economic development of the communities in which they operate and make profit (Dos, 2017).

CSR has become a commonly used concept all over the world, even the definition of CSR is not unanimous. There is still no universally accepted definition of what it means because there are different definitions and adaptations in different companies. However, all definitions and practices have the same characteristics that business sector has changed from the narrow economic responsibility of increasing shareholder wealth to increasing society wealth (Cera, Belas, Marousek & Cera, 2020). Moreover, business sector has also changed from giving as an obligation to giving as a strategy because integrating CSR into business strategy is a source of competitive advantage (Bartok, 2018; Schaltegger & Burritt, 2018; Thao, Anh & Velencei, 2019). Then, social and environmental problems represent the growth opportunities for forward-thinking companies. That is the reason that corporations have evolved from the traditional profit-centered model to the socially responsible model.

In 2016, the global Chief Executive Officers (CEOs) survey found that 64 percent of firms have implemented CSR as a core business strategy because they would rather be seen as socially responsible than not (PWC, 2016). At the same time, people all

over the world are also becoming increasingly aware of the social and environmental consequences of business operations. In a study of the sentiments of 10,000 consumers in the United States, Canada, Brazil, the United Kingdom, Germany, France, China, India and Japan, by Cone Communications and Ebiquity found that 91 percent expect companies to have CSR policies (PPAI Publications, 2015). Another survey showed 77 percent of consumers in the United States believed that organizational leaders should strive to attain certain levels of social responsibility (Murdiono, 2018) because consumers always feel good shopping at institutions that help community (Peng, Xin, & Kwon, 2019). It can be seen that the notion of community-based CSR has gained popularity among businesses and consumers. The recognition of the community-based CSR concept has risen quite significantly and continued to grow in all industries. Meanwhile, global consumers also have high demands for companies to address social, environmental, and community issues.

Several scholars and past studies have similarly found that CSR has become such an important factor in operating business (Fernando *et al.*, 2015; Hagan, 2014; Kotler & Lee, 2005; Samy, Ogiri & Bampton, 2015; Seabrook & Young, 2016; Thao *et al.*, 2019; Visser, 2008; Yu & Chen, 2016). This study understands the relevancy of the CSR concept, the roles in community-based CSR, and the stakeholder perspectives. Consequently, this study aims to examine the literature that involved in the topic of CSFs for community-based CSR in the hotel sector from stakeholders' perspectives.

### **2.3 Community-based CSR**

There are several methods and practices for community-based CSR such as delivery of goods, services, financial provisions to the community, and etc. Each practice has

its benefits and procedures, thus a company must select proper methods and practices that are suitable for communities and its available resources.

CSR is the commitment by companies to act ethically and contribute to economic development, while improving the quality of life of employees, families, and the local community at large (Kotler & Lee, 2005; WBCSD, 2016). Then, businesses are assumed not only to make their own profits but also be responsible for aspects such as the environment, the society, the infrastructure, labor practices, and socio-economic development of the communities in which they operate and make profit (Ganescu & Gangone, 2017).

Community development is an essential ingredient for the perpetuity of any community because it involves the improvement of a community values, structure, and it implies changing to bring for better living within community (Kappo-Abidemi & Kanayo, 2020). From past studies, it can be concluded that community development is directed at society, economic, education, and health development in a country. There are three components of community development: the living standard, health, and education dimensions. Firstly, the living standard dimension refers to CSR programs that bring improvements in terms of economic benefits, income, employment, water and sanitation, electricity, and house structure. Secondly, the health dimension refers to nutrition programs and provision of health care opportunities for residents in the community. Thirdly, the education dimension covers matters related to students' school enrolment, schooling expenses, scholarship, school attendance, reading literacy, and quality education (Deigh, Farquhar, Palazzo & Siano, 2016; Green & Haines, 2015; Ismail *et al.*, 2015; Ontario

Healthy Communities Coalition, n.d.). However, each area has different problems because society and environment in each specific area is different (Wang, Gibson & Zander, 2020). Therefore, CSR practices can therefore be understood to have contextual characteristics, like CSR in developing countries and developed countries are different (Stanislavská *et al.*, 2020).

### **2.3.1 Corporate Social Initiatives (CSIs) in Developing Countries**

Although basically the principles of CSR are the same globally, the situation in each location calls for a different emphasis in the implementation of CSR. CSR activities in developing countries can be quite different than those of the developed countries. In developed countries, where most states assume primary responsibility for social welfare of the community, while the basic needs of citizen could not be met in some developing countries (Stanislavská *et al.*, 2020; Urip, 2010; Visser, 2008). Therefore, different patterns and factors influence appropriate CSR activities in each country, both developed and less developed.

In 1991, Carroll introduced the pyramid of corporate social responsibility, a model that divided CSR into four components: economic, legal, ethical, and philanthropic (Carroll, 1991). This pyramid has been used widely and it is one of the most recognized and most cited in CSR literature. Figure 2.1 below depicts Carroll's CSR pyramid.

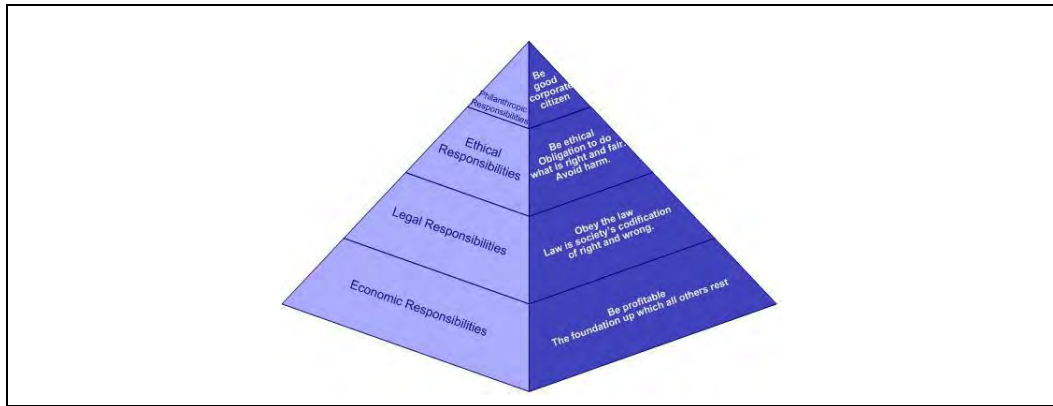


Figure 2.1 Carroll's CSR pyramid

Source: Mahajan (2016)

In the figure above (Figure 2.1), economic responsibility (be profitable) is the most important in operating businesses because firstly businesses must operate for profit. The second part is legal responsibility (obey the laws) which means that society expects businesses to fulfill their economic mission within the framework of legal requirements. The third is ethical responsibility (do what is right and fair and avoid harm) which means that society expects businesses to operate and conduct their affairs in an ethical manner. This stage is not required by laws but expected by society. The fourth is philanthropic responsibility (be a good corporate citizen) which includes all forms of business giving (Carroll, 1991). It can be seen that this model proposes relative weightings for four functions of economic, legal, ethical, and philanthropic responsibilities, which each need to be fulfilled in order to move on to the next one in the hierarchy.

However, Visser (2008) argued that the CSR pyramid is different for developed and developing countries because basic infrastructure and utility are still needed by people in developing countries, whereas people in developed countries have already received plenty social welfare from the government. Therefore, Visser's pyramid for developing countries shows the foundation as economic, followed by philanthropic,

ethical and legal responsibilities. Thus, Visser’s model differs slightly from Carroll’s pyramid. Figure 2.2 below depicts the comparison of CSR components in developed and developing countries.

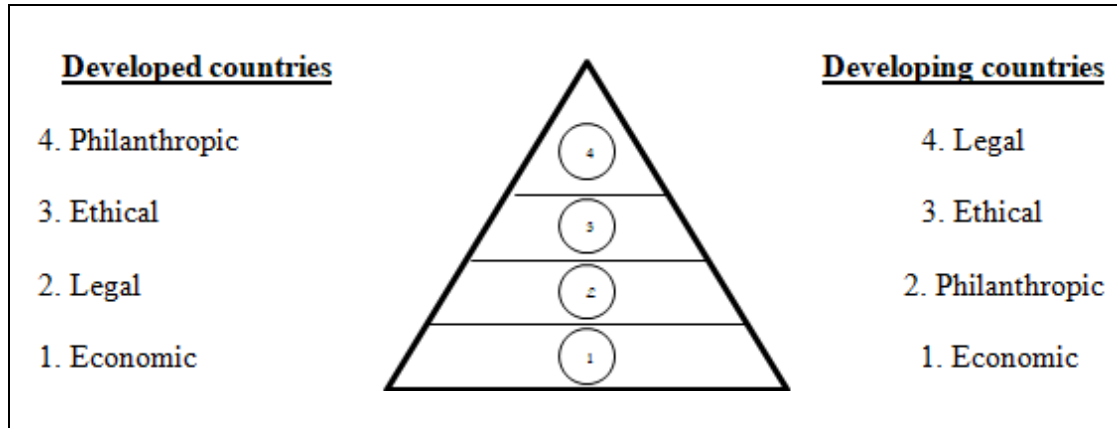


Figure 2.2 CSR components in developed and developing countries  
Source: Adapted from Carroll (1991) and Visser (2008)

The figure above (Figure 2.2), it can be seen that different countries require different things. Such philanthropic responsibility is the least important for CSR in developed countries, while philanthropy has become an important responsibility for developing countries.

Past studies similarly found that community-based CSR is a significant component of community development in developing countries because of an ongoing shortage of government capability to deal with such social issues as poverty and unemployment. Then, people in developing countries expect businesses to perform philanthropic activities and community-based CSR programs (Deigh *et al.*, 2016; Ismail *et al.*, 2015; Morales, 2014; Simionescu, 2015). Fernando *et al.* (2015) supported that people in developing countries expect businesses to perform philanthropic activities, create jobs, and enhance their quality of life rather than environmental protection or other activities. Visser (2008) also supported that there are many differences of development projects between developing and developed countries such as

development of the infrastructure versus environment, jobs creation versus high labor standards, as well as strategic philanthropy versus political governance.

Kotler and Lee (2005) introduced six types of CSIs that are useful in conceptualizing CSR activities: cause promotions, cause-related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible, as below; Cause promotions means a corporation provides funds, in-kind contribution, or other corporate resources to increase awareness and concern about a social cause or to support fundraising, participation, or volunteer recruitment for a cause. Cause-related marketing means a corporation commits to make a contribution or donating a percentage of revenues to a specific cause based on product sales. Corporate social marketing means a corporation supports the development and/or implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being. Corporate philanthropy is a direct contribution of resources by an organization and its employees to a cause, to improve community well-being or to a charity, most often in the form of cash grants, donation and/or in-kind services. Community volunteering involves company employees, related franchise, and retail partners in supporting of their time to be a part in solving local problems. Finally, socially responsible business practices means a corporate adopts and conducts discretionary business practices and investments that support social causes to improve society, community well-being, and protect environment.

Deigh *et al.*, (2016) mentioned that philanthropy is the most traditional of all CSIs and has primarily been a major source of support for communities in health, education, human service agencies, and environment. Opoku-Dakwa (2018) suggested

corporate volunteers can help to engage with residents to understand truly needs, perspectives, and expectations of local areas. It can be seen that corporations support community may take many forms such as employee volunteers, technical expertise, delivery of goods and services, in-kind contributions, and cash contribution (Ismail *et al.*, 2015). However, companies must choose proper activities that will give the most benefits for both communities and companies.

### **2.3.2 The Role of Multinational Enterprises (MNEs)**

The role of MNEs in the global community has increased dramatically. International firms and MNEs are increasing with respect to societies and the communities in which they operate. MNEs are acting not simply as economic agents but also as moral agents, being good corporate citizens in host countries able to bring benefits to society and the environment, while at the same time improving their competitiveness and differentiation strategies (Ling, 2019).

MNEs carry on business operation in two or more countries. Generally, the headquarters of MNEs are located in their home countries but their activities like exporting, importing, and manufacturing are spread over in other different countries (Essien & Inyang, 2017). Then, MNEs have a role in global development not only through capital investment, but more importantly, by investing in human capital and providing residents with the tools to drive their own economic development (Dodds & Butler, 2019; Fennel & Cooper, 2020). Chapple and Moon (2005) studied the top fifty MNEs in seven Asian countries and found that CSR adoption varied considerably among the countries. However, multinational companies were more likely to adopt CSR than those solely operating in their home country.

Host communities have looked up to MNEs for support and assistance in the provision of social and economic infrastructure and employment. Residents have increasingly looked for supporting from the private sectors to help dealing with myriad complex and pressing social and economic issues (Idemudia & Osayande, 2018). There have been increasing demands on MNEs to provide community-based CSR and assistance to their host communities, particularly in developing countries. The role of MNEs in developing countries often related to community development, education, social welfare, and infrastructure (Fernando *et al.*, 2015). CSR involvement of MNEs has more useful for developing countries, this is mainly because poverty, problem of environmental degradation, developmental projects and other basic social infrastructures are lacking and these are not provided by the government (Olatunle, Gumus & Wanjuu, 2020). Then, the gaps between the social demand and government supply should be found.

MNEs might face with challenges and pressures to fulfill those gaps because it might affect their self-regulation strategies and potentially divergent from their home country (Sumarsono, 2019). Moreover, another challenge for MNEs is a thorough understanding of what determines CSR activities in the specific society in which their companies operate (Srisuphaolarn, 2013). Rashid (2018) suggest that relationships with salient stakeholders can help to plan and realize CSR strategies of multinational firms. Therefore, multinational companies should communicate and listen to communities for truly understanding and responding to local needs with underpinning the future sustainability and prosperity of the society, communities, and company (Essien & Inyang, 2017).

### **2.3.3 The Engagement of the Hotel Sector in Community-based CSR**

This review is about the hotel sector that can be categorized as a part of MNEs. MNEs in the tourism and hospitality industry have become as an important role in developing countries, not only through capital investment, but also through investment in human capital by providing residents with the tools to drive their own economic development (Ertuna, 2019; Sumarsono, 2018).

The tourism and hospitality industry is one of the fastest growing businesses all over the world which generates billions of money (Okharedia, 2017). The hotel industry is a sub sector of the tourism and hospitality industry which also has demonstrated high growth rates. There has been a dramatic expansion of multinational hotel groups which invest in their subsidiary hotels abroad (Qiu, Denizci Guillet & Gao, 2012). Therefore, the hotel industry is often a part of a wider solution to international development and poverty reduction by giving people the opportunity to work, offering plenty of new careers and creating prosperous societies.

The growth of the tourism and hospitality raises questions about its negative environmental and social impacts. Research made by the International Hotels Environment Initiative showed that 90% of UK citizens, 70% of Australian, and 30% of Americans accept that the tourism and hospitality industry in general has a negative impact on the environment and society (Frangos, 2016). The industry imposes a large number of negative impacts on the economic, social, and natural environments. Consumption a lot of water, energy, food, paper, linen, laundry, cleaning materials and chemical in everyday causes many negative impacts to the environment, including noise pollution, biodiversity loss and waste generation (Han,

Chen, Lho, Kim & Yu, 2020). The industry also impacts on local communities through its occupation of space, use of community resources and infrastructures (Cárdenas, Byrd & Duffy, 2015; Chung & Parker, 2010).

Due to the impact mentioned above, hotel businesses around the world can feel an increase of pressure on forcing them to implement more socially and environmentally responsible strategies (Valentin, 2018). Then, the hotel industry has awareness in applying the CSR concept since the concept was first introduced in 1950s (Farmaki, 2018) and after that CSR has become an important component of management practice in the hotel industry (Calveras, 2014; Hailu & Nigatu, 2015; Leslie, 2016). Moreover, in the field of the tourism and hospitality industry, the hotel is the best sector for the achievement of business practice through CSR ideology because it is not only responsible for large hotels to implement the CSR concept but it has been implemented in all hotel sizes (Garay & Font, 2011).

In many developing countries, the tourism and hospitality industry has become a major player in the economy development (Ertuna, 2019; Sumarsono, 2018) because it is one of the most effective ways of redistributing wealth by moving money from other parts of the country and overseas to local economies (Borona & Nyasuna, 2009). It brings income into a community and also becomes one of the most important economic practices in the world in terms of generating revenues (Swarbrook, 1999). Therefore, the tourism and hospitality industry is frequently viewed as a source of economic because it has offered high-quality and entry-level jobs to people (Liu & Lin, 2011).

In 2011, the industry has provided more than 255 million jobs to people around the world and the hotel industry has been one of tourism's largest drivers of economic growth (Koo, 2013) because it is a multibillion-dollar industry, serving millions of people globally. Between 2010 and 2015, the hotel industry projected growth rate worldwide was 45 percent, from \$584 billion to \$848 billion. That means more people have been employed by many new hotel projects. Then, the hotel industry can drive economic growth which has a positive impact on global people well-being, especially in developing countries. In 2022, the hotel industry will employ approximately 328 million people, creating 73 million new jobs. That might be a front desk job in South Africa, a food and beverage manager in Laos, or an entry-level position in myriad cities across the globe where people has the opportunity to get a job, earn an income, gain and build experience (Silberman, 2014).

Apart from providing local employment, hotel industry also tries to develop local communities through activities of giving back to people, developing community-based projects, and being partnerships in development for social and environmental progress (Farmakia, 2019; Frangos, 2016). Improving community relations and contributing to the local quality of life are strategic implementation of CSR practices which can also grant businesses a social license to operate (Vanclay & Hanna, 2019). For example, Hilton Hotels Corporation has more than 4,200 properties in 93 countries around the world of which are all working to strengthen their communities by creating opportunities for careers, supporting local suppliers and human rights, respecting and adapting to cultures, and also by incorporating sustainable development in all areas of its business operation (Silberman, 2014). Another example is Marriott International launched "Spirit to Serve Our Communities" which

is to help communities through financial contributions, in-kind giving and associate volunteerism (Marriott International News Center, 2018). There are many hotels applied six types of CSIs as guideline for creating community-based CSR activities. Table 2.1 below depicts examples of CSIs for community-based CSR in the hotel industry.

Table 2.1  
*Examples of CSIs for community-based CSR in the Hotel Industry*

<b>Types of CSIs by</b>		
<b>Kotler and Lee (2005)</b>	<b>Descriptions</b>	<b>Examples</b>
1. Cause Promotions	Supporting social causes through promotional sponsorships	Best Western hotel encouraged members of rewards frequent-stay program to donate points to “World Vision” for Japan tsunami and earthquake relief efforts (Levy & Park, 2011).
2. Cause-Related Marketing	Making a contribution or donating a percentage of revenues to a specific cause based on product sales or usage	Lancaster hotel in London donated £1 from every guest's invoice for charity purposes in green project called "Let's Go, Let's Grow", to boost the knowledge of the hotel's green policies between hoteliers, guests and suppliers. At the end amount raised to £2,443. Moreover, the hotel also donated £500 to support this project (UK Essays, 2015).
3. Corporate Social Marketing	Supporting behavior change campaigns	JW Marriott Phuket Resort and Spa and the Minor Hotel Group established Mai Khao Marine Turtle Foundation to bring awareness of turtle protection and encourage the participation from all stakeholders to preserve natural surroundings (Mai Khao Marine Turtle Foundation, 2014).
4. Corporate Philanthropy	Making direct contributions to a charity or cause	Hyatt Hotel Corporation launched corporate philanthropy program called “Ready to Thrive” which focused on investments in education and effort to create economic opportunities that will lead to healthier communities and lives improved. This project has been launched in community organizations and programs that were devoted to improve literacy and education for children worldwide. Hyatt has also worked with the Pearson Foundation’s “We Give Books and Room to Read” by donating over 50,000 books to children (Koo, 2013).

		NH Hotels in Philippines launched "Street Children" program to help the street children who begging for food and money by giving drinking water and food (Online PR News, 2014).
5. Community Volunteering	Providing volunteer in the community	The Ritz-Carlton Hotels created "Give Back Getaways Program" to offer a chance for hotels' guests to give back to the community with half-day local community experiences, working with the Ritz-Carlton. Whether guests are traveling to Europe, Asia, Africa or staying in America, the Ritz-Carlton hotels have put coordinated a handful of accessible half-day volunteer travel opportunities. The purpose of this project is to relieve hunger, poverty, increase environmental conservation, and improve the well-being of disadvantage children. There are several campaigns that hotel under the Ritz-Carlton provided employees volunteers such as Feed the Hungry in Russia, Help Save Sea Turtles in Florida, Support Special-Needs Children in Bahrain, Interact with Lions, Tigers and Bears in Florida, Visit a typical high school in Shanghai (Greenberg, 2013).
6. Socially Responsible Business Practices	Adopting and conducting discretionary business practices and investments that support social causes	Peninsula Hotels launched "Not to forget the elderly program" to provide special care for elderly. The hotels have a center where elderly parents can be taken for a couple of hours or the entire day. The day programs include social activities, meals, and general elderly supervision. Moreover, hotels also offer a range of services including general home support, personal care, and health treatments (AgingCare, 2016, Eldercare, 2017, Frangos, 2016).

From the table above (Table 2.1), there can be no doubt that hotels' CSR have had a substantial reach to the global and local environments as well as the surrounding communities. The focus on community-based CSR activities among hotels is probably driven by the quest to improve image, keep existing and create new customers, and success in business (Abaeian & Khong, 2019; Farmakia, 2019). The results of the readers survey 2008 by Condé Nast Traveller Magazine found that 73% of readers would be willing to pay more to stay in hotels that help and support

communities through health and education initiatives (Johnson, 2016). Therefore, good corporate governance and community-based CSR should be embedded into the company's culture and become an integral part of the short and long term strategy of all hotels (Camilleri, 2014). However, the benefits of these activities on the community itself are seldom measured. Not much literature focuses on the outcome(s) of hotels' community-based CSR probably due to the length of time it normally takes for impacts to become visible or the myriads of other possible compounding factors that needs to be taken into consideration in measuring impacts.

#### **2.4 Community Perspectives on CSR**

As the intended recipient of CSIs, community perspective should matter. Therefore, it is important to understand that every community has specific characteristics because different areas have diverse needs and expectations, it vary depending upon people, social, cultural, geographic, environment, economic and historical backgrounds aspects in each area (Saunders, Campbell, Webster, Thawe, 2019). These features have played an important role in determining the responsibilities of businesses and CSR programs (Wang *et al.*, 2020).

Different societies have different views and problems, CSR practices must have contextual characteristics, depending upon community features (Stanislavská *et al.*, 2020; Wang *et al.*, 2020). Then, the challenge for business is to understand how CSR is socially constructed in a specific context, and how to take into consideration. Sivesan (2019) suggested that companies should consider and understand the local context, needs, requirements, perspectives, perception, expectations, and preferences before starting CSR projects or developing business strategies. It is a logical thing to

reduce conflict by including the perspectives of societies and communities into planning process, community engagement programs, corporate philanthropic activities, corporate volunteering, and also sustainable manners (Giampiccoli *et al.*, 2020).

Moreover, Rashid (2018) suggested that CSR strategies are generally considered best developed in consultation with salient stakeholders in local communities because a better understanding of community needs, perspectives, historical background, demographics interests, socio-economic, economic systems, political circumstances, and also adaptive strategies can shape appropriate CSR strategies (Aldashev, Jaimovich & Verdier, 2018; Andrews, 2016; Essah & Andrews, 2016) . Then, companies need to consult with residents because people in community can give real information which is more useful for companies to plan community-based CSR projects. Furthermore, companies can evaluate their social performance and measure of the impacts toward stakeholders (Feng & Ngai, 2020; Venturelli, Caputo, Cosma, Leopizzi & Pizzi, 2017), mainly the community that are being engaged with and it is also useful for businesses to reassess their position on community-based CSR practices for more effective implementation plan (Carroll & Kachersky, 2019). As Rashid (2018) proposed that understanding the community is crucial to ensure that CSR initiatives match with community expectations thereby investigating community perspectives are important in making those initiatives more effective.

It short, community-based CSR needs to be shaped in terms of the specific local reality, and the process of consulting is important to know the actual problems and community perspectives.

#### **2.4.1. Examples of Hotels that Investigated Community Perspectives**

In order to achieve positive synergy between hotels and communities, hotels should emphasize on consistency between hotels' CSR strategies and the needs of local communities because this is the main determinant factors of the sustainable success of communities and businesses (Frangos, 2016).

There have been case studies indicating major problems if hotel's CSR disregard community perspectives. For example, Mapingure, Zengeni, Mahachi, Mwando and Mboti (2015) studied community perspectives on CSR practices among hotel businesses in Zimbabwe. The study found that many hotels have involved in community-based CSR with their surrounding communities. However, the problem occurred because the things that provided by hotels were lower than community's expectations. Then, most of the community members were dissatisfied. However, if hotels investigate perspectives of local communities before starting CSR project, then failure CSR might not happen. Therefore, hotels should consult the local communities before starting projects that related to community because community consultation is an important process to let hotels know and respond correctly to communities' problems.

Another example is a good project of hotel's community-based CSR which was created from community needs. Project "WeCan" is a business-in-community program that Wharf hotels actively collaborates with, designed to offer care and opportunities for the less-privileged students in Hong Kong. The program was established as an open platform for business sponsors to work closely with schools through financial commitment and/or volunteering support for the benefit of their

students who lack support and resources. The program began in 2011 with eleven secondary schools. Currently, there are fourteen schools matched with fourteen business sponsors through the program (Marco Polo Hotels, 2017).

It can be concluded that the failure of CSR might occur from disregard of community perspectives and it can be a potential source of conflict. Even, there is no regulation that business sector must consult with residents before starting the CSR projects, but community consultation is a particularly common method of involving communities. Then, it can be seen that community-based CSR activities should be designed and shaped by the local community.

## **2.5 Critical Success Factors (CSFs) for CSR**

There are many researches on hotel's CSR but most of them emphasize on the mechanisms of CSR behavior and examined how CSR practices are actually carried out in the hotel industry. Nevertheless, little theoretical attention has been paid to understanding what CSFs for CSR practices in the hotel industry (Xuerong *et al.*, 2013). Therefore, this study fills the gap by studying the CSFs for hotels' community-based CSR.

D. Ronald Daniel discussed the problem of inadequate information for management setting up targets, design strategies, making decisions, measuring results, and also mentioned that those problems required success factors as the key activities for organizational success (Gates, 2010). After that in 1979, John F. Rockart defined CSFs as “the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department, or organization”

(Bullen & Rockart, 1981) to help managers define information for management of their organizations, and to identify the essential elements needed to be addressed in order to implement change more effectively.

Recently, the term of CSFs has been used significantly to present or identify a few key factors that organizations should focus on to be successful (Kahreh *et al.*, 2013). There are many frameworks and models that identify the most popular success factors used in the project (Ofori-Kuragu, Baiden & Badu, 2016). However, achieving CSFs can be complicated, due to an understanding of CSFs in general is insufficient for the success of a specific project, and the variation of understanding the success factors of each project depends on the culture and complexity of the projects (ACCA, 2016). Therefore, CSFs are tailored to a specific industry or a particular situation because different situations require different CSFs. Although there are still a few researches investigating positive correlation between CSFs and CSR (Sangle, 2009), some scholars have suggested CSFs for CSR which can be concluded in twelve key factors as detailed below;

Top management commitment to CSR refers to the vision and support of management level to CSR. Management team of a company should have clear vision, mission, and goals for the entire company to develop society and communities because these could be the key to achieve sustainable business (Stojanovic *et al.*, 2020). Leadership and governance play a crucial role in institutionalizing CSR; if top management has no vision for applying CSR, then, the entire company and synergic development with society cannot operate smoothly and efficiently because it usually involves in goals, strategies, approval processes, and budget allocation for CSR projects. Thus, top

management commitment to CSR is essential in supporting and improving social and environmental management processes (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013). Since the top management is always involved in goals, strategies, and approval processes; therefore, the establishment of connection between clear CSR visions and the approval from key people can maintain the CSR concept for long-term.

Formal CSR strategic planning and practice has been found by many scholars to be one of the essential CSFs for CSR. It refers to the ability of company to plan, integrate, connect, install, and bring the CSR concept to practice in all sections. Companies must link CSR strategic planning and practice with the core business, vision, mission, corporate strategy, policies, mainstream management, and everyday operational practice to link to all sections because these can help companies to reduce costs, reduce the risk of problems, increase profits, and increase chances of success (Aqueveque, Rodrigo, Duran, 2018). In addition, it is essential to involve stakeholders in CSR planning process and risk management because stakeholders can assist in identifying a firm's environmental, social and economic impacts, and also help develop a firm's CSR strategy (Corporate Responsibility Forum, 2004; Feng & Ngai, 2020; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Rashid, 2018; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Therefore, formal CSR strategic planning and practice are important to business organizations because it provides clear direction and purpose on how organizations will progress from their current situation to a desired future situation (Rangan, Chase, & Karim, 2012).

Consumers oriented strategy refers to business responsibility to produce quality, and safe products and services for customers while avoiding causing harm to the environment and society. Recently, consumers are more environmentally and socially aware (Jaiswal, & Kant, 2018) and they are more likely to choose the products and services of companies with strong CSR practices (Peng *et al.*, 2019). Business sector can satisfy and create loyal customers by producing good products and services with protecting the environment and society (Park, 2019). (Kahreh *et al.*, 2013; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Therefore, the CSR concept and practices can represent a good image of organizational brand. In order to competitive advantages, businesses should develop their products and services that relate to customer demands and also avoid harming the environment and society.

Embedding CSR into organizational culture and citizen behavior has been found to be one of the CSFs for CSR by every scholar from the literature review of this study. Organizational culture is the personality of the organization. It is a system of shared meaning and beliefs held by organizational members (Grover, Kumar Kar & Ilavarasan, 2019). It is the sum of values and rituals which serve as glue to unify the members of the organization. It controls the way employees behave amongst themselves as well as with people outside the organization. Thus, organizational culture is a significant determinant of employee behavior, teamwork, the honesty and sincerity of the employees, and the overall business success (Watkins, 2013). The CSR concept must be embedded in organizational culture and organizational citizenship behavior with understanding, accepting, and taking policy to practice. Companies should communicate CSR approaches, strategies, aims, and activities in a transparent and meaningful way to ensure correct understanding in internal

organizational communications. Moreover, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level because all levels in organization are important to make successful CSR implementation (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Therefore, CSR should be implemented into organizational culture and citizen behavior by using high level and two-way communication because these create cooperation and unity between employees and company.

Employee commitment to CSR refers to the ability of HRM to motivate and support staff to involve and participate in CSR projects and activities. HRM practices have direct and indirect effects on employees' commitment because this section involves in employment, participation of employees, employee activities, human rights, positive promotion of staff development, and training (Stojanovic, Milosevic, Arsic, Urosevic & Mihaljovic, 2020). In order to persuade employees to get more engagement in CSR activities, HRM should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems. Moreover, employee communication programs should be implemented to foster employees' understanding of CSR's importance and benefits, and to motivate them to being active volunteering (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). It can be seen that employee commitment would assist in establishing CSR culture and implementing CSR

activities for both inside and outside organizations. Therefore, HRM has to inspire their employees to engage in CSR.

Stakeholder engagement refers to the organizational ability to involve, communicate, listen, share, learn, and make a better relationship with all stakeholders. The main objective of stakeholder engagement is to generate a better understanding of stakeholders' perspectives, and then connecting and transforming stakeholders' needs and expectations into business strategy, corporate vision, mission, and strategic CSR activities. Business sector should be open-minded to communicate and share attitude with their stakeholders because these can help companies to cooperate and work with stakeholders to achieve in CSR goals. Moreover, these can make a better relationship between corporates and stakeholders (Feng & Ngai, 2020; Vishwanathan, van Oosterhout, Heugens, Duran & van Essen, 2020). (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Therefore, stakeholder engagement is another vital tool in CSR integration to create long-term relationships with stakeholders.

Participation in community-based CSR means companies must involve in community development in which they operate, and community should also be involved in any community development plans. Business sector should take responsibility for community and society development, even beyond the sphere of laws. This responsibility requires business sector to be a good corporate citizen by contributing resources to community and improving quality of life for residents (Kotler and Lee, 2005). The idea of community-based CSR has become an important

part of business strategy which leads to business success (Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Hierden, Dietrich & Rundle-Thiele (2020) suggested that community should be involved in planning and decision-making processes of community-based CSR because residents can be directly or indirectly impacted from the decisions and actions of companies, and people from inside the community always know and would eventually deal with real problems (Stanislavská *et al.*, 2020). Then residents should have more chances to share their perspectives and reflect the facts about community problems. It can be concluded that businesses have responsibility to develop the areas in which they operate because it is important to balance prosperity between the growth of businesses and the development of communities and societies. Therefore, in any process of community-based CSR, residents should engage in making the projects more successful.

Knowledge sharing refers to the process of openness to learning new things, and sharing experience between companies and their stakeholders. It contributes to the depth of the knowledge pool of both the individuals and the organization (Farmakia & Farmakis, 2018). Knowledge sharing consists of two processes, namely knowledge donation and knowledge collection. Knowledge donation refers to communication based upon an individual's own wish to transfer intellectual capital and knowledge collection refers to attempting to persuade others to share what they know. These two distinct processes are dynamic in the sense that one is either immersed in dynamic communication with others for the aim of transferring knowledge, or consulting others so as to gain certain access to their intellectual capital (van Den Hooff & De Ridder, 2004). Knowledge sharing allows companies to

acknowledge new information to develop and improve their businesses. Companies can get a lot of useful information from their networks such as sharing experience with multi-stakeholder, learning from/with peers and may get inspiration from multi-stakeholder initiatives, or good practice examples. Stakeholders will also get a lot of benefits from knowledge sharing as well because companies may get essential knowledge to plan for stronger CSR to give something back to community and society (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Sangle, 2009; Singchoo, 2012). Therefore, knowledge sharing is the process of mutual exchange of knowledge, experience, and CSR benefits between companies and their stakeholders.

Laws and social norms refer to the way in which a business operate is controlled by legislation and social policy. Law and social norms are one of the basic CSR responsibilities that businesses have to follow and conduct because CSR procedures are controlled by law and social norms (Carlton & Downs, 2014). Law is a set of regulations, principles, and rules of a legal system that serves both to facilitate and to regulate the conduct of the corporate enterprise. Social norms mean all rules and regularities concerning human conduct, other than legal rules and organizational rules (Svensson, 2013). The concept of CSR requires companies to operate businesses within the framework of the law, regulation, ethical practices, and also requires businesses to act beyond legal obligations to incorporate interaction with social, environmental, and stakeholders into business process (Hagan, 2014; Kotler & Lee, 2005; Visser, 2008). Therefore, companies must follow the laws, regulations, and also respect social norms of the country and community where they operate. Businesses must follow the laws that apply in the country they are doing business in and must know how to apply international guidelines. Otherwise, they could be banned from

doing operations in host countries areas. Before starting businesses, companies should understand and get familiar with all of the laws that companies must adhere to (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Nyuur *et al.*, 2014; Singchoo, 2012; Woo, 2013). Therefore, the way in which a business can operate is controlled by legislation and social policy. All businesses have a legal responsibility to ensure that they conduct themselves fairly in relation to consumers, communities, and other.

CSR project management committees refer to the skills of CSR officials to manage CSR project with clear goals, objectives, communication, timelines, able to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders. Many business executives discovered that it is important to control and manage all CSR procedures by using appropriate instruments of which recently CSR project managements have worked from conception to completion (Carè *et al.*, 2020; Nyuur *et al.*, 2014; Wiśniewski, 2015). Some organizations may separate CSR department from marketing departments, and have specific CSR staff to manage CSR projects for internal and external organization. It depends on the inspirational leadership and organization's policies (Kahreh *et al.*, 2013; Nyuur *et al.*, 2014; Onlamai, 2016; Singchoo, 2012; Woo, 2013). Therefore, good project management skills have become an important factor for operating CSR projects.

Financial performance refers to allocation of adequate budget throughout the project. It is important to provide adequate budget for CSR projects because allocation of adequate budget can keep CSR projects in long-term. Lack of sufficient financial resources affect the effectiveness of the operations management i.e. project selection,

management, assessment, reporting and learning aspects of CSR initiatives (Kahreh *et al.*, 2013; Lins, Servaes & Tamayo, 2017; Moyo *et al.*, 2020; Nyuur *et al.*, 2012; Onlamai, 2016). Therefore, proper allocation of budget support is important for business sector to maintain the CSR concept for long-term because CSR projects may only generate on a short-term support without adequate support.

Measuring and reporting performance of CSR refer to the ability to measure, report CSR performance to the public, and receive feedback from all related parties. These involve processes to check the results of operations and to relay performances and feedback from all related parties for future improvements. For inside organizations, internal management and decision-making processes can be examined and improved leading to cost reductions by measuring and monitoring such issues as energy consumption, materials use, and waste. While outside organizations, measuring and reporting processes can help to open up dialogue with stakeholders, communicate and receive feedback for improving CSR performance, demonstrate leadership, reduce reputational risks, enhance trust, and facilitate the sharing of values on which to build a more cohesive society (Feng & Ngai, 2020). For more effective of the process, both internal and external stakeholders should be engaged in providing and receiving feedback and support, and share ideas on CSR-related issues for future improvement and deeper integration (Corporate Responsibility Forum, 2004; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). It can be seen that the step of measuring can help companies to evaluate and realize what they have done, and the step of reporting can help companies to make disclosure, communicate their CSR performance, and receive feedback from

the public. Therefore, measuring and reporting performance of CSR are important processes for business sector to complete the CSR project.

Based on the conclusion from the literature review, all twelve CSFs for CSR come from many sources which can be summarized in the table below. Table 2.2 below depicts sources and contexts of the CSFs for CSR from the literature review.

Table 2.2  
*Sources and contexts of the CSFs for CSR from the literature review*

<b>Sources &amp; Context of Study</b>	<b>CSFs for CSR</b>	
Corporate Responsibility Forum (2004)	1. Commitment from key people	7. Engagement with external stakeholders
The EU's multi stakeholder forum on CSR in 2004	2. Integrating values and vision of CSR into business and culture	8. Involving employees in implementing CSR
	3. Integrating CSR into strategic management and operations	9. Sharing experience and learning with stakeholders
	4. Setting appropriate goals and targets, related to core business	10. The accessibility to effective initiatives
	5. Communicating CSR aims and activities in a transparent way	11. The existence of an appropriate legal environment
	6. Openness to learning improvement and innovation	12. Awareness and responding to company issues
	Kahreh <i>et al.</i> (2013)	1. Communicating purpose, vision and values consistent with business
The banking sector of Iran	2. Information provision	15. Social norms and the impact of community factors
	3. Knowledge sharing	16. Transformation of stakeholders' needs into business strategy
	4. Cooperation	17. Organizational culture
	5. Legal norms	18. Competitive orientation
	6. Employee volunteering	19. Organizational citizenship behavior
	7. Community involvement	20. Formal strategic planning
	8. Involvement of the board of directors	21. High level of communication in organization
	9. Inspirational leadership	22. Presence of a CSR committee
	10. Financial orientation of organization	
	11. Customer satisfaction and loyalty	
	12. Organizational brand	
	13. Employee commitment to CSR	

		23. Top management commitment to CSR
Moyo <i>et al.</i> (2020)	1. Funds 2. People 3. Resources	4. Organisational objectives 5. Community 6. Stakeholder interest and awareness
Sport industry in South Africa		
Nyuur <i>et al.</i> (2014)	1. Leadership and governance 2. The availability of CSR policy framework within organization 3. Enable to engage and communicate constantly with all stakeholders 4. Staff engagement 5. Governments' ability to create conducive environment for CSR	6. Project management 7. Monitoring, evaluation and reporting 8. The mutual exchange of CSR benefits between companies and communities 9. Funding
Manufacturing, mining and extraction, retail, services, ICT, financial, and other sectors in Sub-Saharan Africa		
Onlamai (2016)	1. Allocation of adequate budget throughout the project 2. Top management commitment to CSR 3. Integrating CSR into everyday operational practice	4. Staff engagement 5. Formal strategic planning and CSR measurement 6. Focus on quality of CSR 7. Project management
Insurance company in Thailand		
Sangle (2009)	1. Integrating CSR with functional strategies of organization 2. Organizational ability to management stakeholder groups 3. Ability to evaluate CSR benefits 4. Top management support 5. Integrating values and vision of CSR into organizational culture	6. Openness to learning improvement and innovation 7. Employee involvement in implementing CSR 8. Sharing experience, learning from and with peers 9. Government support 10. Non-Governmental Organizations support 11. Society support
Indian public sector		
Singchoo (2012)	1. Leadership and governance 2. Participation of all sectors in CSR strategic planning process 3. Concerning consumers and market 4. Environmental management within organizations and society 5. CSR knowledge management and knowledge transfer to stakeholders 6. Ability of HRM	7. Internal and external organizational communication 8. Resource management with reducing environmental and social impact 9. Obeying laws and participation in community and social development 10. Disclosure of CSR information
The director of the sustainable business development institute at Thammasat University Thailand		

Woo (2013)	1. Leadership and corporate tone 2. Line leadership and local support 3. Embed CSR into HRM 4. Stakeholder engagement and supply chain management	5. Integrate CSR into marketing strategy 6. CSR measurement and communication
Xuerong <i>et al.</i> (2013) Chinese hotel industry	1. Implementing CSR in the internal and external organization 2. Providing accommodation and support for governmental activities	3. More responsibility to all stakeholders 4. Linking CSR to core business 5. Disclosure of CSR information

From the table above (Table 2.2), it is evident that CSFs for CSR may vary depending upon the type of industry. The CSFs for CSR identified in other industries can be summarized into twelve CSFs (Table 2.3). All twelve CSFs of CSR that are known to have worked in other sectors are borrowed for identifying the CSFs for community-based CSR in the hotel sector. Table 2.3 depicts sources of twelve CSFs for CSR that were applied for identifying the CSFs for community-based CSR in the hotel sector.

Table 2.3  
*Sources of twelve CSFs for CSR that were applied for identifying the CSFs for community-based CSR in the hotel sector*

Researchers	Corporate Responsibility Forum (2004)	Kahreth <i>et al.</i> (2013)	Moyo <i>et al.</i> (2020)	Nyuur <i>et al.</i> (2014)	Onlamai (2016)	Sangle (2009)	Singchoo (2012)	Woo (2013)	Xuerong <i>et al.</i> (2013)
CSFs for CSR									
1. Top management commitment to CSR	√	√	√	√	√	√	√	√	
2. Formal CSR strategic planning and practice	√	√	√	√	√	√	√	√	√
3. Consumers oriented strategy		√					√	√	√
4. Embedding CSR into organizational	√	√		√	√	√	√	√	√

culture

5. Employee commitment to CSR	√	√	√	√	√	√	√	√	√
6. Stakeholder engagement	√	√	√	√		√	√	√	√
7. Participation in community-based CSR		√	√	√		√	√	√	√
8. Knowledge sharing	√	√				√	√		
9. Laws and social norms	√	√		√			√		√
10. CSR project management committees		√		√	√		√	√	
11. Financial performance		√	√	√	√				
12. Measuring and reporting performance of CSR	√			√	√	√	√	√	√

### 2.5.1 Classification of CSFs

Classification of factors can generally support organization to explore current capability and to prepare for future improvement. It is necessary to identify the key classifications or dimensions of the CSFs that could help management team to plan, manage, and control an area of responsibility. There are some studies that researchers tried to categorize the CSFs into dimensions. For example, Karami, Alvani, Zare and Kheirandish (2015) studied the CSFs for knowledge management implementation in the context of Bahman automobile industry in Iran and classified the CSFs into relevant five dimensions i.e. HRM, organizational culture, goals and strategies, information technology, and organizational factors. Kahreh *et al.* (2013) studied the CSFs for CSR in the context of the banking sector in Iran and classified the CSFs

into five main dimensions of the organizational functional areas i.e. HRM, strategic, marketing, environmental, and financial. Nour and Mouakket (2011) studied the CSFs for enterprise resource planning systems implementation from multi-stakeholder perspective and classified the CSFs into six groups according to six fundamental stakeholders. Kalema Oludayo and Kekwaletswe (2014) identified the CSFs influencing the effective usage of enterprise resource planning systems and categorized them into seven dimensions i.e. organizational, technological, vendor, individual, cultural, social, and political and national level. Sedighi and Zand (2012) reviewed the literature on the CSFs for knowledge management and grouped them into eight major factor's clusters that influence the success of knowledge management implementations in organizations, which are culture, structures and procedures, human and financial resources, technology and infrastructure, strategy and leadership, knowledge management processes, macro factors, and meso factors. For this study, Kahreh *et al.*'s (2013) approach in categorizing the CSFs for CSR into relevant categories/dimensions as mentioned above has been emulated. Thus, this study grouped all twelve CSFs for CSR into these five main dimensions because hotels are organized into functional areas or divisions based on the services it provides. Table 2.4 depicts five main dimensions of the organizational functional areas.

Table 2.4

*Five main dimensions of the organizational functional areas*

Main Dimension	Descriptions
HRM	HRM is an important part that needs to be considered because people are at the heart of implementing CSR in organizational culture. Then, managing people who are willing to create and participate in CSR projects is important (Gürlek & Tuna, 2019).

Strategic	Strategic is the formulation and implementation of the major goals and initiatives taken by a company's top management, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Nag, Hambrick & Chen, 2007).
Marketing	Marketing is one the department that directly involves in CSR projects. It involves the activity, set of institutions, and processes of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (American Marketing Association, 2013).
Environmental	Key environmental issues affecting business include industrial waste, water and air emissions, etc. These issues affect business because businesses are required to fulfill their economic mission within the framework of laws and social norms (Carroll, 1991).
Financial	Financial is the part of an organization that manages its money. Financial constraints put a ceiling on what can be expended for projects. Financial resource availability may affect the execution of leadership, coordination, control, and measurement of the project (Sedighi & Zand, 2012).



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## 2.6 Relevant Theories

The theoretical framework of this study draws from three main theories i.e. the legitimacy theory, the stakeholder theory, and the perception theory. The reasons and justifications for this decision are described below.

### 2.6.1 Legitimacy Theory

Legitimacy theory is based on the notion that in order to continue to operate successfully, companies must act within the bounds of what society deems to be socially acceptable behaviour. Legitimacy theory embraces the idea of a social contract between organizations and society. If society feels that an organization has breached its side of the social contract, then the survival of the organisation will be

threatened. Thus legitimacy is considered to be a resource which an organisation is dependent upon for survival (Hu, Zhang & Yan, 2020).

According to Suchman (1995), “Legitimacy is a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions”. There are two layers of legitimacy theory, which are the institutional and organizational level. First, institutional level also known as macro-theory of legitimation, involves with how organisational structures as a whole, it combines with government, religion, society, and capitalism. Second, organisational level combines with establishment, maintenance, extension, and defence. Figure 2.3 below depicts layers of legitimacy theory.

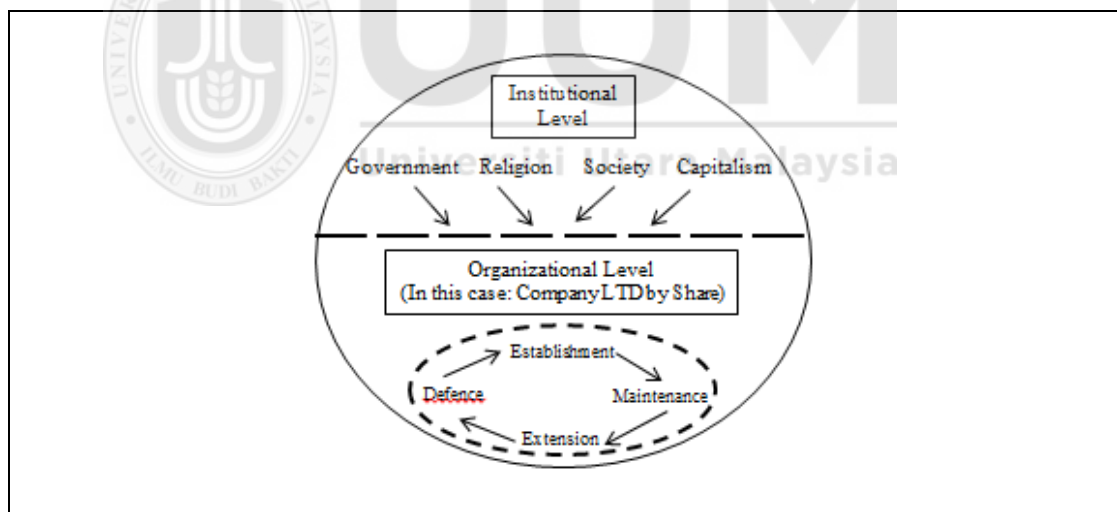


Figure 2.3 Layers of Legitimacy Theory  
Source: Agrawal (2013)

Organisations seek to establish congruence between the social values associated with or implied by their activities and the norms of acceptable behaviour in the larger social system in which they are a part. In so far as these two value systems are congruent, it means organisational legitimacy. However, when an actual or potential disparity exists between the two value systems there will exist a threat to organisational

legitimacy. Therefore, low legitimacy will have particularly dire consequences for an organisation, which could ultimately lead to the forfeiture of their right to operate (Amos, 2018).

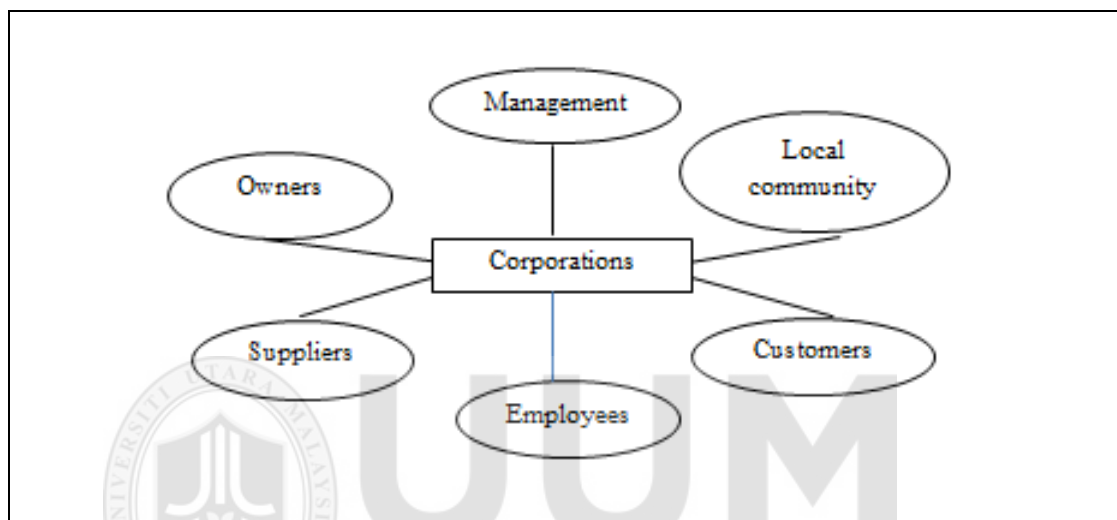
It can be seen that the legitimacy theory is a mechanism that supports organizations in implementing and developing voluntary social. Businesses can succeed and survive, or fail depend on their legitimate practices.

### **2.6.2 Stakeholder Theory**

This study also anchors in the stakeholder theory which provides a useful approach for understanding how stakeholders affect CSR projects, and how CSR projects affect stakeholders. The CSR concept has connected with stakeholder theory, if companies are thinking about approaching CSR as the key source of competitive edge and eventually benefits firms' long-term survival, then those companies need to consider all aspects of their business including their relationship with all stakeholders (Freeman, 1984; Vishwanathan *et al.*, 2020).

In the past, the primary purpose of business is to make money and maximize profits for shareholders, which was called shareholder perspective (Thao *et al.*, 2019). Since stakeholder theory was introduced by Freeman in 1984, then business sector has changed from narrow economic perspective of increasing shareholder wealth to wider stakeholder perspective of increasing social benefits (Weitzner & Deutsch, 2019). Freeman defined stakeholders as any individual or groups who benefit from or are harmed by, and whose rights are violated or respected by, corporate actions. Then, stakeholders can affect or be affected by the organization's actions, objectives

and policies; or stakeholders can be defined in another meaning as those groups who have a stake in or a claim on the firm (Freeman, 1984). Freeman's theory has helped to re-conceptualize the nature of the firm to encourage consideration of all stakeholders (Jones, Harrison & Felps, 2018). Figure 2.4 below depicts a stakeholder model of corporations.



*Figure 2.4* A stakeholder model of corporations

Source: Freeman (1984)

The stakeholder concept is seen as a central of CSR because CSR is known as the important concept which helps to enhance the link with business stakeholders and all related parties (Daubry, 2020). Stakeholders thus form the link between the aims and ambitions of the organization and the expectations of society (Jeon & An, 2019). Then, concerning for stakeholder perspectives, perception, and expectations must be included in the mission statement of organizations (Cíglerová, 2016).

Even, fulfilling the needs of stakeholders are important but the response to all stakeholders' expectations is not enough to sustainability in the long run because business's resources are limited (Farmakia & Farmakis, 2018). Therefore, Freeman

suggested businesses to look at the CSR from stakeholders' perspectives, then identify and prioritize their stakeholders to select what expectations to fulfill the most important stakeholders and what expectations that makes the most benefit to organizations (Farmaki, 2018; Freeman, 1984). Many scholars have presented distinguishing type of business stakeholders in different ways i.e. narrow and wide stakeholders, internal and external stakeholders, primary and secondary stakeholders, active and passive stakeholders (ACCA, 2015; Clarkson, 1995; Farmaki, 2018; Freeman & Reed, 1983). This study focuses on dividing stakeholders into internal and external stakeholders, and primary and secondary stakeholders.

For internal and external stakeholders, internal stakeholders are people who already have involved in operating organizations as owner, board members, and employees. While, external stakeholders are people who can get impact by organizations' work such as clients, shareholders, suppliers and creditors, government, society and community, and others (ACCA, 2015). For primary and secondary stakeholders, Clarkson (1995) classified stakeholders into two groups, depending upon their importance for the company. First, primary stakeholders refer to people who directly involved in organizational achievement. This group is typically comprised shareholders, employees, customers, suppliers and host community. If any primary stakeholder group becomes dissatisfied and withdraws from the corporate system, in whole or in part, the corporation will be seriously damaged or unable to continue, and that is an ongoing concern. Therefore, maintaining successful relationships with firms' primary stakeholders help mitigate conflicts, ensure employee morale, and gain business success. Second, secondary stakeholders refer to those that influence, or have been influenced by the firm, but do not have any engagement with the corporation nor any

direct essential for organisation immediate survival. This study focuses on community which is classified as one of the primary external stakeholders of business sector.

Community is a key concept in social science and generally associated with words such as group, body, set, circle, clique, faction, gang, bunch, and etc. Then, community means a group of people living in the same place (Ljunggren & Sundin, 2016), sharing geographical location, accompanied by collective culture and/or ethnicity, and potentially other shared relational characteristic (Peredo & Chrisman, 2006). The definition of community needs to extend beyond the geographical boundary (Ramachandra & Abu Mansor, 2014), in some circumstances the term might be defined and understood on a wider basis, for instance a virtual community concerned with a particular ethnic group or development issue (Prayukvong & Olsen, 2009). In business, Adewuyi and Olowookere (2010) defined that community is interpreted broadly to include employees of the corporation, supplier, distributors, nonprofit and public sector partners as well as members of the general public.

It can be concluded that community has been introduced as a primary external stakeholder who directly involved in organizational achievement, without whose continuing participation, then the organization cannot survive. Therefore, companies must carefully analyze before taking any actions with community because it can be directly or indirectly impacted from the decisions and actions of companies. Therefore, the stakeholder theory becomes the center of CSR. In light of this, the theory is employed in this study for classifying the types of stakeholders.

### **2.6.3 Perception Theory**

As the study fundamentally relies on people's perceptions as data, the perception theory is also deemed relevant. Perception is the process that people are perceived and try to interpret something with their feeling, attitude, perspectives, and experience (Boonnayothai, 2013). Then, perception theory is required in this study for better understanding of stakeholders' perspectives.

Mowen and Minor (1998) mentioned that perception is the process which the person is exposed to information, get the information, and understand the meaning of something. It involves exposure, attention, and comprehension stages. In the exposure stage, person will receive information through their senses. In attention stage, person feels aware of information and interest in selected information. In comprehension stage, person will organize and interpret information, and put the information in perspective.

Assael (1998) defined perception as the process of composition and interpretation of stimulus. Stimulus will become more interesting if the stimulus combine with six elements, which are consistent with past experiences, consistent with believe, not complicated, reliable, related to the necessity and needs, and it does not cause of fear and anxiety to person.

Janaim (1997) mentioned that there are different levels of perception from the simplest level to the most complex level which difficult to understand. Perception refers to a person's interpretation of the sensation, not only seeing, hearing, or smelling,

but a person must know what the objects or perceptions are. In terms of behavior, perception is a process that arises between the stimulus and response.

Suwannasang (2001) mentioned that perception is an overlapping process of understanding, thinking, sensing, memorizing, learning, decision making, and express feeling. While Solomon, Bamossy, Askegaard and Hogg (2010) suggested that the perception process starts from stimuli, sensory organs, sensation, perception, behavior, and response.

For factors affecting perception, Human Resource Management (2008) mentioned that perception depends not only on the physical stimuli, but also on the stimuli's relation to the surrounding field and on conditions within the individual. The key point is that perception can vary widely among individuals exposed to the same reality. Katawanit (2003) mentioned that there are two main factors influencing perception which are factors in the perceiver and factors in the situation. For factors in the perceiver include sensory organs, previous experiences, needs, attention and selection, emotion, expectancy, intelligence, value, and persuasion. For factors in the situation include size, intensity, change, movement, repetition, color, and difference. Pan, Chen and Ning (2018) mentioned that people have thought differently, acted differently, and fared differently from each other. Human recognition depends on internal factors include physiological factor, psychological factor, past experience, and external factors include change, movement, size, repetition, and intensity of stimulus.

It can be concluded that perception is sensory experience of individual. It involves the process of receiving, selecting, organizing, interpreting, and responding to stimuli. Both internal and external factors can influence individual perception. Thus, the perception theory is important for this study to understand the stakeholders' perspectives.

### **2.6.3.1 Stakeholders' Perceptions**

Stakeholders is any person, organization, social group, or society at large that has a stake in the business, and typically include owners, management, suppliers, employees, customers, and local community. Stakeholders can affect or be affected by the organization's actions, objectives and policies (Freeman, 1984). In other words, organizational wealth can be created or destroyed through relationships with stakeholders of all kinds. Therefore, managing relationships with stakeholders for mutual benefit – is a critical requirement for corporate success.

Companies today are being called by their stakeholders to help economic development, environmental improvement, and other issues. Then, companies are increasingly working with stakeholders to understand their views and concerns on various environmental, social, corporate governance, and economic issues and also to incorporate and address those views and concerns in the company's strategic decision-making processes (Erhan & Dedeoğlu, 2019). Jeon and An (2019) suggested that understanding stakeholder views can lead to appropriate CSR projects. Then, relevant stakeholders should be engaged to provide guidance in understanding and managing the perspectives and expectations of stakeholders. As the CSR concept has connected with stakeholder theory (Freeman, 1984) and CSR receives increased

attention by company stakeholders, then it is important to know how stakeholders perceive the importance of each factor of CSFs for CSR.

In the context of Phuket, due to different stakeholders have different perceptions and perspectives, then the challenge in implementing CSR is ability to understand how to implement CSR in a specific context, learn, and react to stakeholder perspectives and expectations in each area. In 1998, the WBCSD discussed with diverse stakeholders throughout the world and then revealed that CSR means different things to different people, depending upon a range of local factors including culture, religion and governmental or legal framework conditions (Samy *et al.*, 2015). Then, there can be no universal standard for implementing CSR because different areas have different unique characteristics that affect different perception and expectations of people. Then, CSR is always embedded in a societal context of place and time (Cera *et al.*, 2020). Therefore, perception, expectations, and perspectives of stakeholder must be included in the mission statement of organizations (Cíglerová, 2016).

It is not only the internal and economical stakeholders are needed to concern but the wider view from the societal stakeholders should also be taken into consideration because recognizing and addressing external stakeholders' interests can lead business to success in a better perspective. Hence, business organizations have to pay attention to wider stakeholder view, to demonstrate a balanced perspective (Farmakia & Farmakis, 2018). In order to identify the key CSFs for community-based CSR, therefore, this study requires the involvement of concerned stakeholders. Then, this study investigated perspectives from both key internal and external stakeholders about the CSFs for community-based CSR in the hotel sector.

For internal stakeholders, high-level organizational commitment enables company to make CSR projects better (Ramkissoon *et al.*, 2020). Firstly, all levels of management include top-level, middle-level, and first-level must have vision to apply CSR in business because management support can maintain the CSR concept for long-term (Corporate Responsibility Forum, 2004; Ikeda, 2016; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013). Then, this study started at exploring the current practices and investigating the CSFs for community-based CSR from senior managers of five-star hotels in Phuket. Secondly, employee commitment to CSR is a key factor for CSR performance because implementation of CSR policies and practices are highly dependent on employees in terms of cooperation (Antoni, 2016). Employee cooperation in CSR practices can help company to achieve its CSR objectives, establish CSR culture in organization, improve public image, increase customers, and increase support from communities (Stojanovic *et al.*, 2020). Then, this study also investigated the CSFs for community-based CSR from hoteliers of five-star hotels in Phuket.

For external stakeholders, it is essential to involve all stakeholders, and particularly the local community because residents can give real information which is more useful for company to plan for CSR projects (Rashid, 2018). Moreover, it can create relationship, develop trust, avoid misunderstandings, and foster partnership between company and community, and as well as with other stakeholders (Sangle, 2009; Singchoo, 2012). Thus, this study also investigated the CSFs for community-based CSR from community leaders and residents.

It can be concluded that senior managers and hoteliers from five-star hotels in Phuket represent primary internal stakeholders, while community leaders and residents in Phuket represent primary external stakeholders.

## **2.7 Development of the Conceptual Framework and Hypotheses**

This chapter has reviewed several key theories that can guide this study. The review reveals that the motivation for a firm's social responsibility and CSR actions are rooted primarily in the context of legitimacy and generalized community commitments and may also stem from the principle of legitimacy (institutional level), i.e., from a desire to maintain credibility and legitimacy as a responsible societal actor in a shared environment (Farmakia & Farmakis, 2018). Amos (2018) mentioned that good models in legitimacy theory must examine the relevant stakeholders because they are crucial to organizations' establishment, growth, and survival. Smith, Shepherd & Dorward (2012) mentioned that firms engage in CSR due to institutional pressure from stakeholders whilst the legitimacy theory associates the extent of CSR disclosure with the level of threat to a firm's social legitimacy. Stakeholder theory is closely linked to legitimacy which focusing on the needs, interest, and effect to stakeholders such as customers, hoteliers, shareholders, partners, competitors, governments, and communities (Wongteanchai, Buasook, Nonthanatorn & Prajanban, 2015).

Several key themes that are crucial for the development of this study's framework i.e community-based CSR , the CSFs for CSR, and the CSFs of CSR found in other sectors (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013;

Xuerong *et al.*, 2013) have also been reviewed to reveal twelve CSFs for CSR which this study can borrow to identify the CSFs for community-based CSR in the hotel sector and the dimensions that they belong to.

Therefore, the third objective of this study aims to compare the opinions between hoteliers and residents about the CSFs for community-based CSR in the hotel sector.

Figure 2.5 below depicts the conceptual framework of this study.

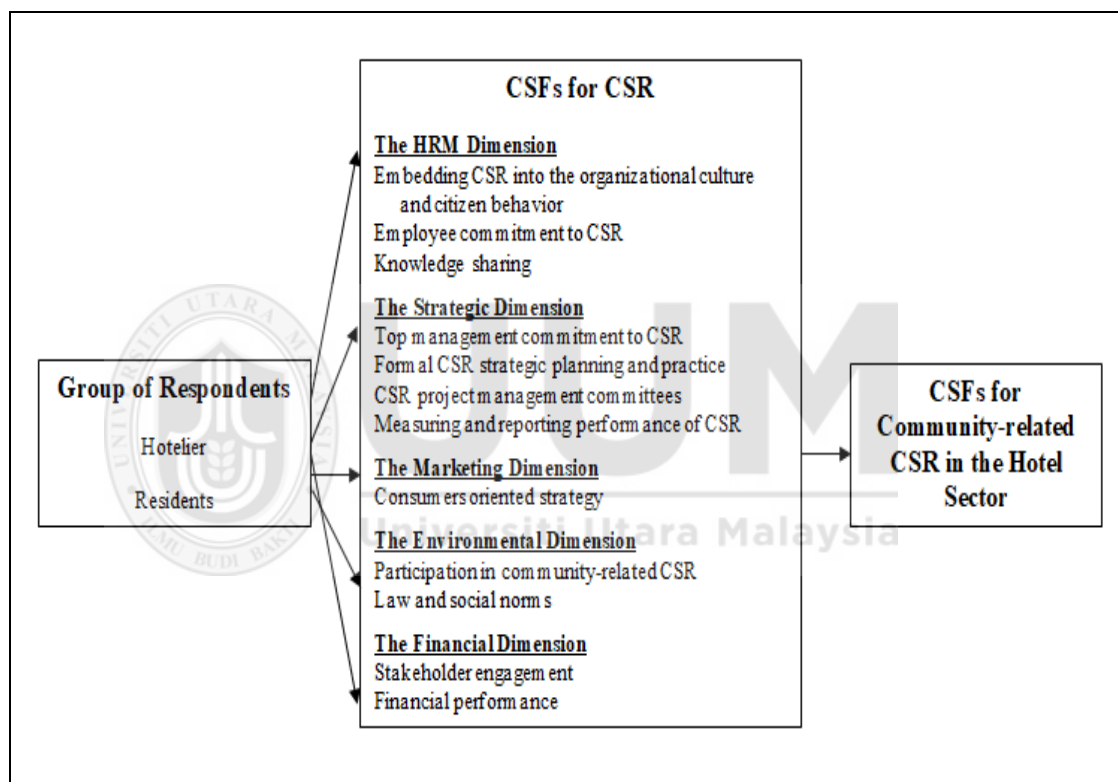


Figure 2.5 The conceptual framework of the CSFs for community-based CSR in the hotel sector

The figure above (Figure 2.5) shows the five main dimensions and their CSFs that could help the success of community-based CSR in the hotel sector. The hypotheses are as below;

Hypothesis 1: Hoteliers and residents will differ significantly in their opinions about the HRM dimension on CSFs for community-based CSR in the hotel sector.

HRM is the term used to describe formal systems devised for the management of people within an organization. This section involves in management of human resources such as employment, participation of employees, employee activities, human rights, promotion of staff development, and training (Gürlek & Tuna, 2019). HRM is an important department in leading and educating organizations on the value of CSR, managing and engaging employees to involve in CSR initiatives and CSR commitment, and implementing CSR policies and practices (Stojanovic *et al.*, 2020). Employee cooperation in CSR can determine the attractiveness of the company because it can help company to achieve its CSR objectives, establish CSR culture in organization, improve public image, increase customers, and increase support from communities. Moreover, the combined effects of CSR and HRM activities that reinforce desirable behavior can make a major contribution to the creation of long-term organizational success (Stojanovic *et al.*, 2020). Therefore, CSR implementation processes are highly dependent on employees in terms of cooperation, which also emphasize the critical role of HRM (Antoni, 2016; Gürlek & Tuna, 2019).

From the literature review, embedding CSR into the organizational culture and citizen behavior, employee commitment to CSR, and knowledge sharing have been identified as CSFs for CSR (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013), which under the dimension of HRM (Kahreh *et al.*, 2013).

Hypothesis 2: Hoteliers and residents will differ significantly in their opinions about the strategic dimension on CSFs for Community-based CSR in the hotel sector.

Company can add value and obtain competitive advantage through socially responsible activities, but it must act strategically and CSR should be connected with the corporate strategies. Company's CSR strategies are series of plans and ideas intended to determine what activities it has the resources to devote to in order to become socially responsible while strengthening its competitive advantage (ACCA, 2015).

All business organizations should have written strategic because these can be important parts of business plan which provide many benefits to organizations such as providing direction and focus, increasing motivation, improving group cohesion, increasing employee worth, and offering measurability (Anthony, 2017). Stakeholders should be engaged in the business strategic planning and practices because they can be directly or indirectly impacted from the decisions and actions of companies (Farmakia & Farmakis, 2018).

From the literature review, top management commitment to CSR, formal CSR strategic planning and practice, CSR project management committees, and measuring and reporting performance of CSR have been identified as CSFs for CSR (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013), which under the dimension of strategic (Kahreh *et al.*, 2013; Karami *et al.*, 2015).

Hypothesis 3: Hoteliers and residents will differ significantly in their opinions about the marketing dimension on CSFs for community-based CSR in the hotel sector.

The modern concept of marketing starts with identifying consumer needs, then plan the production of goods and services accordingly to provide customers the maximum satisfaction. Then, satisfying customers is important to business success because focusing on meeting a customer's needs rather than just making the sale can increase a lot of profits (Park, 2019).

Many companies have adopted social responsibility strategies in marketing as a means to help the community or produce services and products that benefit society because recently customers are more likely to buy from a company that supports and engages in activities that improve society (Peng *et al.*, 2019; Rodrigo, Aqueveque & Duran, 2018). As a result of being good corporate citizen, company brands itself as socially responsible and ethical, which ultimately attracts customers who are engaged in socially responsible commitments and who want to support the welfare of the community. On the other hand, the company is not committed to social responsibility and can ultimately hurt the brand and the company's success (Brik, Rettab & Mellahi, 2011). Then, it is important to evaluate the ways in which marketing managers can apply CSR-related activities to generate value for their various stakeholders.

From the literature review, consumers oriented strategy has been identified as CSFs for CSR (Kahre *et al.*, 2013; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013), which under the dimension of marketing (Kahre *et al.*, 2013).

Hypothesis 4: Hoteliers and residents will differ significantly in their opinions about the environmental dimension on CSFs for community-based CSR in the hotel sector.

Some businesses engage in irresponsible practices such as industrial waste, water emissions, air pollution, etc. These issues affect business because laws require businesses to change equipment and procedures to meet imposed standards, which costs businesses money. However, corporations must change their corporate behavior to make businesses more environmentally responsible, i.e. not only comply with the law, but to do more than the law actually requires of them. Moreover, businesses are required to involve in community development in the region where they are situated because it became social norms that business should be a part in solving local problems (Carlson & Downs, 2014). Therefore, corporations must compliance with the laws and social norms in which they operate.

From the literature review, participation in community-based CSR, and law and social norms have been identified as CSFs for CSR (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Nyuur *et al.*, 2014; Singchoo, 2012; Xuerong *et al.*, 2013), which under the dimension of environmental (Kahreh *et al.*, 2013).

Hypothesis 5: Hoteliers and residents will differ significantly in their opinions about the financial dimension on CSFs for community-based CSR in the hotel sector.

In 1962, while public attention has been raised, businesses are more motivated to show responsibilities to several issues, including society, environment, and stakeholders. However, Friedman stated that it was an issue whether business ethics bring financial value or not, because ethical corporate behaviors are certain costs that firms must pay, then CSR is considered as costly events that destroy shareholders' profits and go against the true that corporate responsibility is maximizing

shareholders' value (Thao *et al.*, 2019). However, recent studies showed that companies engaging in socially responsible behavior tend to show long-term financial gains and increases in value. This become one of the main reasons that companies engage in socially responsible behavior because the possible financial gain that can come from it (Dos, 2017).

CSR and ethical corporate governance in general should be seen as an embodiment of the organization's culture and values. In addition, there must be coherent between organizational culture and the societal, environmental and stakeholder expectations (Wieland, 2005). This involves moving away from a top-down strategy determined by the board to a richer process of bottom-up co-creation with stakeholders. A stakeholder-centric approach has brought great benefits return for business such as increased customer and employee loyalty (Kim, Nurunnabi, Kim & Kim, 2018). The modern thinking on strategies for community-based CSR also focuses on a process where community members have the right to identify their own needs and aspirations (Andrews, 2016; Essah & Andrews, 2016). Therefore, business should transfer stakeholders' needs and expectations into business strategy.

From the literature review, stakeholder engagement, and financial performance have been identified as CSFs for CSR (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013), which under the dimension of financial (Kahreh *et al.*, 2013).

## **2.8 Summary**

This chapter presents a discussion and reviewing related literature regarding the CSR, community-based CSR, community perspectives on CSR, CSFs for CSR, and relevant theories. Finally, it concludes with a presentation of conceptual framework and hypotheses used to meet the main objectives of the study. The next chapter presents the methodology of the study.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This research aims at identifying the characteristics and CSFs for community-based CSR of five-star hotels in Phuket from the relevant stakeholders' perspectives. Thus, it used various methods to collect data from five-star hotels and communities. This chapter describes the methodologies and strategies undertaken this study including research philosophy, research design, sampling procedures, research instruments, translation of the instruments, data collection procedures, and data analysis.

#### **3.2 Research Philosophy**

The interpretivism and positivism research philosophy were employed in this research, based on the belief that useful information can be found from mixed and merged methods of qualitative and quantitative. The researcher recognized that hotels must have a responsibility to help developing surrounding communities through activities of giving back to people and developing community-based projects. Meanwhile, communities also have the right to reflex their needs. Thus, the interpretivism research philosophy helped the researchers to gain in-depth information through seeking experiences and perceptions of senior managers who manage the projects; and community leaders who received the projects. This philosophy allowed the researcher to check the perceptions and experiences of the participants. Then, the researcher used these experiences to construct and interpret

the understanding from the gathered data. Consequently, the results produced from the interpretivism philosophy are reliable and subjective. In addition, the positivism research philosophy was employed to examine real opinions of hoteliers who brought the CSR concept to practice; and residents who received the projects. This philosophy helped the researcher to classify the connection between the independent and the dependent variables and also helped to have more statistical reliance and generalisation leading to development of hotels' community-based CSR projects. Consequently, the results produced from the positivism philosophy are reliable and not subjective. Finally, these helped the researcher to create research design.

### **3.3 Research Design**

Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and integrating qualitative and quantitative research (Creswell, 2018). Mixed methods approach helps this research to gain breadth and depth of understanding, and also offset the weaknesses of each approach.

Qualitative research is useful for studies at the individual level, and to find out, in depth, the ways in which people think or feel (Berkovich, 2018). Thus, this study utilizes qualitative research to collect qualitative data from senior managers of five-star hotels and community leaders. Quantitative research helps to estimate large samples of respondents' opinions about the suggested phenomenon, and consequently the researcher can take a specific perspective of human behavior (Faems, 2020). Thus, this study utilizes quantitative research to collect quantitative data from hoteliers and residents. Therefore, mixed methods approach can be an ideal technique for this study to collect both qualitative and quantitative data from different groups of

people. Table 3.1 depicts the research objectives, methods, and instruments of this study.

Table 3.1  
*The research objectives, methods, and instruments of this study*

Research Objectives	Research Methods	Research Instruments
1. To explore the current community-based CSR practices among five-star hotels in Phuket	Qualitative	In-depth interviews
2. To identify the essential characteristics a community-based CSR project should have to ensure success from the relevant stakeholders' perspectives	Qualitative and Quantitative	In-depth interviews and Questionnaires
3. To identify the CSFs for a successful community-based CSR as mutually perceived by hoteliers and the target communities	Qualitative and Quantitative	In-depth interviews and Questionnaires

### 3.4 Sampling Procedures

Research population is defined as the entire group of people, items, events or things that researchers desire to investigate and make inference. Due to large population size, then, it is not convenient or possible to examine every individual from the entire population. This is the reason the researchers rely on sampling techniques to represent the population. The multi-stage sampling technique was used in this study to divide the population into clusters and everyone within the chosen cluster is sampled (Siljaru, 2012). Therefore, this technique helps this study to make primary data collection more manageable because using the entire sample elements in all the selected clusters may be prohibitively unnecessary and expensive.

For qualitative research, 15 is the smallest acceptable sample for a particular group because saturation often occurs between 12 and 15 (Guest, Bunce, & Johnson, 2006). For quantitative research, Yamane suggested that the appropriate sample size for a population of 50,000 is 397, and 400 for a population of 100,000 onwards. Krecjie and Morgan suggested that the appropriate sample size for a population of 50,000 is 381 (Saengpikul, 2013). Qualitative and quantitative samplings of this study are described below.

### **3.4.1 Qualitative Sampling**

15 senior managers of five-star hotels and 15 community leaders were determined to be the key informants for the qualitative interviews. The process of determining the sample size is explained below;

For sample size of senior managers, Phuket has 60 five-star hotels and resorts, operated by national and international brands (Tourism Authority of Thailand, 2017). However, not all of these hotels have been involved in community-based CSR because As Frangos (2016) mentioned, hotels often get involved in green environmentally friendly practices to bring significant cost reductions for organizations. Therefore, purposive sampling technique was used to select only five-star hotels that were involved in community-based CSR. This sampling technique helps this study to select sample based on the characteristics of a population and the purpose of the study (Robinson, 2014).

Firstly, this study separated the five-star hotels involved in community-based CSR from the total population by relying on published information. Secondly, if no published information existed, then phone verification was required to ask if the

hotel was involved in community-based CSR. Table 3.2 depicts the list of five-star hotels in Phuket and the target hotels that were involved in community-based CSR.

Table 3.2  
*The list of five-star hotels in Phuket and the target hotels that were involved in community-based CSR*

Five-star hotels in Phuket	Five-star hotels that were involved in community-based CSR	Five-star hotels in Phuket	Five-star hotels that were involved in community-based CSR
1. Amanpuri Resort	√ Called	19. Hyatt Regency Phuket Resort	√ Called
2. Amari Phuket	√ Called	20. Impiana Resort Patong, Phuket	√ Called
3. Amatara Wellness Resort	√ Called	21. JW Marriott Resort & Spa Phuket	√ Phuket Gazette (2014)
4. Aquamarine Resort & Villa	-	22. Kalima Resort & Spa	√ Tanthavanich (2016)
5. Arahmas Resort & Spa Phuket	-	23. Karon Beach Resort and Spa	√ Called
6. Ayara Hilltops Resort & Spa	-	24. Karon Sea Sands Resort & Spa Phuket	-
7. Avista Hideaway Resort & Spa	√ Window on Phuket (2017)	25. Kata Rocks Resort & Residences	√ Called
8. Baan Yin Dee Boutique Resort Phuket	√ Called	26. Katamanda Luxury Villas	√ Called
9. Banyan Tree Phuket	√ Laguna Phuket (2013)	27. Katathani Beach Resort	√ Called
10. Centara Grand Beach Resort Phuket	√ Phuketindex.com (2014)	28. La Flora Resort Patong	√ Called
11. Centara Grand West Sands Beach Resort & Villas Phuket	√ Centara Hotels & Resorts (2014)	29. Laguna Holiday Club Phuket Resort	√ Laguna Resorts and Hotels (2013)
12. Chandara Resort & Spa	-	30. Le Meridien Beach Resort Phuket	√ Called
13. Club Med Phuket	√ Called	31. Malisa Villa Suites	-
14. Diamond Cliff Resort & Spa Phuket	√ Called	32. Mangosteen Resort & Ayurveda Spa	√ Called
15. Dusit Thani Laguna Phuket	√ Laguna Phuket (2013)	33. Mission Hills Phuket Golf Resort & Spa	√ Called
16. Evason Phuket & Bon Island	√ WWF and Horwath HTL (2010)	34. Moevenpick Resort Bangtao Beach Phuket	√ Called
17. Grand Mercure Phuket Patong	√ Lifestyle in Thailand (2016)	35. Mövenpick Resort & Spa Karon Beach Phuket	√ Green Globe (2016)
18. Hilton Phuket Arcadia Resort & Spa	√ Called	36. Outrigger Laguna Phuket Resort and Villas	√ Matthew (2014)

37. Paresa Resort Phuket	√ Barnhem (2017)	49. The Nai Harn Phuket	√ Called
38. Patong Paragon Hotel	-	50. The Pavilions Phuket	-
39. Pearl of Naithon	√ Called	51. The Racha Hotel	√ Called
40. Phuket Marriott Resort & Spa, Merlin Beach	√ Called	52. The Residence Phuket	-
41. Renaissance Phuket Resort & Spa	√ The Phuket News (2016)	53. The Surin Phuket	√ Phuketindex.com (2014)
42. Sala Phuket Resort and Spa	√ Called	54. The Vijitt Resort Phuket	-
43. Sri Panwa Phuket Hotel	√ Matthew (2012)	55. The Village Coconut Island	-
44. Swissotel Resort Kamala	√ Window on Phuket (2017)	56. Trisara Villa Phuket	√ Matthew (2014)
45. Swissotel Resort Patong Phuket	√ Window on Phuket (2017)	57. Twinpalms Phuket Resort	√ Blogarama (2014)
46. Thavorn Beach Village Resort & Spa, Phuket	-	58. Villa Tantawan Resort & Spa	-
47. Thavorn Palm Beach Resort	√ Called	59. Villa Zolitude Resort & Spa	-
48. The Baray Villa, Phuket	-	60. Wyndham Sea Pearl Resort Phuket	√ Called

In the table above (Table 3.2) shows the list of five-star hotels in Phuket as of 2017 and 45 of those have been involved in community-based CSR.

In total, 45 five-star hotels were involved in community-based CSR. Then, stratified sampling technique was applied to collected useful qualitative data from hotels' senior managers in all district areas. Table 3.3 depicts the list of five-star hotels that were involved in community-based CSR in each district of Phuket.

Table 3.3

*The list of five-star hotels that were involved in community-based CSR in each district of Phuket*

Districts	Five-star hotels that were involved in community-based CSR	
1. Mueang Phuket district	1. Amanpuri Resort	11. Le Meridien Beach Resort Phuket
	2. Amatara Wellness Resort	12. Mangosteen Resort & Ayurveda Spa
	3. Centara Grand Beach Resort Phuket	13. Mövenpick Resort & Spa Karon Beach Phuket
	4. Club Med Phuket	14. Sri Panwa Phuket Hotel
	5. Evason Phuket & Bon Island	15. Thavorn Palm Beach Resort
	6. Hilton Phuket Arcadia Resort & Spa	16. The Nai Harn Phuket
	7. Karon Beach Resort and Spa	17. The Racha Hotel
	8. Kata Rocks Resort & Residences	
	9. Katamanda Luxury Villas	
	10. Katathani Beach Resort Phuket	
2. Kathu district	1. Amari Phuket	4. Diamond Cliff Resort & Spa Phuket
	2. Avista Hideaway Resort & Spa	5. Grand Mercure Phuket Patong
	3. Baan Yin Dee Boutique Resort Phuket	6. Hyatt Regency Phuket Resort
	7. Impiana Resort Patong, Phuket	11. Phuket Marriott Resort & Spa, Merlin Beach
	8. Kalima Resort & Spa	12. Swisshotel Resort Kamala
	9. La Flora Resort Patong	13. Swisshotel Resort Patong Phuket
	10. Paresa Resort Phuket	14. Wyndham Sea Pearl Resort Phuket
3. Thalang district	1. Banyan Tree Phuket	8. Outrigger Laguna Phuket Resort and Villas
	2. Centara Grand West Sands Beach Resort & Villas Phuket	9. Pearl of Naithon
	3. Dusit Thani Laguna Phuket	10. Renaissance Phuket Resort & Spa
	4. JW Marriott Resort & Spa Phuket	11. Sala Phuket Resort and Spa
	5. Laguna Holiday Club Phuket Resort	12. The Surin Phuket
	6. Mission Hills Phuket Golf Resort & Spa	13. Trisara Villa Phuket
	7. Moevenpick Resort Bangtao Beach Phuket	14. Twinpalms Phuket Resort

In the table above (Table 3.3), it can be seen that 17 hotels in Mueang Phuket district, 14 hotels in Kathu district, and 14 hotels in Thalang district were involved in community-based CSR. After that, simple random sampling with a lottery method was applied. As mentioned earlier, 15 is the smallest acceptable sample for qualitative research (Guest *et al.*, 2006). Thus, all hotels' names that were involved in community-based CSR in each area were put into a box, and 5 hotels in each area

were randomly selected. Table 3.4 depicts the number of five-star hotels that were involved in community-based CSR, sample size, and five-star hotels that were randomly selected in each district.

Table 3.4

*The number of five-star hotels that were involved in community-based CSR , sample size, and five-star hotels that were randomly selected in each district*

Districts	The number of Five-star hotels that were involved in community-based CSR	Sample size	Five-star hotels that were randomly selected in each district
1. Mueang Phuket district	17	5	1. Amatara Wellness Resort 2. Club Med Phuket 3. Kata Rocks Resort & Residences 4. Le Meridien Beach Resort Phuket 5. Sri Panwa Phuket Hotel
2. Kathu district	14	5	1. Amari Phuket 2. Grand Mercure Phuket Patong 3. Hyatt Regency Phuket Resort 4. La Flora Resort Patong 5. Swissotel Resort Kamala
3. Thalang district	14	5	1. Dusit Thani Laguna Phuket 2. JW Marriott Resort & Spa Phuket 3. Renaissance Phuket Resort & Spa 4. Sala Phuket Resort and Spa 5. Twinpalms Phuket Resort
<u>3 Districts</u>	<u>45 Five-star hotels that were involved in community-based CSR</u>	<u>15 Samples</u>	

The table above (Table 3.4), explains why only 5 senior managers of five-star hotels in each district were selected. In total, 15 senior managers of five-star hotels in 3 districts were determined to become informants of the current community-based CSR practices among five-star hotels and hotels' CSFs for community-based CSR.

For sample size of community leaders, stratified sampling technique was applied to collect data from all 3 districts in Phuket which are further subdivided into 104

communities (Phuket National Statistical Office, 2016). The process also involved the use of purposive sampling technique to select only the target communities that used to receive hotels' community-based CSR because it is not easy to get information from the community leaders since the researcher never knew them before. In addition, snowball sampling technique was applied to get information from hidden populations which are difficult to access (Richa, 2017). Specifically, after the first community leader was interviewed, the researcher asked for assistance to recommend to other community leaders, and then ask those leaders to do the same. These steps were repeated until the needed sample size was found.

In the end, five community leaders in each district were selected, giving the study 15 community leaders representing the 3 districts to give the study information on hotels' community-based CSR that they received, the type of hotels' community-based CSR that they need, and their perspectives on hotels' CSFs for community-based CSR. Table 3.5 depicts the number of communities in each district and the sample size.

Table 3.5  
*The number of communities in each district and the sample size*

<b>Districts</b>	<b>The number of communities</b>	<b>Sample size</b>
1. Mueang Phuket district	44	5
2. Kathu district	14	5
3. Thalang district	46	5
<b><u>3 Districts</u></b>	<b><u>104 Communities</u></b>	<b><u>15 Samples</u></b>

### **3.4.2 Quantitative Sampling**

400 hoteliers and 400 residents were determined to be the survey respondents. The process of determining sample size for each group is explained below;

For sample size of hoteliers, stratified sampling technique was used on different subgroups in the three districts of Phuket. This gave the study approximately 133-134 required respondents in each district. To reach this number, purposive sampling technique was used on the hotels previously chosen for the qualitative interview by asking the 15 senior managers that were interviewed to help distribute questionnaires to 15 hoteliers who had participated in community-based CSR in their respective hotels. In addition, simple random sampling was used on other hotels involved in community-based CSR by contacting the HR to ask for permission to survey their staff. In the end, 225 respondents from the 15 five-star hotels, and 175 respondents from other hotels were used as the key survey respondents to help the researcher understand the essential characteristics and CSFs for hotels' community-based CSR. Table 3.6 depicts the total sample size in each district, list and sample size of hotels that were selected by purposive sampling, and the sample size of hotels that were selected by random sampling.

Table 3.6  
*The total sample in each district, list and sample size of hotels that were selected by purposive sampling, and the sample size for random sampling in other hotels*

Districts	Total sample in each district	Five-star hotels that were selected by purposive sampling		Sample size in other hotels
		List of hotels	Sample size	
1. Mueang Phuket district	133	1. Amatara Wellness Resort	15	58
		2. Club Med Phuket	15	
		3. Kata Rocks Resort & Residences	15	
		4. Le Meridien Beach Resort Phuket	15	
		5. Sri Panwa Phuket Hotel	15	
2. Kathu district	133	1. Amari Phuket	15	58
		2. Grand Mercure Phuket Patong	15	
		3. Hyatt Regency Phuket Resort	15	
		4. La Flora Resort Patong	15	
		5. Swissotel Resort Kamala	15	

3. Thalang district	134	1. Dusit Thani Laguna Phuket	15	59
		2. JW Marriott Resort & Spa Phuket	15	
		3. Renaissance Phuket Resort & Spa	15	
		4. Sala Phuket Resort and Spa	15	
		5. Twinpalms Phuket Resort	15	
<b><u>3 Districts</u></b>	<b><u>400</u></b>		<b><u>225</u></b>	<b><u>175</u></b>
	<b>respondents</b>		<b>Samples</b>	<b>Samples</b>

The sample size of residents was estimated based on Phuket's population size of 394,169 of Phuket (Phuket National Statistical Office, 2016) using Yamane's formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

n = the sample size

N = the population Size

e = the acceptable sampling error (expressed as a proportion 0.05)

Sample size calculation is as below;

$$n = \frac{394,169}{1 + 394,169 (0.05)^2}$$

$$n = 399.59$$

Hence, the sample size is 400 respondents. The division of this according to district was determined using stratified sampling is shown in Table 3.7 where approximately 133-134 respondents in each district were determined as the study's survey respondents to help understand about hotels' community-based CSR that the community received, the hotels' community-based CSR that the community needs, and the CSFs for hotels' community-based CSR.

Table 3.7  
*The sample size of residents in each district*

<b>Districts</b>	<b>Sample size</b>
1. Mueang Phuket district	133
2. Kathu district	133
3. Thalang district	134
<b><u>3 Districts</u></b>	<b><u>400 Samples</u></b>

### **3.5 Research Instruments**

Research instruments are measurement tools designed to obtain data on a topic of interest from research subjects. Then, the choice to select research instruments depends on the research objectives, and research design (Saengpikul, 2013). This study is mixed methods research. For collecting qualitative data, in-depth interviews were selected to gain knowledge, views, and experiences from hotels' senior managers and community leaders, which interview protocol was used as an interview guide. For collecting quantitative data, questionnaires were selected to survey hoteliers and residents. Research instruments of this study as shown below.

#### **3.5.1 Interview Protocol**

The interview protocol was designed in line with the objectives and problems of the study for interviewing hotels' senior managers and community leaders. The interview protocol consists of three sections as follows;

Section A: Informant Details – This section does not contain any personally identifiable questions. The questions include informant's name, position, hotel/ or community name, and date of interview.

Section B: Questions about Hotels' Community-based CSR – The interview protocol was designed for exploring the current community-based CSR practices among five-

star hotels in relation to the senior managers' perspectives, and also for examining community-based CSR that communities received from the hotels and their needed in relation to the community leaders' perspectives.

Section C: Questions about Hotels' CSFs for Community-based CSR – This section contains twelve questions related to twelve CSFs for CSR that apply in other industries. All questions were adapted from several studies (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013; Xuerong *et al.*, 2013). Thus, this study aimed to investigate the perspectives of the hotels' senior managers and the community leaders about the CSFs for hotels' community-based CSR with the same CSFs which were found effective in other types of businesses.

For the sample of the interview protocol for hotels' senior managers (see Appendix A), and for the sample of the interview protocol for community leaders (see Appendix B). Both samples are in Thai and English versions.

### **3.5.1.1 Validity and Reliability of Qualitative Instrument**

Triangulation is a technique that facilitates validation of data through cross verification from two or more sources. In particular, it refers to the application and combination of several research methods in the study of the same phenomenon. In addition to the use of diverse data, it involves combining different methods and theories, as well as perspectives of different investigators (Denzin, 1978).

This study utilizes methodological triangulation and data triangulation to check the consistency and accuracy of qualitative data. For methodological triangulation, this study uses two methods for collecting data. First, interview was selected to collect information from hotels' senior managers and community leaders about the current community-based CSR practices among five-star hotels, and hotels' community-based CSR that the communities received and the communities actually needed. Second, open-ended questionnaires were used to collect information from hoteliers and residents about hotels' community-based CSR that hoteliers participated, and hotels' community-based CSR that residents needed and received. For data triangulation, this study used multiple informants from different sources for gathering the same information which include hotels' senior managers, hoteliers, community leaders, and residents from all districts in Phuket.

### **3.5.2 Questionnaire Design**

Questionnaires were designed in line with the objectives and problems of the study for investigating the perspectives of hoteliers and residents. The questionnaires consist of three sections as follows;

Section A: Informant Details – Firstly, questionnaires consist of clarifying questions. Respondents were required for clarification if they used to participate in hotels' community-based CSR activities. If they have never participated, then they were not the target samples of the survey. Secondly, demographic and general questions were consisted of gender, age, marital status, education, position/ occupation, name of hotel/ name of community, specify hotels' community-based CSR that they participated. Thirdly, questionnaires consist with the open-ended questions. For

hoteliers, they can write about community-based CSR activities of their hotels. For residents, they can write about hotels' community-based CSR activities that they received and needed.

Section B: Questions about Hotels' CSFs for Community-based CSR – Close-ended questionnaire with thirty-six questions that related to twelve CSFs for CSR contain in this section. All CSFs for CSR in the questionnaires were adapted from several studies. Table 3.8 depicts the CSFs for CSR, questions for investigating the perspectives of hoteliers and residents, and sources of questions.



Table 3.8

*The CSFs for CSR, questions for investigating the perspectives of hoteliers and residents, and sources of questions*

CSFs for CSR	Questions for Investigating Hoteliers' Perspectives	Questions for Investigating Residents' Perspectives	Adapted from
Top management commitment to CSR	<p>1. I believe that CSR projects are more likely to succeed if top management has commitment.</p> <p>2. I believe that the hotel can maintain the CSR concept and activities for long-term if top management has clear CSR visions, mission, and goals.</p> <p>3. I believe that the ability of top management to establish, manage, and practice community-based CSR lead to positive perspectives from local residents.</p>	<p>1. I believe that CSR activities are more successful in my community when there is commitment from hotel's top management.</p> <p>2. I believe that hotels can maintain community-based CSR activities for long-term if top management has clear CSR visions, mission, and goals.</p> <p>3. I believe that the ability of top management to establish, manage, and practice community-based CSR lead to positive perspectives from local residents.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p> <p>Sangle (2009)</p>
Formal CSR strategic planning and practice	<p>4. I notice that clear plan, purpose, and direction are important guidelines for successful implementation of CSR projects.</p> <p>5. I believe that formal CSR strategic planning and practices, and CSR implementation in everyday operational practice can increase chances of successful CSR projects.</p> <p>6. I think that engaging local residents in CSR planning process can reduce risk, and increase chances of successful CSR projects.</p>	<p>4. I notice that CSR activities that have clear plan, purpose, and direction will be more successfully in term of implemented in my community.</p> <p>5. I believe that formal CSR strategic planning and practices, and CSR implementation in everyday operational practice can increase chances of successful community-based CSR projects.</p> <p>6. I think that engaging local residents in planning process can reduce risk, and increase chances of successful community-based CSR projects.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p> <p>Sangle (2009)</p> <p>Xuerong <i>et al.</i> (2013)</p>

<b>CSFs for CSR</b>	<b>Questions for Investigating Hoteliers' Perspectives</b>	<b>Questions for Investigating Residents' Perspectives</b>	<b>Adapted from</b>
Consumers oriented strategy	<p>7. I believe that the hotel will be more successful in business if it is able to provide goods and services that avoid harming the environment and society.</p> <p>8. I believe that the CSR concept and practices can represent a good image of hotel brand which can make credible in creating successful CSR projects.</p> <p>9. I believe that the hotel can create competitive advantages and loyalty customers by supporting community and society through CSR projects.</p>	<p>7. I believe that hotels will be more successful if it is able to provide goods and services that avoid harming the environment and society.</p> <p>8. I believe that the CSR concept and practices can represent a good image of hotel brand which can make credible in creating successful community-based CSR projects.</p> <p>9. I believe that hotels can create competitive advantages and loyalty customers by supporting community and society through CSR projects.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Xuerong <i>et al.</i> (2013)</p>
Embedding CSR into the organizational culture and citizen behavior	<p>10. I believe that the hotel will be more successful in implementing CSR if it is able to embed CSR into organizational culture to make the whole organization concern in the CSR concept.</p> <p>11. I believe that all levels in organization are important to make successful CSR implementation. Thus, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level.</p> <p>12. I believe that CSR projects are more likely to succeed if the projects conduct with understanding and accepting of hotel staff.</p>	<p>10. I believe that hotels will be more successful in implementing CSR in my community if they are able to embed CSR into their organizational culture to make the whole organization concern in the CSR concept.</p> <p>11. I believe that all levels in organization are important to make successful community-based CSR implementation. Thus, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level.</p> <p>12. I believe that CSR projects are more likely to succeed in my community if the projects conduct with understanding and accepting of hotel staff.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p> <p>Sangle (2009)</p> <p>Xuerong <i>et al.</i> (2013)</p>

CSFs for CSR	Questions for Investigating Hoteliers' Perspectives	Questions for Investigating Residents' Perspectives	Adapted from
Employee commitment to CSR	13. I believe that employee's commitment and active participation to CSR are key components for leading to success in hotel's CSR projects.	13. I believe that employee's commitment and active participation to CSR are key components for leading to success in hotels' community-based CSR projects.	Kahre et al. (2013) Nyuur et al. (2014) Sangle (2009)
	14. I believe that employee's commitment would assist in establishing CSR culture and implementing CSR activities for both inside and outside of the hotel.	14. I believe that employees' commitment would assist in establishing CSR culture and implementing CSR activities for both inside and outside of hotels.	Xuerong et al. (2013)
	15. I believe that human resource management should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems for motivating staff to being active in CSR volunteering.	15. I believe that human resource management should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems for motivating staff to being active in CSR volunteering.	
Community engagement	16. I believe that hotel's CSR projects are more likely to succeed if local residents have the chance to engage in the decision-making process.	16. I believe that hotels' CSR projects are more likely to succeed if local residents have the chance to engage in the decision-making process.	Kahre et al. (2013) Nyuur et al. (2014) Sangle (2009)
	17. I believe that residents' engagement helps to create better understanding and transforming community' needs into CSR planning and practices. This helps hotel to cooperate and work with local residents to achieve the CSR goals.	17. I believe that residents' engagement helps to create better understanding and transforming community' needs into CSR planning and practices. This helps hotel to cooperate and work with local residents to achieve the CSR goals.	Xuerong et al. (2013)
	18. I believe that hotel should open-minded to share attitude with local residents because it is another vital tool in CSR integration to create long-term relationships with communities.	18. I believe that hotels should be open-minded to share attitude with local residents because it is another vital tool in CSR integration to create long-term relationships with community.	

CSFs for CSR	Questions for Investigating Hoteliers' Perspectives	Questions for Investigating Residents' Perspectives	Adapted from
Participation in community-based CSR	19. I agree that community development is one of important part of hotel's CSR.	19. I agree that community development is one of important part of hotel's CSR.	Kahreh <i>et al.</i> (2013)
	20. In order to make the projects more successful, I think local residents should be involved in planning and decision-making processes of community-based CSR.	20. In order to make the projects more successful, I think local residents should be involved in planning and decision-making processes of community-based CSR.	Nyuur <i>et al.</i> (2014)
	21. I believe that CSR projects are more likely to succeed if local residents have more chances to share their perspectives, and reflect the facts about community problems.	21. I believe that CSR projects are more likely to succeed if local residents have more chances to share their perspectives, and reflect the facts about community problems.	Sangle (2009) Xuerong <i>et al.</i> (2013)
Knowledge sharing	22. I agree that knowledge sharing is an important process for implementing CSR because it supports the exchange of knowledge and experience between hotel and local residents.	22. I agree that knowledge sharing is an important process for implementing CSR in my community because it supports the exchange of knowledge and experience between hotels and local residents.	Kahreh <i>et al.</i> (2013)
	23. I think that knowledge sharing is the process of mutual CSR benefits between the hotel and local residents.	23. I think that knowledge sharing is the process of mutual CSR benefits between hotels and local residents.	Sangle (2009)
	24. I believe that the hotel can get knowledge from sharing and learning with multi-stakeholders who can plan appropriately for community-based CSR projects.	24. I believe that hotels can get knowledge from sharing and learning with multi-stakeholders who can plan appropriately for community-based CSR projects.	

<b>CSFs for CSR</b>	<b>Questions for Investigating Hoteliers' Perspectives</b>	<b>Questions for Investigating Residents' Perspectives</b>	<b>Adapted from</b>
Laws and social norms	<p>25. I believe that hotel's CSR programs will become truly successful if all the procedures are in line with laws and social norms.</p> <p>26. I agree that the hotel must follow international guidelines, laws, social and community norms. Otherwise, it can be banned from operating business in host country/ or community.</p> <p>27. I believe that the hotel is more likely to success if starting business from understanding and getting familiar with all of the laws, social and community norms that hotel must adhere to.</p>	<p>25. I believe that hotels' community-based CSR programs will become truly successful if all the procedures are in line with laws and social norms.</p> <p>26. I agree that hotels must follow international guidelines, laws, social and community norms. Otherwise, they can be banned from operating business in host country/ or community.</p> <p>27. I believe that hotels are more likely to success if starting business from understanding and getting familiar with all of the laws, social and community norms that hotels must adhere to.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p> <p>Xuerong <i>et al.</i> (2013)</p>
CSR project management committees	<p>28. I think all the projects and the whole process of CSR should be properly managed by CSR project management teams.</p> <p>29. I think hotel's CSR projects are more likely to succeed if project management manages the project with clear goals, objectives, communication, timelines, and ability to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders.</p> <p>30. I think the hotel should have CSR department and CSR staff to manage CSR projects for internal and external organization.</p>	<p>28. I think all the projects and the whole process of community-based CSR should be properly managed by CSR project management teams.</p> <p>29. I think hotels' CSR projects in my community are more likely to succeed if project management manages the project with clear goals, objectives, communication, timelines, and ability to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders.</p> <p>30. I think hotels should have CSR department and CSR staff to manage CSR projects for internal and external organization.</p>	<p>Kahreh <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p>

<b>CSFs for CSR</b>	<b>Questions for Investigating Hoteliers' Perspectives</b>	<b>Questions for Investigating Residents' Perspectives</b>	<b>Adapted from</b>
Financial performance	<p>31. I believe the allocation of adequate budget can make successful CSR projects and maintain the CSR concept for long-term.</p> <p>32. I believe that even transformation of residents' needs and expectations into business strategy can cost and destroy shareholders' profits but a socially responsible behavior tend show long-term financial gains for the hotel.</p> <p>33. I believe if there is lack of sufficient financial resources all will affect the effectiveness of the operational management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives.</p>	<p>31. I believe the allocation of adequate budget can make successful CSR projects and maintain the CSR concept in my community for long-term.</p> <p>32. I believe that even transformation of residents' needs and expectations into business strategy can cost and destroy shareholders' profits but a socially responsible behavior tend show long-term financial gains for hotels.</p> <p>33. I believe if there is lack of sufficient financial resources all will affect the effectiveness of the operational management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives.</p>	<p>Kahre <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p>
Measuring and reporting performance of CSR	<p>34. I think measuring and reporting performance of CSR are important processes to make CSR project complete.</p> <p>35. I believe that the hotel would benefit from proper measuring and reporting their CSR activities because it can report CSR performance to the public and also receive feedback from all related parties.</p> <p>36. For more effective measuring and reporting processes, I believe that local residents should be engaged to exchange ideas on CSR-related issues for future improvement and deeper integration.</p>	<p>34. I think measuring and reporting performance of community-based CSR are important processes to make CSR project complete.</p> <p>35. I believe that hotels would benefit from proper measuring and reporting their community-based CSR activities because they can report CSR performance to the public and also receive feedback from all related parties.</p> <p>36. For more effective measuring and reporting processes, I believe that local residents should be engaged to exchange ideas on community-based CSR issues for future improvement and deeper integration.</p>	<p>Nyuur <i>et al.</i> (2014)</p> <p>Sangle (2009)</p> <p>Xuerong <i>et al.</i> (2013)</p> <p>Nyuur <i>et al.</i> (2014)</p> <p>Sangle (2009)</p> <p>Xuerong <i>et al.</i> (2013)</p>

The method of Likert scale questionnaire is appropriate with this study because this method is suitable when researcher needs to survey and measure opinions, beliefs, and attitudes of a group of people relating to a particular issue (Saengpikul, 2013). A 5-point Likert scale was chosen as response format for close-ended questionnaires because the target respondents might be busy in daily work and when using a 5-point Likert scale, the respondents could better understand what option they should select for their answer. A 5-point Likert scale was used with anchors from strongly agree to strongly disagree. This can also give the respondents a chance to be neutral in the subject matter of the study. Moreover, a 5-point Likert scale is appropriate in situations with high sample size like in this study.

Section C: Suggestion – Open-ended questionnaires were used to allow the respondents to give comments and suggestions what they think in their own words. For the sample of the questionnaires for hoteliers (see Appendix C), and for the sample of the questionnaires for residents (see Appendix D). Both samples are in Thai and English versions.

It can be concluded that in-depth interviews and questionnaires have been applied for collecting qualitative and quantitative data for finding the essential characteristics and CSFs for community-based CSR that could help align five-star hotels' CSR with the community perspectives.

### **3.5.2.1 Validity and Reliability of Quantitative Instrument**

Questionnaire testing was conducted in two parts. The first part assessed content validity of the questionnaire. The second part evaluated the reliability of the questionnaire.

For content validity testing, the researcher checked for the validity of content and found that all questions were connected and related to the research objectives. After that the research supervisor, Professor Dr. Azilah Kasim checked through all questions again by considering several aspects such as aligning the research problems, objectives and questions must be related, clarity of language, and suitability of questionnaire form. Finally, the questionnaire was optimized according to the recommendations of supervisor.

For reliability testing, Cronbach's coefficient alpha was used to calculate the internal consistency coefficients of questions included in the questionnaire through a pilot study. As in any research, it is often wise to first pilot the questions by several respondents prior to data collection proper. It allows the interviewer to recheck the questions, the language validity, and the reliability of the items. In addition, it helps to clarify if the questions are clear, understandable and capable of answering the research objectives, and if not, therefore, the questions are required to be revised. For an appropriate sample for the pilot study, Isaac and Michael (1995) suggested 10-30 participants. Neuman (1997) suggested that a pilot study sample should be 10 percent of the sample projected. Thus, the questionnaires of this study were pilot tested to conduct preliminary analysis before administering the structured interview schedule to the samples. Therefore, 30 hoteliers and 30 residents in Koh samui, Surat Thani

province were chosen by using a convenience sample. Koh samui, Surat Thani province was chosen for the pilot test because it is not included in this study, thus avoiding the possibility of including it into the actual samples. Table 3.9 depicts the reliability result of pilot study.

*Table 3.9*  
*The reliability result of pilot study (n = 60)*

Scales	No. of items	Cronbach's alpha
1. Top management commitment to CSR	3	.863
2. Formal CSR strategic planning and practice	3	.868
3. Consumers oriented strategy	3	.799
4. Embedding CSR into the organizational culture and citizen behavior	3	.888
5. Employee commitment to CSR	3	.859
6. Community engagement	3	.945
7. Participation in community-based CSR	3	.888
8. Knowledge sharing	3	.863
9. Laws and social norms	3	.869
10. CSR project management committees	3	.861
11. Financial performance	3	.926
12. Measuring and reporting performance of CSR	3	.912
<b>Total</b>		<b>.979</b>

From the table above (Table 3.9), reliability result of the pilot study was above .90, which was accepted as a high level (Sekaran, 2000). This indicates the internal consistency and content validity of the instrument. Therefore, no changes in the actual questionnaire design.

For operationalization of variables, the researcher began with a concept and conceptualization of that concept that was clearly defined and outlined by a theoretical foundation (as elaborated on in Chapter 2 of this thesis). Once a theoretical construct was defined, then operationalization can help to move from

concepts to operationalization. Table 3.10 depicts operationalizing definitions of each variable.

Table 3.10  
*Operationalizing definitions of each variable*

Variables	Operational Definition
1. Top management commitment to CSR	Vision and support of management level are important to make success hotels' community-based CSR; if top management has no vision for applying CSR, then, the entire company and synergic development with society cannot operate smoothly and efficiently.
2. Formal CSR strategic planning and practice	Clear plan and direction are important guidelines for bringing the CSR concept to everyday operational practice in all sections and developing surrounding communities.
3. Consumers oriented strategy	It is important to produce quality, and safe products and services for customers while avoiding causing harm to the environment and society. These can create competitive advantages, loyalty customers, and make credible in creating successful CSR projects.
4. Embedding CSR into the organizational culture and citizen behavior	It is a system of shared beliefs held by organizational members to make the whole organization concern in the CSR concept.
5. Employee commitment to CSR	Hoteliers are important person in bringing the concept of CSR into practice, and implementing CSR activities for both inside and outside organizations. Thus, hotels should motivate and support them to being active volunteering.
6. Community engagement	Hotels' community-based CSR projects are more likely to success if local residents have the chance to engage the decision-making process. This helps hotel to cooperate and work with local residents to achieve the CSR goals.
7. Participation in community-based CSR	Community development is one of important part of hotels' CSR. Thus, hotels should take responsibility to develop the areas in which they operate.
8. Knowledge sharing	Knowledge sharing is important process for implementing CSR because it supports the exchange of knowledge and experience between hotels and local residents.
9. Laws and social norms	Hotels' CSR programs will become truly successful if all procedures in line with laws and social norms. Otherwise, hotels can be banned from operating business in host country/ or community.
10. CSR project management committees	Good project management skills have become an important factor for operating CSR projects. Hotels' CSR projects are more likely to

	success if CSR project managements have worked from conception to completion.
11. Financial performance	Allocation of adequate budget throughout the project can make successful CSR projects and maintain the CSR concept for long-term. Lack of sufficient financial resources affect the effectiveness of the operations management
12. Measuring and reporting performance of CSR	Measuring and reporting performance of CSR are important processes to make CSR project complete. Both internal and external stakeholders should be engaged in providing and receiving feedback and support, and share ideas on CSR-related issues for future improvement and deeper integration.

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From the table above (Table 3.10), it can be seen that operationalization is an important step in the process of developing quantitative research instrument, to define the variable's meaning in a specific study.

### 3.6 Translation of the Instruments

The interview protocols and questionnaires of this study were first designed in English. However, it is not suitable to conduct research interviews and surveys in English with Thais. Therefore, the interview protocols and questionnaires were translated into Thai. In order to ensure content validity of the translation, then the protocols and questionnaires were translated via a procedure of double-back translation (Brislin, 1980). First, the English version was translated into the Thai language, and later the Thai version was re-translated into the English language. Research instruments were translated into Thai and then translated back into English by two different lecturers. In relation to the content and wording of the questions, they were designed to be short, simple and comprehensible to avoid ambiguity (Kassim, 2001). An attempt was made to include questions only if they were necessary in achieving research objectives, and avoiding jargons and technical term

as much as possible, especially for community leaders and residents, so as to make the questions simple and easy to understand.

### **3.7 Data Collection Procedures**

The participants of this study were categorized into two groups, the hotel group and the community group. The data collection procedures for actual study of each group are presented below.

#### **3.7.1 Data Collection from Hotels**

There are two types of participants for the hotel group. Senior managers of five-star hotels were interviewed for collecting qualitative data and the hoteliers of five-star hotels were surveyed for collecting quantitative data.

For senior managers of five-star hotels, there were supposedly 15 informants for the 3 districts in Phuket. Therefore, 5 hotels in each district became the key informants. Firstly, the simple random sampling approach was applied. The names of five-star hotels that were involved in community-based CSR in Mueang Phuket district were put in a box, and then 5 hotels were randomly selected as samples. After that the researcher did the same thing with Kathu and Thalang districts. Secondly, the researcher called to HR department of the target hotels to inform them about the research purposes. Thirdly, the interview invitation letter and interview protocol were distributed through emails to HR managers of the 15 target hotels. Fourthly, the confirmations of participation were received via phones and emails. The results appeared that 2 hotels in Mueang Phuket district, 1 hotel in Kathu district, and 2 hotels in Thalang district were not available for the interview. Fifthly, the researcher

repeated the first four processes until confirmations were received from 15 hotels. Sixthly, face-to-face interviews using interview protocols were to gather insight and understanding complex issues when a specific target population is involved. Interviews were conducted at HR meeting room or hotels' lobby, made during October 2017 - January 2018. All informants allowed the researcher to record interviews by using recording equipment.

During the interview, some HR managers gave contact details of the person in other hotels that are in charge of CSR, and then the researcher called to make an appointment with them and 3 more hotels were added. Therefore, snowball sampling was also applied in this section. Eventually, there were 18 senior managers participated in the study. Table 3.11 depicts the actual sample size, list of hotels that were interviewed, and hotel types.

Table 3.11  
*The actual sample size, list of hotels that were interviewed, and hotel types*

Districts	Actual sample size	Five-star hotels that were interviewed sort by interview dates	Hotel types
1. Mueang Phuket district	5	1. Le Meridien Beach Resort Phuket	International hotel chain
		2. Kata Rocks Resort & Residences	Independent hotel
		3. Amatara Wellness Resort	Independent hotel
		4. Club Med Phuket	International hotel chain
		5. Sri Panwa Phuket Hotel	Independent hotel
2. Kathu district	7	1. Phuket Marriott Resort & Spa, Merlin Beach	International hotel chain
		2. Swissotel Resort Kamala	International hotel chain
		3. Hyatt Regency Phuket Resort	International hotel chain
		4. Wyndham Sea Pearl Resort Phuket	International hotel chain
		5. La Flora Resort Patong	Independent hotel
		6. Amari Phuket	International hotel chain
		7. Grand Mercure Phuket Patong	International hotel chain
3. Thalang distri	6	1. JW Marriott Resort & Spa Phuket	International hotel chain
		2. Renaissance Phuket Resort & Spa	International hotel chain
		3. Banyan Tree Phu	International hotel cha

<b>Districts</b>	<b>Actual sample size</b>	<b>Five-star hotels that were interviewed sort by interview dates</b>	<b>Hotel types</b>
		4. Dusit Thani Laguna Phuket	International hotel chain
		5. Twinpalms Phuket Resort	Independent hotel
		6. Sala Phuket Resort and Spa	Domestic hotel chain
			<b><u>12 International hotel chain</u></b>
<b><u>3 Districts</u></b>		<b><u>18 Samples</u></b>	<b><u>1 Domestic hotel chain</u></b>
			<b><u>5 Independent hotel</u></b>

Based on the table above (Table 3.11), it can be seen that 18 senior managers of five-star hotels were interviewed comprised of 12 international hotel chains, 1 domestic hotel chain, and 5 independent hotels.

The hoteliers of five-star hotels were interviewed next. Senior managers at 18 hotels assisted with distributing 15 questionnaires to their staff members who participated in the hotels' community-based CSR. There were several steps taken in the process. Firstly, 270 questionnaires were distributed by the managers to the hoteliers. Secondly, the questionnaires were returned to the researcher via mails as the managers were provided with a pre-addressed and postage-paid envelopes. Thirdly, two weeks after, the hotels that did not completely answer the questionnaires were followed up by phone calls, during October 2017 – February 2018. Total of 232 questionnaires were returned. Fourthly, after that HR managers of other five-star hotels were contacted through phone calls and emails for permission to allow the researcher to interview their staff who participated in hotels' community-based CSR. In total, 48 informants from several five-star hotels were interviewed using paper-based questionnaires. Three research assistants were employed for taking the survey, to cater hoteliers who were busy schedules and ensure the collection of responses. Fifthly, those informants were requested to share the link to the online survey with

their friends who had participated in hotels' CSR. The internet-based survey gathered 120 responses. In total, 400 responses were gathered in June 2018. Table 3.12 depicts the number of responses from several processes and the actual sample size in each district.

Table 3.12  
*The number of responses from several processes and the actual sample size in each district*

Districts	The number of returned questionnaires		Actual sample size in each district
	From five-star hotels that HR managers helped distribute questionnaires to their staff	From face-to-face interviews and internet-based questionnaires	
1. Mueang Phuket district	1. Le Meridien Beach Resort Phuket 15 2. Kata Rocks Resort & Residences 15 3. Amatara Wellness Resort 15 4. Club Med Phuket 13 5. Sri Panwa Phuket Hotel 4	29	91
2. Kathu district	1. Phuket Marriott Resort & Spa, Merlin Beach 15 2. Swissotel Resort Kamala 15 3. Hyatt Regency Phuket Resort 15 4. Wyndham Sea Pearl Resort Phuket 15 5. La Flora Resort Patong 8 6. Amari Phuket 15 7. Grand Mercure Phuket Patong 15	35	133
3. Thalang district	1. JW Marriott Resort & Spa Phuket 15 2. Renaissance Phuket Resort & Spa 12 3. Banyan Tree Phuket 15 4. Dusit Thani Laguna Phuket 10 5. Twinpalms Phuket Resort 9 6. Sala Phuket Resort and Spa 11	104	176
<b><u>3 Districts</u></b>	<b><u>232 Samples</u></b>	<b><u>168 Samples</u></b>	<b><u>Total 400 Samples</u></b>

Based on the table above (Table 3.12), it can be concluded that the researcher received 232 responses from five-star hotels that HR managers helped distribute

questionnaires to their staff, 168 responses from face-to-face interviews and internet-based questionnaires.

### **3.7.2 Data Collection from Communities**

There are two types of participants for community group. Community leaders were interviewed for collecting qualitative data and residents were surveyed for collecting quantitative data.

For community leaders, the researcher began by calling to district municipality offices to inform the research purposes, then an invitation letter and interview protocol were sent by fax for permission to interview the head of the division who is involved in community development, or ask for the contact details of the community leaders. This was done on January 2018. For Mueang Phuket district, an officer of Karon sub-district municipal office helped coordinating and making advance appointment with the community leaders. On the appointment date, there were 5 community leaders came to the office. For Kathu district, director of public health and environment division, Patong municipality office gave useful information during the interview and also gave contact details of other community leaders. Then, snowball sampling was applied until 5 community leaders in Kathu district were interviewed. For Thalang district, the researcher received contact details of the village leader in Mai Khao sub-district and he gave contact details of person who can give better information about CSR that people needs such as school director, foundation director, non-profit organization, etc. Thus, there were 5 informants from Thalang district. The interview protocol was used to help people who do not see well and people who tire easily can find an interviewer-administered survey easier than

filling out a self-administered form. Table 3.13 depicts the actual sample size in each district and informants' position.

Table 3.13  
*The actual sample size in each district and informants' position*

Districts	Sample size	Informants' position sort by interview dates
1. Mueang Phuket district	5	<ul style="list-style-type: none"> <li>- Member of the municipal council, Ratsada sub-district</li> <li>- Community leader of Chalong sub-district</li> <li>- Community leader of Karon sub-district</li> <li>- Community leader of Vichit sub-district</li> <li>- Community leader of Rawai sub-district</li> <li>- Director of public health and environment division, Patong municipality office</li> </ul>
2. Kathu district	5	<ul style="list-style-type: none"> <li>- Community leader of Ketho community</li> <li>- Secretary of Patong development foundation</li> <li>- Deputy municipal clerk, Patong municipality office</li> <li>- Director of Baan Kalim school</li> <li>- Director of Ban Kho En school</li> </ul>
3. Thalang district	5	<ul style="list-style-type: none"> <li>- Director of Phuket children and families foundation</li> <li>- Head of accounting and finance, Phuket sunshine village</li> <li>- Village health volunteer, Bang Tao community</li> <li>- Director of Yaowawit school</li> </ul>
<b><u>3 Districts</u></b>	<b><u>15</u></b>	
	<b><u>Samples</u></b>	

Based on the table above (Table 3.13), it can be seen that 5 community leaders in each district were interviewed. Finally, there were 15 community leaders who participated in the study.

For residents surveys, there were three research assistants were employed for taking the survey, to cater respondents who were unable to read or access the internet by themselves, 217 respondents were surveyed from January to June 2018. After that, 183 online responses were collected. In total, there were 400 responses collected in

November 2018. Table 3.14 depicts the number of responses from several processes and the actual sample size in each district.

Table 3.14

*The number of responses from several processes and the actual sample size in each district*

Districts	The number of responses		Actual sample size in each district
	From face-to-face interviews	From internet-based questionnaires	
1. Mueang Phuket district	83	107	190
2. Kathu district	64	32	96
3. Thalang district	70	44	114
<b><u>3 Districts</u></b>	<b><u>217 Samples</u></b>	<b><u>183 Samples</u></b>	<b><u>Total 400 Samples</u></b>

Based on the table above (Table 3.14), it can be seen that the actual sample sizes were 190, 96, and 114 in Mueang Phuket district, Kathu district, and Thalang district, respectively.

This study collected qualitative and quantitative data at the same time. Finally, the survey was completed within 13 months which started in October 2017 - November 2018. Part of the finding on the CSFs for a successful community-based CSR, the hotel group comprising the senior managers and hoteliers could easily understand the questions; however, the local group comprising the community leaders and residents could not easily answer the questions because they had never known the elements of CSR. Thus, the researcher and research assistants gave more explanations and examples to ensure that the respondents could clearly understand.

### 3.8 Data Analysis

This research is mixed methods research, and data analysis processes for qualitative and quantitative researches are described below.

### **3.8.1 Qualitative Data Analysis**

Content analysis and thematic analysis were used to analyse the data which were gathered from interviews. The data gathered from in-depth interviews were categorized in themes and sub-themes, so as to be able to be comparable.

In order to summarize the current community-based CSR practices among five-star hotels in Phuket, the data gathered from hotels' senior managers were categorized based on hotel types: international hotel chain, domestic hotel chain, and independent hotel. The concepts and practices for community-based CSR of each hotel type were compared. In order to investigate the essential characteristics of a community-based CSR project, the data gathered from community leaders were categorized by districts: Mueang Phuket district, Kathu district, and Thalang district. Then, the gaps between community-based CSR activities that communities received and what the communities needed in each district were compared. Then, this study identifies the similarities and discrepancies between the types of community-based CSR that Phuket communities received versus the types that they needed. In order to identify the CSFs for a successful community-based CSR, the data gathered from hotels' senior managers and community leaders were compared.

### **3.8.2 Quantitative Data Analysis**

The quantitative data were processed by using the Statistical Package for Social Sciences (SPSS). The questionnaire used statistical analysis which is shown below.

Section A: Informant Details – Demographic characteristics of respondents, the number of hotels' community-based CSR in which hoteliers participated, residents

received, and their needed were analyzed by descriptive statistics. Those were frequencies and percentages.

Section B: Questions about Hotels' CSFs for Community-based CSR – T-test was applied to compare the mean value of hoteliers and residents about their opinions on the CSFs for a successful community-based CSR. Likert scale was used (Saengpikul, 2013) as shown below.

Scale	Intervals	Meaning
5	4.50 – 5.00	The most
4	3.50 – 4.49	More
3	2.50 – 3.49	Average
2	1.50 – 2.49	Less
1	0 – 1.49	The least

### 3.9 Summary

Mixed methods can be an ideal technique for this study to collect qualitative and quantitative data from both five-star hotels and communities to provide better understanding of the true pictures of the current community-based CSR practices among five-star hotels in Phuket, the essential characteristics a community-based CSR project should have, and the CSFs for community-based CSR among five-star hotels in Phuket, Thailand. The next chapter presents the results of the data analysis and testing of the hypotheses formulated in this study.

## **CHAPTER FOUR**

### **RESULTS**

#### **4.1 Introduction**

This chapter presents the results of the pilot study, qualitative and quantitative findings. Content analysis was used to analyze the qualitative data which were collected from the opinions of the hotels' senior managers and community leaders, while SPSS was applied to analyze the quantitative data which collected from the opinions of hoteliers and residents.

#### **4.2 Qualitative Findings**

This study utilizes content analysis to analyze data from in-depth interviews which hotels' senior managers and community leaders were determined to be the key informants for qualitative data.

##### **4.2.1 Senior Managers' Perspectives on Current Community-based CSR**

The results in this part answer the first objective, which is to explore the current community-based CSR practices among five-star hotels in Phuket. Table 4.1 below depicts the interview results of the current community-based CSR practices among five-star hotels in Phuket.

Table 4.1

*The interview results of the current community-based CSR practices among five-star hotels in Phuket*

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
<b>Mueang Phuket district: 5 hotels</b>						
Informant 1 Director of Human Resources, Le Méridien Phuket Beach Resort	The hotel used to give 25% from marathon charity to schools but has never seen anything happen i.e. library, school supplies, or any development. Thus, the hotel decided to stop creating CSR for the surrounding communities but the hotel has donated and supported through nonprofit organizations.	Punfunpunyim nonprofit organization of Her Royal Highness Princess Maha Chakri Sirindhorn	The hotel has never done any survey on communities' needs because the target community is not the local communities.	- Corporated with Punfunpunyim nonprofit organization to order wristband from disabled people to give to hotel's guests as welcome gift - Marathon	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on budget.	- HR submitted the CSR report to general manager (GM). - GM measured the success of CSR projects by comparing the CSR report with monthly and yearly plan.
Informant 2 Human Resources &	The hotel always create community-based CSR activities to make residents	- Communities near hotel - Kata area is the target	- The hotel discussed with community leaders before implementing	- Cleaned turtle ponds - Road repair project - Cleaned temples and	- The hotel has yearly plan and budget for CSR but when communities	- HR submitted the CSR report to GM.

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Training Manager, Kata Rocks Resort & Residences	feel good because since the beginning that the hotel was built, it disturbed to the surrounding communities and residents felt bad in that time.	community.	CSR. - Hotel's employee benefits committees have done the survey on communities needs in every 6 months.	communities - Blood donation - Donated clothes and supplies - Gave towels and sarongs to elderly for showing respect in Songkran festival - Supported to schools and temples	requested something that was out of the plan, then HR manager has to ask permission from GM. - Resources for CSR were emphasized on budget and volunteers	- GM has never measured the success of community-based CSR projects.
Informant 3 Director of Human Resources, Amatara Wellness Resort	- Even Amatara is not a hotel chain but the owner always support and encourage staff to participate in CSR. - CSR is one of the KPIs of HR performance - The hotel must create community-based CSR 2-3	- Communities near hotel - Baan Lampanwa and Baan Aonambor are the target community.	Communities and schools only sent official letter to hotel's HR when they need support.	- Supported education by teaching children about knowledge and skills in kitchen department at Baan Panwa school - Supported scholarships - Released sea turtles	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on budget and volunteers from every department.	- After the projects, the hotel received feedback of residents from smiling and saying thank you but the hotel has never checked feedback by paper.

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
	projects/year.					<ul style="list-style-type: none"> <li>- HR submitted the CSR report to GM.</li> <li>- Hotel' management teams measured the success of CSR projects.</li> </ul>
Informant 4 Human Resources Manager, Club Med Phuket	The hotel always create community-based CSR activities to make residents feel good because Club Med was the first hotel in this area and most of the customers are foreigners.	<ul style="list-style-type: none"> <li>- Communities near hotel</li> <li>- Karon area is the target community.</li> <li>- Supported people in other areas that needed helps</li> </ul>	The hotel contacted to Karon subdistrict municipality to survey community needs before starting CSR.	<ul style="list-style-type: none"> <li>- Built school buildings for Baan Kata school</li> <li>- Students in Baan Kata school can play and use hotel's sports facilities 2 times/month</li> <li>- Students and disabled children were invited to have lunch, snacks and drinks in</li> </ul>	- The hotel has yearly plan and budget about 200,000-300,000 baht/year for CSR projects.	<ul style="list-style-type: none"> <li>- After the projects were conducted, the hotel got feedback of residents from smiling and saying thank you but the hotel has never checked feedback by paper.</li> </ul>

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				<ul style="list-style-type: none"> <li>hotel during special occasions.</li> <li>- Supported food and repaired buildings for disadvantaged children in Baan Lung Pitak for more than 10 years</li> <li>- Donated money for schools, temples, and people who were affected by tsunami disaster</li> </ul>		<ul style="list-style-type: none"> <li>- HR submitted the CSR report to the headquarter's office in France.</li> </ul>
Informant 5 Training Manager, Sri Panwa Phuket Hotel	<ul style="list-style-type: none"> <li>- Hotel's CSR activities depended on the request of government section and communities.</li> <li>- In the past, hotel's staff can share ideas to create</li> </ul>	Communities near hotel	The hotel has never done any survey on communities' needs.	<ul style="list-style-type: none"> <li>- Marathon charity for heart disease patients</li> <li>- Supported scholarships</li> <li>- Cleaned beaches and communities</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel has never settled yearly plan for CSR, resources for CSR depended on request of government section and communities i.e. budget,</li> </ul>	<ul style="list-style-type: none"> <li>- After the projects were conducted, the hotel got feedback of residents from words of mouth,</li> </ul>

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
	hotel' s CSR activities but right now all ideas have come from management teams.			<ul style="list-style-type: none"> <li>- Released sea turtles</li> <li>- Donated money and supplies for disabled children and elderly in nursing homes</li> <li>- Blood donation</li> </ul>	volunteers.	<ul style="list-style-type: none"> <li>social network, and reaction of residents.</li> <li>- HR submitted the CSR report to GM and hotel's owner.</li> </ul>
<b>Kathu district: 7 hotels</b>						
Informant 6 Training Operation Manager, Phuket Marriott Resort & Spa, Merlin Beach	<ul style="list-style-type: none"> <li>- "Spirit to Serve our communities" is the core value of all hotels under Marriott chain.</li> <li>- Marriott brand has cooperated with the International Union for Conservation of Nature (IUCN) to plan and manage CSR.</li> </ul>	<ul style="list-style-type: none"> <li>- The target communities for each project has been determined by headquarters and IUCN.</li> </ul>	IUCN surveyed communities' needs and perspectives before starting CSR activities.	<ul style="list-style-type: none"> <li>- Hero helmet project for schools</li> <li>- Live coral project</li> <li>- Supported education by being a partner with Yaowawit school in Phangnga province for teaching knowledge and skills in kitchen department</li> <li>- Donated foods and</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel has yearly plan and budget for CSR.</li> <li>- Resources for CSR were emphasized on budget.</li> <li>- Some activities were created in order to raise funds from hotel's guests</li> <li>- Some projects were emphasized on</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel received a letter of thanks from community leaders.</li> <li>- After the projects were conducted, the hotel got feedback of residents from</li> </ul>

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				<p>supplies to elderly in nursing homes</p> <ul style="list-style-type: none"> <li>- Blood donation for Vachira Phuket hospital</li> </ul>	<p>volunteers but not so much on the staff.</p>	<p>smiling and saying thank you but the hotel has never checked feedback by paper.</p> <ul style="list-style-type: none"> <li>- IUCN checked feedback of residents for some projects.</li> <li>- HR submitted the CSR report of each activity to GM.</li> <li>- Hotel' management teams measured the success of community-</li> </ul>

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
						based CSR projects by checking from the report of each CSR activity.
Informant 7 Senior Human Resources Supervisor, Swissotel Resort Kamala	<ul style="list-style-type: none"> <li>- "Planet 21" is the core value of all hotels under Accor chain. It involves being friendly to society, environment, and communities.</li> <li>- The hotel has to create different CSR projects every year.</li> <li>- The hotel supported CSR activities of Kamala sub district administrative organization.</li> </ul>	<ul style="list-style-type: none"> <li>- Communities near hotel</li> <li>- Kathu and Pa Khlok areas are the target communities.</li> </ul>	<p>The hotel contacted schools, hospitals, nursing homes, and Kamala sub district administrative organization to survey their needs before starting CSR.</p>	<ul style="list-style-type: none"> <li>- Cleaned beaches and communities</li> <li>- Mangrove forest planting</li> <li>- Released sea turtles</li> <li>- Marathon</li> <li>- Blood donation</li> <li>- Donated foods and supplies for elderly, children, and residents in special occasions i.e. Children's day, New year festival, Songkran festival</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel has yearly plan and budget for CSR.</li> <li>- Resources for CSR were emphasized on budget.</li> <li>- Some activities were created in order to raise funds from staff and hotel's guests i.e. donation boxes at the lobby.</li> </ul>	<ul style="list-style-type: none"> <li>- After the projects were conducted, the hotel got positive feedback from residents but the hotel has never checked feedback by paper.</li> <li>- HR submitted the CSR report to GM.</li> <li>- GM measured</li> </ul>

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
						<p>the success of CSR projects by checking the CSR report.</p> <p>- Accor headquarter office measured the success of CSR projects by checking the CSR report.</p>
<p>Informant 8 Assistant Training Manager, Hyatt Regency Phuket Resort</p>	<p>Most of hotel's CSR activities depended on request of Kamala sub district administrative organization.</p>	<p>- Communities near hotel - Kathu and Kamala areas are the target communities.</p>	<p>Community leaders and Kamala sub district administrative organization always inform their needs to the hotel.</p>	<p>- Cleaned beaches and communities - Supported foods and supplies to Kamala sub district administrative organization to give to children, elderly, and communities in special</p>	<p>- The hotel has yearly plan and budget for CSR but when communities requested something that was out of the plan, then HR manager has to ask permission from GM.</p>	<p>- After the projects were conducted, the hotel got feedback of residents from smiling, saying thank you, and words of mouth</p>

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				<p>occasions i.e. Children's day, New year festival, Songkran festival.</p> <ul style="list-style-type: none"> <li>- Supported school supplies</li> <li>- Crested blood donation project 4 times/year by sending blood donation invitations to all hotels in Kamala beach.</li> <li>- Donated medical equipment for local hospitals</li> </ul>	<ul style="list-style-type: none"> <li>- Resources for CSR were emphasized on budget, hotel supplies, and volunteers.</li> </ul>	<p>but the hotel has never checked feedback by paper.</p> <ul style="list-style-type: none"> <li>- HR manager submitted yearly CSR report to Hyatt worldwide system, then Hyatt headquarter office summarized the overall success of Hyatt brand.</li> </ul>
Informant 9 Human Resources Manager,	- Hotel's core values emphasis on being green hotel and green communities.	- Communities near hotel - Patong municipality is the target	- The hotel has never checked local needs. - Patong municipality checked local needs,	- The hotel has Wyndham green project which emphasis on environment and	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on	- The hotel submitted pictures of CSR activities via

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Wyndham Sea Pearl Resort Phuket	- The hotel participated in community-based CSR activities of Patong municipality and Phuket hotel association.	community.	then invited community leaders and hotels' HR managers to discuss about CSR projects.	waste separation. - Patong municipality invited the hotel to teach residents to clean and separate wastes. - Supported scholarships and food for children as Patong municipality requested - Donated adult diapers for nursing homes - Blood donation - Marathon charity for Patong hospital	volunteers.	email to Wyndham headquarter office in America instead of submitting any reports.
Informant 10 Human Resources Manager, La	The hotel rarely created community-based CSR activities but the hotel participated CSR of other	- Communities near hotel - Patong area is the target community.	- The hotel has never checked communities' needs and perspectives before and after starting	- Cleaned beaches and communities - Helmet awareness campaign	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on	The hotel has never measured the success of CSR projects.

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Flora Resort Patong	organizations i.e. Patong municipality and Phuket hotel association.		CSR. - Patong municipality checked local needs.	- Donated clothes for children at Baan Tawan Shine - Donated foods and supplies for elderly in nursing homes	volunteers.	
Informant 11 Learning & Development Manager, Amari Phuket	The hotel is under ONYX hospitality group which has more than 40 hotels. All hotels have to create CSR activities that follow to the mission of ONYX hospitality group. Amari has a mission for education development.	- Communities near hotel - Fisherman village is the target community.	The hotel surveyed communities' needs before starting CSR.	- All Amari hotels have Baht for Better Life project to support education by putting donation boxes at the lobby and hotels will donate with the same amount of money in donation boxes . - Donated money to Pimali and HCTC foundation to support hospitality school in	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on budget and volunteers.	- After the projects were conducted, the hotel gathered some feedback from the residents who are living nearby the areas of activities. - HR submitted CSR report to management team.

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				<p>Nong Khai and Tak provinces. All students will have the chance to apprentice and train in Amari hotels.</p> <ul style="list-style-type: none"> <li>- The hotel sent invitation letter to high schools to allow students have sight visit in the hotel.</li> <li>- Purchased seafood from local communities</li> </ul>		<ul style="list-style-type: none"> <li>- HR submitted yearly CSR report to headquarter's office.</li> </ul>
Informant 12 Director of Talent & Culture, Grand Mercure	- "Planet 21" is the core value of all hotels under Accor chain. It involves being friendly to environment, society, and communities.	<ul style="list-style-type: none"> <li>- Communities near hotel</li> <li>- Koh Sirey and Patong are the target communities.</li> </ul>	The hotel surveyed the needs of residents in Koh Sirey and knew that low income is a problem, then hotel, Koh Sirey credit union,	- All hotels in Phuket which under Accor brand have to create CSR projects together i.e. cleaned beaches and communities, and	<ul style="list-style-type: none"> <li>- The hotel has yearly plan and budget for CSR.</li> <li>- Recourses for marathon project were emphasized on manpower of hotel's staff and government</li> </ul>	- After the projects were conducted, the hotel got feedback of residents from smiling and

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Phuket Patong	- Marathon was a big project of hotel's community-based CSR. - The hotel participated in community-based CSR activities of Patong municipality and Phuket hotel association.		Diversey chemical company, and Accor Hotel group cooperated to create Soap for Hope project.	marathon to donate money to schools in the area that hotels operate. - The hotel has Soap for Hope project to teach residents to make soaps, and then the hotel bought them back. - The hotel put donation boxes at the lobby for Yim Kids project to help children and disadvantaged youth in Thailand.	section.	saying thank you. - HR submitted the CSR report to GM. - GM submitted the CSR report to GM area. - GM area submitted the CSR report to Accor corporate office.
<b>Thalang district: 6 hotels</b>						
Informant 13 Human Resources	- "Spirit to Serve our communities" is the core value of all hotels under	- Communities near hotel - Morgan village in	- The hotel and IUCN surveyed opinions of residents before starting	- Supported jobs and community products by ordering rope	- The hotel has yearly plan and budget for CSR. - Resources for CSR	- HR submitted the CSR report to GM.

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
Manager, JW Marriott Phuket Resort & Spa	Marriott chain. - The hotel always thinks about sustainable projects for communities. - Marriott brand has cooperated with IUCN to plan and manage CSR.	Phang-Nga province is the target community.	CSR. - The hotel discussed with community leaders on the weaknesses and strengths of communities before starting CSR projects.	bracelets from communities to give to hotel's guests as welcome bracelet and ordering black crabs from communities to create signature dishes. - Supported education and other such as being a partner with Yaowawit school in Phang-Nga province for teaching children about knowledge and skills in front office department. - Built toilets in Baan Tha chat chai school	were emphasized on manpower who being assigned to help in each project but not so much on the staff.	- Hotel' management team measured the success of community-based CSR projects by checking the CSR report.

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Informant 14 Director of Human Resources, Renaissance Phuket Resort & Spa	- "Spirit to Serve our communities" is the core value of all hotels under Marriott chain. - Marriott brand has cooperated with IUCN to plan and manage CSR	- Communities near hotel - Communities that many hotel' staff living - Mai Kaow community is the target community.	- Hotel's employee benefits committees and IUCN surveyed opinions of residents before starting CSR. - Hotel invited community leaders to visit hotel and discuss about CSR projects.	- Hero helmet project for schools - Crosswalk painting at schools - Marathon for charity - Save the sea turtles - Cleaned beaches and communities - Supported education by being a partner with Yaowawit school in Phangnga province for teaching children about knowledge and skills in housekeeping department.	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on budget, hotel supplies, and volunteers. - Some activities were created in order to raise funds from the staff.	- HR submitted the CSR report of each activity to GM. - Hotel' management team measured the success of community-based CSR projects by checking the CSR report of each activity.
Informant 15 Area CSR Manager,	- There are CSR projects that created by the hotel and Laguna.	- Communities near hotel - Communities in	The hotel has never done any survey on communities' needs	There are 7 main activities for CSR 1) Resource conservation	- The hotel has yearly plan and budget for CSR. - Resources for CSR	- The hotel surveyed perspectives of

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
Banyan Tree Phuket	- The hotel must create CSR activities that stakeholders can participate at least 4 times/year.	Phang-Nga province - Communities that suggested by hotel' staff	before starting CSR projects but the hotel invited communities to participate in CSR that created by the hotel.	2) Greening communities 3) Seeding mentorships via mentorship, scholarship, and internship 4) Cleaning communities 5) Sustainability themed guest activities i.e. feeding communities, school developing program, turtle release 6) Social enterprises i.e. empower young adults via vocational training 7) Growing capabilities i.e. support tertiary students by providing	were emphasized on volunteers and budget. - Every staff has to participate in CSR activity at least 1 time/year.	stakeholders such as guests, staff, residents, and Laguna management team after finishing each CSR project. - Some activities, the hotel measured the success of CSR projects by comparing the amount of stakeholders participation with last year. - The hotel sent

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				skills enrichment and ethics reinforcement opportunities.		the CSR report to headquarter office in Singapore every 3, 6, and 12 months.
Informant 16 Human Resources Manager, Dusit Thani Laguna Phuket	<ul style="list-style-type: none"> <li>- There are several CSR projects that created by the hotel and Laguna.</li> <li>- There are 4 dimensions of community-based CSR projects 1) Education, 2) Religion, 3) Culture, and 4) Environment.</li> </ul>	<ul style="list-style-type: none"> <li>- Communities near hotel</li> <li>- Cherng Thale community is the target community.</li> <li>- Communities in Phang-Nga province</li> </ul>	The hotel surveyed the problems of communities before selecting CSR activities.	<ul style="list-style-type: none"> <li>- Supported 5,000 baht/month for foods at Eureka school for life in Phang-Nga province. This school was built to help children who lost parents in tsunami</li> <li>- The hotel is a partner with Operation smile organization to help children who were born with facial</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel has yearly plan and budget for CSR.</li> <li>- Resources for CSR were emphasized on volunteers.</li> <li>- Every staff has to participate in CSR at least 3 times/year.</li> <li>- Some activities were created in order to raise funds from guests i.e. selling voucher for gala dinner and collected</li> </ul>	<ul style="list-style-type: none"> <li>- The hotel has never checked feedback of residents after CSR projects.</li> <li>- Every year the hotel has to report CSR activities to the Stock Exchange of Thailand.</li> </ul>

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
				deformities. - The hotel has participated in seedlings project (Plant A Seed, Change A Life) of Laguna by selecting children from the surrounding communities to support education, skills, and jobs. - Mobile library - Released sea turtles - Grow vegetables at nursing home	amount was donated to operation smile organization, charity for turtle release, and turtle foundation.	
Informant 17 Human Resources Manager,	- The owner does not realize how CSR is important to business. - The hotel participated in	- Communities near hotel - Cherng Thale community is the target	The hotel never done survey on communities' needs because hotel has never created CSR	- Cleaned beaches and communities - Blood donation every 3 months	The hotel has never arranged budget for CSR but when government requested	The hotel has never measured and reported the success of CSR.

<b>Informants' Position / Hotels' name</b>	<b>Philosophies on community-based CSR</b>	<b>The target recipients of community-based CSR programs</b>	<b>Designing hotels' CSR from the community perspectives</b>	<b>Activities under community-based CSR programs</b>	<b>Resources for community-based CSR</b>	<b>Evaluation and measurement the success of community-based CSR projects</b>
Twinpalms Resort Phuket	CSR on some government request.	community.	projects.	- The hotel supported gifts on children's day through Choeng Thale Sub district administration organization.	funding supports, then HR manager has to ask for permission from GM.	
Informant 18 Human Resources Manager, Sala Phuket Resort and Spa	The hotel participated in community-based CSR activities of Mai Kaow sub district administrative organization.	- Communities near hotel - Mai Kaow community is the target community.	Mai Kaow sub district administrative organization created a 4-years plan and invited hotel's HR manager to discuss about problems and supports.	- Cleaned beaches and communities - Released sea turtles - Mangrove forest planting - Supported foods, drinks, and supplies to Mai Kaow sub district administrative organization to give to elderly, children, and communities in special occasions	- The hotel has yearly plan and budget for CSR. - Resources for CSR were emphasized on budget and volunteers.	- After the projects were conducted, the hotel received thank you letter from communities. - HR submitted CSR monthly report to GM. - GM submitted CSR monthly report to owner.

Informants' Position / Hotels' name	Philosophies on community-based CSR	The target recipients of community-based CSR programs	Designing hotels' CSR from the community perspectives	Activities under community-based CSR programs	Resources for community-based CSR	Evaluation and measurement the success of community-based CSR projects
						<p>- The owner measured the success of community-based CSR projects from monthly and yearly report.</p>



Based on the table above (Table 4.1), the results of interviews with 18 senior managers showed that the current community-based CSR practices among five-star hotels in Phuket were categorized into six topics: philosophies on community-based CSR, the target recipients of community-based CSR programs, designing hotels' CSR from the community perspectives, activities under community-based CSR programs, resources for community-based CSR , and evaluation and measurement of the success of community-based CSR projects. The details of each topic are described below.

#### **4.2.1.1 Philosophies on Community-based CSR**

The results of the interview with 12 international hotel chains, 1 domestic hotel chain, and 5 independent hotels found that: 11 international hotel chains have been implementing the concept of community-based CSR as their brands' core values. Thus, all the international hotel chains have been motivated by the corporate headquarters to do beneficial things for communities. For example, Marriott brand adheres to slogan *Spirit to Serve Our Communities* to benefit the communities where the hotels are operating. Accor brand adheres to *the Planet 21* to be friendly to environment, societies, and communities. Wyndham brand adheres to *Being Green Hotel and Green Communities* to take care of the surrounding environment and communities. Dusit Thani brand commits to the development of education, religion, and culture. It can be seen that international hotel chains always have CSR activities to return the benefits to the communities. However, all of their activities cannot copy from the corporate headquarters located in their home countries because different areas have different problems. Apart from creating hotels' community-based CSR, they always participate and support the activities that are created by the government

sector. Only the Le Méridien Phuket Beach Resort that did not directly create CSR activities for the surrounding communities, but the hotel made some donations and support through nonprofit organizations. Director of human resources said “*There were many times that the hotel created charity activities donating money to schools, but there was nothing happened which made the hotel support nonprofit organizations instead*”.

For 1 domestic hotel chain and 5 independent hotels, it was found that they never have started any CSR activities by their own, they only participated and supported some CSR activities of the government sector.

#### **4.2.1.2 The Target Recipients of Community-based CSR Programs**

17 informants mentioned that the surrounding communities are the target communities of hotels’ community-based CRS. They all believed that hotels can survive because of the surrounding communities. Director of human resources, Renaissance Phuket Resort & Spa said “*The hotel consumes community resources, thus, the surrounding communities in which hotels operate must receive first priority in getting CSR projects*”. Training manager, Sri Panwa Phuket Hotel said “*Organizing activities in other areas can cause problems, especially waste of time and safety issues because employees must go to organize the activities in working time*”. Therefore, implementing CSR projects in the surrounding communities are more useful and risk free to organizations. However, it was only Le Méridien Phuket Beach Resort alone that did not give direct support to the surrounding communities but it gave support through royal projects and nonprofit organizations in Bangkok.

#### 4.2.1.3 Designing Hotels' CSR from the Community Perspectives

The majority of the informants mentioned that their hotels' community-based CSR projects were designed from the target community perspectives. The informants mentioned the various ways to know the perspectives of communities which are enumerated as below.

- 1) Surveying community perspectives through residents – Most informants of the hotels that created CSR activities by their own mentioned that the hotels always explore community perspectives before implementing the project. Community leaders and residents have been given the chance to reflect problems to hotels' employee benefits committees that are responsible to collect information about community perspectives for CSR planning. For example, human resources manager, JW Marriott Phuket Resort & Spa said *“The hotel has cooperated with International Union for Conservation of Nature (IUCN) to explore communities' problems, strengths and weaknesses to create sustainable community development projects by promoting the strengths and solving the weaknesses of the target communities. For short-term CSR activities such as donations to schools, hospitals, orphanages, and nursing homes, hotel always ask for what their need before donating”*.
- 2) Inviting stakeholders to have a meeting at hotels – For hotels' community-based CSR activities that involved with multi-stakeholder, a representative from each of the stakeholder groups was invited to attend the meeting at hotels. Director of human resources, Renaissance Phuket Resort & Spa said *“Hotel invited representative from the government sector, business sector, other hotels, and especially community leaders to have a meeting about*

*CSR projects at the hotel. The community might be hesitant to the hotel business, thus, they were invited to plan for CSR projects and also to see how the hotel can benefit to the communities”.*

- 3) Sending invitation letter to communities to participate in hotels’ CSR activities – In some projects which activities had been created, invitation letters for participation were sent to community leaders. For example, area CSR manager, Banyan Tree Phuket said *“The hotel sent invitation letters to the target communities to invite them to participate in empowering young adults via vocational training project”.*
- 4) Inviting hotel representatives to have a meeting at communities – For some CSR activities of the government sector, hotel representatives were invited to attend the meeting with other stakeholders to acknowledge the community issues and find support. For example, human resources manager, Sala Phuket Resort and Spa said *“Mai Kaow sub district administrative organization created a four years plan for community development which hotels were invited to the meeting to discuss about communities’ problems and supports”.*
- 5) Sending requests to hotels – Hotels received the requests by phone, letter, or walk in. For example, director of human resources, Amatara Wellness Resort said *“Official letter from Baan Panwa School was sent to HR office to invite hotel’s chef to arrange cooking class for students”.* Human resources manager, Twinpalms Resort Phuket said *“There were many times that community leaders walked in to HR office to ask for hotel’s support”.*

#### 4.2.1.4 Activities under Community-based CSR Programs

The results of all informants were divided into 6 categories, and are as follows:

- 1) Raising awareness or fundraising for a specific cause – Hotel activities that involved in raising awareness or fundraising on a specific cause such as marathon for charity, fundraising activity from hotels' staff and guests, donation boxes, etc. For example, director of talent & culture, Grand Mercure Phuket Patong said *“The hotel created marathon activity every year to raise funds for supporting social causes such as helping heart disease patients, donating to schools and hospitals”*. Director of human resources, Renaissance Phuket Resort & Spa said *“The hotel used to create activities to raise fund from staff. Every department was assigned to create products or services to sell to colleagues i.e. engineer department got money from repairing of colleagues' electrical appliances, spa therapist got money from giving massage to colleagues”*. Learning & development manager, Amari Phuket said *“All Amari hotels put donation boxes at the lobby to raise funds for supporting education in Baht for Better Life Project”*.
- 2) Donating a percentage of revenues to a specific cause – There was only 1 hotel that mentioned to its activity which was involved in donating a percentage of revenues. Training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said *“The hotel promoted Live Coral Project at the hotel lobby to persuade hotel's guests to donate 10% from every guest's invoice to create new coral reefs. Hotel's guests can help communities via this project because nature and community are inseparable. Good ecosystem can help local communities to attract tourists, then, residents can work and generate more income”*.

- 3) Inspiring and supporting behavior change – There were many projects involved in behavior change campaigns such as save sea turtle, environment protection, and traffic discipline campaign. For example, human resources manager, JW Marriott Phuket Resort & Spa said “*The hotel established Mai Khao Marine Turtle Foundation to bring awareness of turtle protection and encourage the participation from all stakeholders to preserve natural surroundings*” There were 3 informants of Marriott hotels said that “*Marriott in Phuket launched Helmet Painting Project to raise awareness about motorcycle safety among local schoolchildren*”. Area CSR manager, Banyan Tree Phuket said “*Earth Hour Project at Banyan aimed to highlight the importance of energy conservation by turning off lights and lighting candles for one hour in the lobby and restaurants*”.
- 4) Direct charitable activities – All informants mentioned about the direct charitable activities such as donated money, food, and supplies. For example, human resources manager, Dusit Thani Laguna Phuket said “*Dusit donated 5,000 baht/month for food expenses at Eureka school for life in Phang-Nga province. This school was built to help children who lost their parents from tsunami disaster*”. Senior human resources supervisor, Swissotel Resort Kamala said “*The hotel donated foods and supplies through Kamala sub district administrative organization to give to children, elderly, and communities in special occasions i.e. Children’ day, New year, Songkran festival*”.
- 5) Volunteering – All informants said that there were staff volunteers in almost every activity that required a lot of staff such as mangrove forest planting,

beach and community cleaning, releasing sea turtles, planting new coral reefs, blood donation, and etc.

- 6) Other socially responsible practices – There were many other projects involved in reducing community problems and supporting community development. For example, human resources manager, JW Marriott Phuket Resort & Spa said *“Ordering rope bracelets to give to hotel’s guests as welcome bracelet and ordering black crabs to create signature dishes were popular community-based CSR projects of the hotel which can help residents to have more jobs and incomes”*. The informants from 3 hotels under Marriott Brand mentioned in the same activity that Marriott hotels in Phuket have cooperated with Yaowawit school in Phangnga province to teach hospitality knowledge, skills, and abilities for underprivileged children in pre-vocational education. Director of talent & culture, Grand Mercure Phuket Patong said *“The hotel surveyed the needs of residents in Koh Sirey and it was known that low income is one of the main problems, then, the hotel, Koh Sirey credit union, Diversey chemical company, and Accor hotel group cooperated to create Soap for Hope Project to help Phuket communities by bringing used soaps in Accor hotels in Southern region to remold them to a new hand soap by an international standard soap machine while the residents can make money by learning to make hand soap from used soap and sell them back to Accor hotels. The profit from the activity was donated to Phuket Community Foundation”*.

#### 4.2.1.5 Resources for Community-based CSR

All 18 hotels used wide variety of resources for CSR projects such as budget, manpower, in-kind contribution, etc. Budget and manpower were the important resources for every project as mentioned below:

- 1) Budget – All informants mentioned that their hotels set a yearly plan and budget for CSR activities. For international hotel chains, there were many activities related to develop quality of life of the surrounding communities. Hotels created both short-term and long-term activities, and also gave support based on the requests from the government sector, schools, temples, and other nonprofit organizations. Therefore, the hotel chains have CSR activities throughout the year with enough budget for running smooth and efficient. Some hotels created activities to raise funds from staff and guests. For example, human resources manager, Dusit Thani Laguna Phuket said *“The hotel used to sell voucher for gala dinner to raise funds from the hotel’s guests—who would donate money to operation smile organization”*. For domestic hotel chain and independent hotels, they have never created any CSR activities by their own. They have not arranged large budget for CSR but their budget is quite limited for supporting the CSR activities of the government sector. There was only 1 of independent hotel that yearly plan and budget have never been created. Human resources manager, Twinpalms Resort Phuket said *“The hotel has never set a plan and budget for CSR, however every request from the government and communities, the HRM has to inform and receive permission from GM”*.
- 2) Manpower – The amount of manpower was arranged by considering the types of activity, period of time, and distance. Some activities require a lot

of manpower such as mangrove forest planting, releasing sea turtles, marathon, blood donation, donating foods and supplies. Meanwhile, some activities need specific skilled staff such as teaching children about knowledge and skills in housekeeping, kitchen, and food and beverage departments. All informants mentioned that hotels have avoided creating CSR activities and using manpower on peak season because there would be inadequate manpower. In the activities that required large amount of manpower, HR department identified the number of volunteers needed from each department and informed the manager for announcement. There were 2 hotels that determined the minimum annual CSR participation of staff. Human resources manager, Dusit Thani Laguna Phuket and area CSR manager, Banyan Tree Phuket said *“Every staff has to participate in CSR according to the hotel requirement”*.

#### **4.2.1.6 Evaluation and Measurement of the Success Community-based CSR Projects**

There were only a few hotels that gathered the feedback from residents after finishing community-based CSR activities and summarized it in the CSR reports. For example, area CSR manager, Banyan Tree Phuket said *“The hotel surveyed perspectives of stakeholders after finishing CSR projects such as guests, staff, residents, and management teams because the hotel must create the activities that stakeholders can participate at least 4 times/year, then, the perspective checking process is important”*. Some hotels did not collect/ get any feedback from residents by themselves but other organization did it. For example, training operation manager, Phuket Marriott Resort & Spa, Merlin Beach; human resources manager, JW

Marriott Phuket Resort & Spa, and director of human resources, Renaissance Phuket Resort & Spa said “*Marriott brand has cooperated with IUCN to manage and control some CSR projects. The IUCN checked the problems and needs of the target communities before starting and also collected feedback after finishing the projects, and then submitted the CSR report to the corporate office in Thailand*”. Most of the informants mentioned that hotels interpreted the feedback of residents based on their smiles, and gratitude, words of mouth, social network, and from the thank you letter from community leaders.

After finishing CSR activities, HR department submitted the CSR reports to hotel’s GM, then GM and management teams measured the success of CSR projects by comparing the output with resources used and the CSR plans. Most informants from the international hotel chains mentioned that monthly, quarterly, and yearly CSR reports must be submitted to headquarters in their home countries. For example, assistant training manager, Hyatt Regency Phuket Resort said “*The HR manager submitted yearly CSR report to Hyatt worldwide system, then Hyatt headquarter office summarized the overall success of Hyatt brand’s CSR*”. For independent hotels, the report of each activity was submitted to GM, and GM submitted to hotels’ owner. Finally, every informant said that the pictures from hotels’ CSR activities were presented through internet such as Facebook, website, and online news.

#### **4.2.2 Community Leaders’ Perspectives on Communities Received and Needed**

The results in this part have become a part in answering the second objective, which is to investigate the essential characteristics a community-based CSR project should have to ensure success from the relevant stakeholders’ perspectives. Table 4.2 below

depicts the interview results of hotels' community-based CSR that communities received and what communities needed.

Table 4.2

*The interview results of hotels' community-based CSR that communities received and what communities needed*

<b>Informants' Position / communities' name</b>	<b>Hotels' community-based CSR that residents received</b>	<b>Hotels' community-based CSR that residents needed</b>	<b>Hotels explored communities' perspectives before starting community-based CSR projects</b>
<b>Mueang Phuket district: 5 community leaders</b>			
Informant 1 Member of the Municipal Council, Ratsada Sub-district	<ul style="list-style-type: none"> <li>- Donated foods and supplies for elderly, children, and residents in special occasions i.e. Children's day, New year festival, Songkran</li> <li>- Cleaned beaches and communities</li> </ul>	<ul style="list-style-type: none"> <li>- Water supplies</li> <li>- Electricity supplies</li> <li>- Street light poles</li> <li>- Disposal of garbage</li> <li>- Roads</li> <li>- Supporting disadvantaged children</li> </ul>	-
Informant 2 Community Leader of Chalong Sub-district	<ul style="list-style-type: none"> <li>- Donated foods, drinks, snacks, cloths</li> <li>- Created jobs</li> <li>- Created activities during special occasions such as making merit in Father's day, pouring water on the hands of elders in Songkran festival</li> </ul>	<ul style="list-style-type: none"> <li>- Supporting Thai instruments for children in community</li> <li>- Supporting employment</li> <li>- Supporting community facilities</li> </ul>	Hotels contacted with community leaders to check for needed supplies before starting CSR activities.
Informant 3 Community Leader of Karon Sub-district	<ul style="list-style-type: none"> <li>- Marathon</li> <li>- Cleaned beaches</li> </ul>	<ul style="list-style-type: none"> <li>- Preventing drug addiction among youth and hotels' staff</li> <li>- Supporting employment</li> </ul>	-
Informant 4 Community Leader of Vichit Sub-district	<ul style="list-style-type: none"> <li>- Donated foods and supplies for elderly, children, and residents in special occasions i.e. Children's day, New year festival, Songkran</li> <li>- Cleaned beaches and</li> </ul>	<ul style="list-style-type: none"> <li>- Water supplies</li> <li>- Electricity supplies</li> <li>- Street light poles</li> <li>- Disposal of garbage</li> </ul>	-

<b>Informants' Position / communities' name</b>	<b>Hotels' community-based CSR that residents received</b>	<b>Hotels' community-based CSR that residents needed</b>	<b>Hotels explored communities' perspectives before starting community-based CSR projects</b>
	communities	- Roads	
Informant 5 Community Leader of Rawai Sub-district	<ul style="list-style-type: none"> <li>- Marathon</li> <li>- Donated foods, drinks, snacks, cloths</li> <li>- Created activities during special occasions such as making merit in Father's day, pouring water on the hands of elders in Songkran festival</li> <li>- Cleaned beaches</li> </ul>	<ul style="list-style-type: none"> <li>- Preventing drug addiction among youth and hotels' staff</li> <li>- Supporting employment</li> </ul>	Hotels contacted with community leaders to check for needed supplies before starting CSR activities.
<b>Kathu district: 5 community leaders</b>			
Informant 6 Director of Public Health and Environment Division, Patong Municipality Office	<ul style="list-style-type: none"> <li>- Created and practiced the evacuation plans for the tsunami disaster</li> <li>- Participated in Thai and community culture and traditional ceremony</li> <li>- Supported CSR projects of the government sections</li> <li>- Created "Bike week campaign"</li> <li>- Cleaned beaches and communities</li> <li>- Supported sport facilities</li> <li>- Promoted the protection, restoration, and conservation of ecosystems, natural resources</li> <li>- Donated learning facilities</li> <li>- Created activities during special occasions such as making merit in Father's day, pouring water on the hands of elders in Songkran festival</li> </ul>	Preventing drug addiction among youth and hotels' staff	Hotels contacted with community leaders to check for needed supplies before starting CSR activities.
Informant 7 Community Leader of	- Hotels' community-based CSR activities are fewer now than before.	- Health care center for elderly	Kathu municipality surveyed communities'

<b>Informants' Position / communities' name</b>	<b>Hotels' community-based CSR that residents received</b>	<b>Hotels' community-based CSR that residents needed</b>	<b>Hotels explored communities' perspectives before starting community-based CSR projects</b>
Ketho Community	<ul style="list-style-type: none"> <li>- Created children day party</li> <li>- Supported scholarships and learning equipment</li> <li>- Donated food</li> </ul>		problems and the residents need before informing to hotels.
Informant 8 Secretary of Patong Development Foundation	<ul style="list-style-type: none"> <li>- Donated money, clothes, and supplies for children</li> <li>- Cleaned canals</li> <li>- Cleaned beaches and communities</li> </ul>	<ul style="list-style-type: none"> <li>- Preventing drug addiction among youth and hotels' staff</li> <li>- Waste management and control in hotels</li> <li>- Scholarships for children</li> <li>- Sports equipment for children to create youth football teams</li> </ul>	-
Informant 9 Deputy Municipal Clerk, Patong Municipality Office	<ul style="list-style-type: none"> <li>- Marathon</li> </ul>	<ul style="list-style-type: none"> <li>- Hiring disabled people</li> <li>- Supporting education</li> <li>- Improving the scenic quality in the community</li> </ul>	-
Informant 10 Director of Baan Kalim School	<ul style="list-style-type: none"> <li>- Donated food, clothes, and supplies for students</li> <li>- Supported scholarships and learning equipment</li> <li>- Arranged garden in front of the school</li> <li>- Supported money for employees' salaries and wages</li> <li>- Donated computers and air conditioners</li> </ul>	<ul style="list-style-type: none"> <li>- Renovating school buildings</li> <li>- Supporting learning facilities</li> </ul>	Hotels contacted to the school director and teachers to check for needed supplies before starting any CSR activities.

<b>Informants' Position / communities' name</b>	<b>Hotels' community-based CSR that residents received</b>	<b>Hotels' community-based CSR that residents needed</b>	<b>Hotels explored communities' perspectives before starting community-based CSR projects</b>
<b>Thalang district: 5 community leaders</b>			
Informant 11 Director of Ban Kho En School	<ul style="list-style-type: none"> <li>- Built canteen</li> <li>- Donated drinking water dispenser</li> <li>- Created hero helmet project for schools</li> <li>- Painted school crosswalks</li> <li>- Created children's day party</li> <li>- Supported scholarships and learning equipment</li> </ul>	Preventing drug addiction among youth and hotels' staff	Hotels contacted to the school director and teachers to check for needed supplies before starting any CSR activities.
Informant 12 Director of Phuket Children and Families Foundation	-	<ul style="list-style-type: none"> <li>- Supporting under privileged family's expenses</li> <li>- Supporting food, water, cloths, milk powder</li> </ul>	-
Informant 13 Head of Accounting and Finance, Phuket Sunshine Village	<ul style="list-style-type: none"> <li>- Donated money, clothes, and supplies such as for disadvantaged children</li> <li>- Donated computers</li> <li>- Created children's day party</li> </ul>	<ul style="list-style-type: none"> <li>- There is no public water plumbing. The residents have to buy water.</li> <li>- Long-term scholarship</li> <li>- Supporting expenses</li> </ul>	Hotels contacted to the organization administrator to check for needed supplies of children.
Informant 14 Village Health Volunteer, Bang Tao Community	<ul style="list-style-type: none"> <li>- Labor skill development</li> <li>- Donated money for people who were affected by tsunami disaster</li> <li>- Donated food and supplies</li> <li>- Cleaned beaches and communities</li> <li>- Cleaned canals</li> <li>- Created charity activities</li> </ul>	<ul style="list-style-type: none"> <li>- Wastewater treatment system</li> <li>- Disposal of garbage</li> <li>- Control energy consumption</li> <li>- Supporting community products</li> </ul>	There were many hotels that participated in community's meeting. Hotels' representatives were assigned to be a part of community committees. Thus, they knew community's

<b>Informants' Position / communities' name</b>	<b>Hotels' community-based CSR that residents received</b>	<b>Hotels' community-based CSR that residents needed</b>	<b>Hotels explored communities' perspectives before starting community-based CSR projects</b>
			perspectives before starting any CSR projects.
Informant 15 Director of Yaowawit School	<ul style="list-style-type: none"> <li>- Supported education by being a partner with Yaowawit school in teaching knowledge and skills in kitchen, housekeeping, food and beverage service departments</li> <li>- Cooperated with the school to create pre-vocational education degree in hospitality management</li> <li>- Students have a chance to have internship in Marriott hotels.</li> <li>- Donated learning facilities for underprivileged children</li> <li>- Created hero helmet project for schools</li> <li>- Painted school crosswalks</li> <li>- Created children's day party</li> </ul>	Long-term support for school expenses	Hotels contacted to the school director and teachers to check for needed supplies before starting any CSR activities.

Based on the table above (Table 4.2), the results of 15 community leaders were categorized into three topics: hotels' community-based CSR that communities received, hotels' community-based CSR that communities needed, and hotels explored community perspectives before implementing community-based CSR projects. The details for each topic are described below.

#### 4.2.2.1 Hotels' Community-based CSR that Communities Received

From community leaders' point of views, the hotels' community-based CSR that communities received were categorized into 5 types which were written from based on their-frequency.

- 1) Donation – Most informants mentioned donation such as donated money, foods, drinks, cloths, supplies, and in-kind for the disabled people and elderly in nursing homes, disadvantaged children in orphanages, and residents in the disaster affected areas. Most of the sponsored activities were arranged on special occasions such as anniversary of hotel's foundation day, Children's day, Father's day, International disabled day, New year festival, Songkran festival, etc. There were activities that hotels arranged by their own and also those that were supported through CSR projects of the government sector. Member of the municipal council, Ratsada sub-district said *“The hotel sector supported community activities by sending prizes and supporting foods for community events, and also supported foods and drinking water for the police and volunteers at the police checkpoints during the festivals”*. Community leader of Vichit sub-district said *“Hotels always donate food and supplies for elderly, children, and residents on special occasions”*.
- 2) Education – Hotels provided scholarships, learning equipment, and also supported money for developing school buildings and facilities. There were activities that hotels arranged by their own and also supported through CSR projects of the government sector. Director of Ban Kho En School said *“Schools in Thalang district received help from many hotels such as scholarships, school facilities, and drinking water dispenser”*. Moreover, some hotels cooperated with schools to create special courses. Director of

Yaowawit school said *“Marriott hotels in Phuket have supported school for a long time by being a partner in-teaching knowledge and skills in kitchen, housekeeping, food and beverage service departments. Moreover, hotels have also cooperated in creating pre-vocational education degree in hospitality management and students of Yaowawit school which has been given a chance to have internship in Marriott hotels”*.

- 3) Environment – Most informants mentioned the beach cleaning which was organized by the hotel sector, groups of hotels in the same areas, and the government sector. In addition, there were many environmental campaigns that involved communities such as implemented waste separation tanks, recycled materials project, and promoted the protection, restoration, and conservation of ecosystems and natural resources. After floods and natural disasters, all sectors helped in cleaning and restoring activities such as cleaned canals, cleaned communities, created portable toilets and temporary houses, etc. Director of public health and environment division, Patong municipality office said *“Patong is the most famous beach in Phuket. It is the center of Phuket's nightlife which includes restaurants, cafes, bars, dance clubs, massage places, discotheques, night clubs, and cabaret shows. Many tourists and shops can cause a lot of garbage. Two tons of marine trash was collected on Patong beach in just two hours, and most of the garbage was glass bottles and plastic bags. Patong municipality received cooperation from many hotels-every time it arranged beach cleaning campaign”*.
- 4) Health and life care – In terms of health care, hotels donated money and bought sports facilities for public parks which motivate people to exercise. Many hotels created marathons for charity and to raise fund for special

purposes, and there were many times that communities received benefits from the marathon activities. For example, community leader of Rawai sub-district said *“Hotels used to donate money from marathon charity to hospitals in the communities. The residents helped to prepare the event and provide convenience for hotels. This created a better relationship between hotels and communities”*. In terms of life care, director of public health and environment division, Patong municipality office said *“Hotels cooperated with the government sector and communities to create and practice the evacuation plans for the tsunami disaster. Hotels also donated money for making tsunami warning signs”*.

- 5) Job and labor skill development – In terms of job placement, hotels were involved in hiring residents and supporting labor skill development. Community leader of Chalong sub-district said *“Hotel industry has contributed income and generated employment in the communities. Many years ago, some young people decided to abandon their homes to find jobs in the capital city. Since tourism has begun and become one of the main factors in economic development, creating jobs for people and generating more income in the communities, then these young people in the communities could find jobs and have a better quality of life”*. In terms of labor skill development, hotels were involved in developing hotel’s knowledge and skills for residents. Village health volunteer, Bang Tao community said *“Many hotels came to teach the residents and children in the community about English language, flower arrangement, and European cooking”*.

#### 4.2.2.2 Hotels' Community-based CSR that Communities Needed

From community leaders' point of views, there were 5 most frequent hotels' CSR activities that communities needed, and are as follows:

- 1) Jobs and quality of life – For jobs, informants mentioned that residents still need more opportunities to work in hotels, including hiring disabled people. For quality of life, some communities are still lacking adequate infrastructure and public utility. Member of the municipal council of Ratsada sub-district, community leader of Vichit sub-district, and head of accounting and finance, Phuket Sunshine Village said *“Some areas still need support of water supplies, electricity supplies, roads, and street light poles. People in some areas still have to buy water for household use”*.
- 2) Education – In terms of education dimension, informants mentioned that hotels should provide more long-term supports on scholarships, learning facilities, sports equipment, and Thai instruments for students and disadvantaged children. Secretary of Patong development foundation said *“Youth football teams in Patong were created for children to motivate them to play sports and keep away from drugs. Patong development foundation still needs support for footballs and other equipment because there are a lot of youth participating in this activity, so there is no enough equipment”*. Director of Baan Kalim school and Director of Yaowawit school said *“Apart from the scholarships and learning facilities, schools also need help for renovating school buildings and long-term support for school expenses”*.
- 3) Environment – Informants mentioned that hotels should have more effort in waste management and disposal. Member of the municipal council of Ratsada sub-district, community leader of Vichit sub-district, village health volunteer,

Bang Tao community, and secretary of Patong development foundation said *“Waste is one of Phuket's main problems. There is a lot of waste from hotels. Hotels should have policies and strategies for waste management, wastewater treatment system, and energy consumption”*.

- 4) Society improvement – Community leader of Karon sub-district, community leader of Rawai sub-district, director of public health and environment division, Patong municipality office, secretary of Patong development foundation, and director of Ban Kho En school said *“Drug abuse is a major problem of tourist city. Hotels should have campaigns to promote and prevent drug addiction among youth and hotels' staff”*.
- 5) Health – Some communities have a lot of elderly people; therefore, health care centers are needed. Community leader of Ketho community said *“During daytime, elderly people were left alone at home. Therefore, communities need health care centers where elderly people can be taken care for the entire day. Hence, hotels should cooperate with the government sector to establish health care center in the communities”*.

#### **4.2.2.3 Hotels Explored Community Perspectives before Implementing Community-based CSR Projects**

There were CSR activities that started from exploring community perspectives and the activities that hotels had already created then invited people to participate, as below;

- 1) CSR activities that started from exploring community perspectives – Some projects that involved skill training and career path development, hotels always start from investigating community perspectives. Village health volunteer, Bang Tao community said *“Hotels' representatives discussed with*

*residents or sometimes invited the community leaders to hotels to collect information about community problems and needs, then relayed it to CSR planning. For example, JW Marriott Phuket Resort & Spa collected information about problems and needs of community before helping residents to increase household income by ordering rope bracelets to give to hotel's guests as welcome bracelet and ordering black crabs to make a unique dish in hotel's restaurants". Some projects that involved donations to foster homes or schools, hotels always ask for their needs before making donations. Director of Baan Kalim school said "Hotels asked school to inform them about needed supplies, for example hotels donated used computers when were informed that students lack of computers and electronic teaching aids, and the school director sent some thank you official letters to hotels after receiving donation,".*

- 2) CSR activities that hotels had already created and invited people to participate – Some projects hotels didn't explore community perspectives before starting any projects. However, the projects were already designed and then hotels just invite people to participate such as in a marathon, beach cleaning, and environment protection, etc.

#### **4.2.3 Senior Manager and Community Leader Perspectives on the CSFs for a Community-based CSR**

The results in this part accomplish the third objective of the study, which is to identify the CSFs for a successful community-based CSR as mutually perceived by hoteliers and the target communities. The opinions of the hotels' senior managers and the community leaders about twelve CSFs for CSR that were borrowed from

other sectors to identify the CSFs for community-based CSR in the hotel sector are presented as below;

1. Top management commitment to CSR – All hotels' high-level managers from international hotel chains agreed that top management commitment to CSR is one of highly important factors for hotels' community-based CSR because they believed that the successful CSR initiatives must begin with the vision and support of the management level. HR and employees want to create CSR projects but they cannot operate without a support, then the projects would not succeed because the top management allocate resources and set adequate budget throughout the project. For example, the informants from 3 hotels under Marriott Brand said *“Top management commitment to CSR is the most essential steps to project success. All management levels must strictly adhere to “Spirit to Serve our communities” and convey to all staffs. If Marriott headquarters level would not commit to CSR, then the GM of all Marriott hotels around the world cannot install and bring the CSR concept to be practiced in all sections. Therefore, the top management at all levels is important starting point for CSR”*. While 3 hotels' senior managers mentioned that top managements and owners of their hotels had not provided enough support to CSR projects. Human resources manager, Sala Phuket Resort and Spa said *“Top management should to realize more the importance of CSR by having specific CSR staff to manage all the CSR projects”*. Human resources manager, Twinpalms Resort Phuket said *“The hotel never created community-based CSR projects because the hotel management teams still do not realize how CSR is important to business”*. For community side, all community leaders also agreed that top management commitment to CSR is one of highly important factors because if top management does not approve the projects, hotels' staff would not be able to help the

communities. Village health volunteer, Bang Tao community said *“HR manager should discuss with the community leaders about the problems and needs before assigning staff to help develop English language and essential career skills in a hotel. Therefore, although residents still need help in labor skills development and hotels’ staffs also want to teach them but good projects cannot happen without the commitment of top management”*.

2. Formal CSR strategic planning and practice – All hotels’ senior managers agreed that formal CSR strategic planning and practice is one of the highly important factors. Most hotels mentioned to yearly plan for CSR which can use as a reminder and guideline in practices. Moreover, some hotels also have a monthly plan which consists of weekly activities for CSR. Director of talent & culture, Grand Mercure Phuket Patong said *“Strategic planning and practice are involved in decision making process and determining a long-term CSR operation plan of the hotel which stakeholders and hotel’s staff should have the chance to engage in this process to reduce-risks and problems”*. Senior human resources supervisor, Swissotel Resort Kamala and human resources manager, Dusit Thani Laguna Phuket said *“A yearly plan is important for hotels’ CSR because it involves the distribution of resources and budget for each project, and gives direction to CSR activities during high and low seasons”*. Director of human resources, Renaissance Phuket Resort & Spa said *“If CSR is installed as one of the core values of any hotel, there will be CSRs throughout the whole organization and it will become an everyday working routine”*. All community leaders also agreed that formal CSR strategic planning and practice is one of the highly important factors. For example, director of Ban Kho En School said *“CSR planning is important for both hotels and recipients. A community should have*

*a chance to share ideas on the CSR activities that they will receive. All the CSR activities that hotels have arranged for schools, temples, and communities in this area were successful because hotels knew the needs of the communities and responded appropriately. There were many times that hotels' representatives surveyed problems of the villagers, created community development plans together with community leaders and residents, and have yearly plan for CSR activities in each period. Thus, the community problems can easily be solved and community developed in sustainable ways”.*

3. Consumers oriented strategy – Both the hotels' senior managers and the community leaders agreed that consumers-oriented strategy is highly important. All informants mentioned that quality and safe products and services are the essential factors to consider before starting any CSR. All informants mentioned that even there were several big CSR projects outside, inside hotels are still using low cost chemical products that may be harmful to customers, employees, and the environment in the long term. Because of this, it is impossible to create competitive advantages and sustainable success. Learning & development manager, Amari Phuket, director of talent & culture, Grand Mercure Phuket Patong, and senior human resources supervisor, Swissotel resort Kamala said *“All bath amenities are natural and organic which are produced from the local communities. Housekeepers put a greeting card in every guest room and also inform why the hotel select the natural products for their customers, and why the hotel must engage with communities, etc. This is the way to create positive CSR impression to customers, make awareness in customer, and make customers feel that they have helped to protect the environment and society by choosing this hotel. This is a chance to satisfy customers and create loyalty among*

*the customers*". Training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said "Every GM from all Marriott hotels in Thailand must attend monthly business council meeting to discuss about the past, present, and future CSR projects, and also the procurement of products, particularly natural and eco-friendly products". Human resources manager, Wyndham Sea Pearl Resort Phuket said "The hotel uses eco-friendly cleaning products instead of regular cleaning products, even the price is higher". Human resources manager, Club Med Phuket said "The hotel buildings are no more than three floors and more than half of the hotel area is green. Asian customers do not give any importance, but European customers give much importance to nature". Community leader of Chalong Sub-district said "Businesses and consumers have more environmental concerns and awareness. Many hotels have a campaign to reduce and stop the use of plastic bags. Therefore, hotels ordered Batik fabric tote bags from communities and put them in every guest rooms which customer can use as reusable shopping bags. Customer has also been informed that hotels have environmental protection and income-generating projects in the communities by ordering fabric bags from communities".

4. Embedding CSR into the organizational culture and citizen behavior – Both the hotels' senior managers and the community leaders agreed that embedding CSR into the organizational culture and citizen behavior is one of the highly important factors. All informants mentioned that if hotels cannot embed CSR into their organizational culture, then good practices of community-based CSR cannot happen. Staff are motivated and driven to the same thing by embedding CSR to organizational goals, culture, and practices. All hotels' high-level managers said that embedding CSR into the organizational culture has already been observed starting on the first day wherein

all the staff are oriented and made realize their concern for the society, environment and community development. Senior human resources supervisor, Swissotel resort Kamala said *“There will be no volunteers if no effective embedding CSR”*. All community leaders also agreed that embedding CSR into the organizational culture can lead to volunteering for community development. For example, director of Ban Kho En School said *“Many hotels and communities in Thalang district have a close relationship because hotels always have community development projects and send volunteers to develop schools, temples, and communities. If there is no effective management system of HR department, then there may be no volunteers and good relationship between hotels and communities”*.

5. Employee commitment to CSR – 13 hotels’ senior managers agreed that employee’s commitment to CSR is one of the highly important factors because they believed that even CSR projects might not be started from the staff but all CSR projects would not be successful if without staff. While 5 hotels’ senior managers believed that employee’s commitment is not much important factor because participation in CSR activities might not truly come from staff willingness. For example, director of human resources, Amatara Wellness Resort said *“There still has no enough awareness of CSR among the hotel’s staff. Sometime there was shortage of volunteers. The problems may be caused by inefficient communication of HR department or it may be because there are no rules to specify the minimum requirements for each staff to participate in CSR”*. Human resources manager, Dusit Thani Laguna Phuket said *“The hotel has a plan to determine CSR to be one of a Key Performance Indicator (KPI) for employee’s performance appraisal”*. However, all the informants of the community believed that employee’s commitment is an

important factor because many staff took turns to help to each community development projects and every staff had the sincere intentions to help the communities.

6. Community engagement – 12 hotels’ senior managers from the international hotel chains agreed that community’s engagement is highly important. Director of human resources, Renaissance Phuket Resort & Spa said *“Stakeholder’s engagement is part of the success of organizations. Some actions require communication with key stakeholders such as the government sector, target communities, and hotel’s guests before starting any projects to reduce risk and problems, and provide the most useful and efficient operations”*. Training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said *“In one CSR project, the hotel has engaged with multi-stakeholder from the beginning to the final processes. For the live coral project, the hotel is engaged with IUCN and target communities to plan and discuss about the projects in the beginning of the process. In the middle of the process, the hotel was engaged with the government sector to ask for permission to plant coral and engage the hotel’s guests to participate in donating 10% from every guest's invoice to create new coral reefs. On the day of the event, the hotel was engaged with multi relevant stakeholders. After the project, the hotel tried to engage with hotel’s guests to let them know that the hotel helped the environment, communities and society. Videos about live coral project and other CSR projects have been shown every time when customers switch on the television in the guestrooms”*. In some projects, customers have been involved as one of the key stakeholders. For example, human resources manager, La Flora Resort Patong said *“Guests who survived from the tsunami disaster in 2004 came back and discussed with the hotel to donate food and supplies*

*to the residents*". Human resources manager, Dusit Thani Laguna Phuket said *"The hotel invited hotel's guests to participate in helping cleft lip and cleft palate children"*. Some hotels never created CSR projects by their own, but they engaged with the government sector to help the communities and society. For example, assistant training manager, Hyatt Regency Phuket Resort said *"The hotel is engaged with Kamala sub district administrative organization and most of hotel's CSR activities depend on the request of the government sector. In the future, if the hotel has a plan to create a big CSR project, then multi-stakeholder engagement is important"*. All informants of the community leaders said that community engagement is one of the highly important factors. Residents should have been engaged since the planning process of community-based CSR projects because they are recipients of the hotels' community-based CSR projects.

7. Participation in community-based CSR – All the community leaders and most hotels' senior managers agreed that participation in community-based CSR is highly important factors. Most informants from the international hotel chains mentioned that participating in the community-based CSR is the essential priorities of the hotel business. The hotel sector must sincerely try to solve community problems and enhance the life of residents. Human resources manager, JW Marriott Phuket Resort & Spa said *"The IUCN and Marriott have worked together to protect the environment, support local communities through mangrove restoration, and increase household income by ordering black crabs to make a unique dish in hotel's restaurants. This is the way to a sustainable community development by protecting the environment and community resources and using local resources to create opportunity in making sustainable careers"*. Human resources manager, Dusit Thani

Laguna Phuket and CSR manager, Banyan Tree Phuket said *“Hiring locals is the easiest way to participate in the community-based CSR, especially if talent levels are close. Residents live nearby can easily get to work. They have a less stressful public transport which increases happiness; therefore, it can reduce turnover. Moreover, locals will be appreciative of how hotel bring in the residents to work”*. However, director of human resources, Le Méridien Phuket Beach Resort said *“The hotel has stopped creating CSR for the surrounding communities because there were nothing developed after the hotel donated 25% from the marathon charity to schools. Therefore, the hotel has donated and supported through nonprofit organizations instead of giving direct support to the surrounding communities”*. Informants from some independent hotels mentioned that hotel management teams do not realize how CSR is important to business, thus CSR plan and budget have never been arranged. There were many times that the government sector asked for supports and the GM said *“Hotels can support if the hotel’s name and hotel’s logo will be acknowledged and posted in the events”*.

8. Knowledge sharing – All informants from both the hotels’ senior managers and the community leaders agreed that knowledge sharing is an important process for CSR projects because it will be benefit both inside and outside organizations. Training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said *“There is Marriott global source system that all Marriott staff around the world can access to update news and CSR activities of Marriott hotels. This is knowledge sharing among all staffs under Marriott brand and it also motivates them to participate in CSR activities because they used to inform the HR that they want the same CSR activities done in Marriott abroad”*. The effective communication of

knowledge sharing can also give correct understanding among the target communities. Director of public health and environment division, Patong Municipality Office said *“Knowledge sharing helps hotels and communities to locate each other. Communities have a chance to inform their problems, and hotels have a chance to create more successful CSR projects and also improve hotel reputation through positive CSR”*.

9. Laws and social norms – All informants of the hotel sector mentioned that hotels must follow the laws that are applicable to the country they are doing business. For example, training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said *“Marriott hotels have cooperated with Yaowawit School to create pre-vocational course in hospitality management and students can have internship at Marriott hotels. The laws of Thailand mentioned that children under 15 years cannot be employed, thus hotels cannot pay the 4,000 baht monthly intern salary directly to each student; therefore, the hotels pay to Yaowawit School and the school allocates it to students. Some actions are forced by the laws but CSR responsibility is beyond the sphere of laws”*. Human resources manager, Club Med Phuket said *“The reason that a hotel get involves in CSR is not because of the laws but because of the social norms which hotels are expected to comply such as be friendly to the environment, society, and communities”*. Human resources manager, Wyndham Sea Pearl Resort Phuket said *“The hotel started a CSR because of the pressure from many competitors around which have CSR activities for the environment and communities; thus, the hotel cannot ignore the fact that CSR is important to improve hotel’s image”*. Assistant training manager, Hyatt Regency Phuket Resort and director of human resources, Amatara Wellness Resort said *“CSR and public relations (PR) are closely*

*related to each other. Hotel can be more well-known among customers and society by having CSR, then it can be one of a marketing tool". All informants of the community leaders mentioned that businesses must comply with the law otherwise it will become a chaotic society because businesses may focus only on profits and take advantages from the host countries without realizing to return benefits back to the communities and societies.*

10. CSR project management committees – All hotels' senior managers agreed that CSR project management committees are one of the highly important factors because most hotels have hotels' employee benefit committees that were selected from their departments to be representatives for planning and managing CSR projects. Director of talent & culture, Grand Mercure Phuket Patong said *"The hotel has employee benefits committees to manage all CSR projects and HR representative is a chairman of committees, thus CSR has become one of the HR responsibilities; but in the headquarters level, it is necessary to have a separate CSR department"*. Human resources manager, JW Marriott Phuket Resort & Spa said *"Marriott has a coordinator of CSR Thailand who is responsible for coordinating, counseling, supporting, and motivating CSR activities for all the Marriott's; however, hotels in Thailand have CSR activities which must be created by each hotel. This position is important to manage and control CSR activities in which each hotel should follow the plan and also help to maintain and enhance brand reputation"*. Area CSR manager, Banyan Tree Phuket said *"HR department is responsible to manage all the CSR projects of the hotel. In the regional area, Area CSR manager is responsible to advise and check all CSR projects of all the hotels under Banyan Tree brand"*. Most informants of community leaders also agreed that CSR project management

committees is one of the highly important factors; but they didn't quite understand well how CSR project management committees work for community-based CSR.

11. Financial performance – Most informants of the hotel sector said that budget is not a constraint for doing CSR because hotels can do non-cash CSR such as cleaning beaches and communities, teaching knowledge and skills in hotel jobs, mangrove forest planting, etc. Most informants of the international hotel chains mentioned that CSR plan has already been created and the headquarter office also has budget plan to support it. Therefore, hotels always have budget to support CSR activities and hotels should follow the plan. Human resources manager, Club Med Phuket said “*The hotel has received budget for CSR from the headquarter in France. Although Thailand's economy is not good, CSR activities still have to continue*”. However, director of human resources, Renaissance Phuket Resort & Spa said “*Although the annual CSR budget has been planned but bad economy may cause for cutting the budget instead of cutting the budget for guest amenities which may lead to strong dissatisfaction. HR still has to create CSR activities even CSR budget has been reduced, thus there were many activities to raise funds from the guests and staff*”. Most informants of the community sector said that hotels have many CSR projects during the low season but have a few projects during the high season. It was not because of financial problems but because hoteliers were very busy in the high season.

12. Measuring and reporting performance of CSR – Informants from 2 independent hotels mentioned that HR posted pictures of CSR activities on hotels' bulletin board to inform the employees but didn't measure and report the success of CSR activities to the GM. Whereas, 1 domestic hotel chain and 3 independent hotels mentioned that

the HR just submitted a CSR monthly report to the GM and the GM submitted the report to the owner. On the other hand, most informants of international hotel chains said that the processes of measuring and reporting performance of CSR are important. For example, Area CSR manager, Banyan Tree Phuket said *“HR must create CSR activities that stakeholders can participate at least 4 times/year and after finishing each project, perspectives of stakeholders need to be surveyed and put the results in the CSR report. HR must submit the CSR report to the Area CSR manager, then the Area CSR manager summarizes the report and submits to the headquarter’s office in Singapore–every 3, 6, and 12 months, and finally, the headquarter office summarizes the overall success of the CSR of Banyan Tree brand”*. Director of talent & culture, Grand Mercure Phuket Patong said *“HR must measure and report the success of the CSR performance to the GM, then the GM submits to the GM area, and finally, the GM area submits to the headquarter’s corporate office. Measuring and reporting performance processes are important because CSR activities involve budget, manpower, and other resources, then information from the report can be used as guidelines for CSR planning in the future”*. Most informants of the community sector didn't quite understand well how measuring and reporting performance of CSR impact them.

It can be concluded that informants from both sides agreed that all twelve CSFs for CSR that apply in other industries could also be important - highly important factors for community-based CSR in the hotel sector.

### 4.3 Quantitative Findings

Questionnaires and SPSS were applied to collect information and analyze data from hoteliers and residents who were determined to be the key informants for quantitative data.

#### 4.3.1 Demographic Characteristics of Respondents

The participants for quantitative data of this study consist of 800 people. Table 4.3 and 4.4 depict demographic characteristics of 400 hoteliers and 400 residents.

Table 4.3  
*Demographic characteristics of hoteliers*

Items	Number of people	Percentage
<b>Gender</b>		
Male	109	27.25
Female	291	72.75
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Age</b>		
Less than 30 years	205	51.25
31–40 years	153	38.25
41–50 years	42	10.50
51–60 years	0	0.00
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Marital status</b>		
Single	273	68.25
Married	122	30.50
Widowed	2	0.50
Divorced	3	0.75
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>The highest education level</b>		
Vocational education	27	6.75
Higher vocational education	93	23.25
Bachelor's degree	256	64.00
Master's degree	12	3.00
Ph.D.	0	0.00
Other	12	3.00

Items	Number of people	Percentage
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>The area of workplace / accommodation</b>		
Mueang Phuket	91	22.75
Kathu	133	33.25
Thalang	176	44.00
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Position (Only Hoteliers)</b>		
Front Office	46	11.50
Food and Beverage	57	14.20
Housekeeping	31	7.80
Human Resource	58	14.50
Kitchen	45	11.20
Sales and Marketing/Accounting/ Purchasing/Secretary/Event	52	13.00
Engineering	12	3.00
Sport and Recreation	4	1.00
IT	12	3.00
Management	47	11.80
Other	36	9.00
<b>Total</b>	<b>400</b>	<b>100.00</b>

From the table above (Table 4.3), the hoteliers who participated in this study 109 were male (27.25%) and 291 were female (72.75%). More than half of the participants belonged to the age group of less than 30 years (51.25%). In addition, the majority of the participants, 273 (68.25%) were single, while 122 (30.50%) were married. The participants mostly had a bachelor's degree, at 256 (64.00%), and 93 (23.25%) had higher vocational education. The numbers of participants from each area were: 91 (22.75%) from Mueang Phuket District; 133 (33.25%) from Kathu District; and 176 (44.00%) from Thalang district. The questionnaires for the hoteliers were distributed to every department, but the largest portion of the respondents was hotel staff in HR departments at 58 (14.50%), while sport and recreation department at 4 (1.00%).

Table 4.4  
*Demographic characteristics of residents*

Items	Number of people	Percentage
<b>Gender</b>		
Male	108	27.00
Female	292	73.00
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Age</b>		
Less than 30 years	125	31.25
31–40 years	245	61.25
41–50 years	12	3.00
51–60 years	18	4.50
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Marital status</b>		
Single	239	59.75
Married	150	37.50
Widowed	5	1.25
Divorced	6	1.50
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>The highest education level</b>		
Vocational education	15	3.75
Higher vocational education	1	0.25
Bachelor's degree	288	72.00
Master's degree	58	14.50
Ph.D.	4	1.00
Other	34	8.50
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>The area of workplace / accommodation</b>		
Mueang Phuket	190	47.50
Kathu	96	24.00
Thalang	114	28.50
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Occupation (Only Residents)</b>		
People who run or work in accommodation business	131	32.80
Tourism and Hospitality staff	12	3.00
Government employee	23	5.80
State enterprise employee	3	0.80
Bank/Insurance/Accountant/Sale	23	5.80
Business owner	52	13.00
Students	44	11.00

Items	Number of people	Percentage
Employee	101	25.20
Unemployed	11	2.80
<b>Total</b>	<b>400</b>	<b>100.00</b>

From the table above (Table 4.4), the residents who participated in this study 108 were male (27.00%) and 292 were female (73.00%). More than half of the participants belonged to the age group of 31-40 years (61.25%). In addition, the majority of the participants, 239 (59.75%) were single, while 150 (37.50%) were married. The participants mostly had a bachelor's degree, at 288 (72.00%), and 58 (14.50%) had master's degree. The numbers of participants from each area were: 190 (47.50%) from Mueang Phuket District; 96 (24.00%) from Kathu District; and 144 (28.50%) from Thalang district. The questionnaires for the residents were distributed in different forms according to their occupations, but the majority of the respondents were people who run or work in accommodation business, numbering 131 (32.80%), while state enterprise employee, 3 (0.80%).

#### **4.3.2 Community-based CSR that Hoteliers Participated/ Residents Received and Needed**

The results in this part answer the second objective, which is to investigate the essential characteristics a community-based CSR project should have to ensure success from the relevant stakeholders' perspectives. Table 4.5 – 4.7 depict the number of hotels' community-based CSR activities that hoteliers participated/ residents received/ and residents needed, classified by the districts.

Table 4.5  
*The number of hotels' community-based CSR activities that hoteliers participated classified by district*

No.	Hotels' community-based CSR that hoteliers participated	Mueang Phuket District		Kathu District		Thalang District		Total	
		Frequencies	Percent	Frequencies	Percent	Frequencies	Percent	Frequencies	Percent
		1	Saving Energy/ Environment	36	12.8	58	25.3	111	38.3
2	Developing Community Facilities/ Religious Sites	6	2.1	41	17.9	3	1.0	50	12.5
3	Marathon	1	0.4	7	3.1	15	5.2	23	5.75
4	Donation	20	7.1	16	7.0	39	13.4	75	18.75
5	Health/ Life Care	4	1.4	5	2.2	9	3.1	18	4.5
6	Education	8	2.8	10	4.4	17	5.9	35	8.75
7	Supporting in Special Occasions	22	7.8	6	2.6	28	9.7	56	14
8	Helping Victims of Natural Disasters	3	1.1	38	16.6	139	47.9	180	45
9	Planting Trees	11	3.9	15	6.6	77	26.6	103	25.75
10	Animal Conservation	17	6.0	2	0.9	13	4.5	32	8
11	Improving Working Skills	4	1.4	8	3.5	6	2.1	18	4.5

Table 4.5 shows that saving energy/the environment was the most common form of community-based CSR in which hoteliers participated for Mueang Phuket district and Kathu district. Helping victims of natural disasters was the highest frequency of community-based CSR activity that hoteliers participated for Thalang district. In total, the three highest frequencies of community-based CSR activities in which hoteliers participated were saving energy/the environment, helping victims of natural disasters, and planting trees.

Table 4.6  
*The number of hotels' community-based CSR activities that residents received classified by district*

No.	Hotels' community-based CSR that residents received	Mueang Phuket District		Kathu District		Thalang District		Total	
		Frequencies	Percent	Frequencies	Percent	Frequencies	Percent	Frequencies	Percent
		1	Supporting Community Products	12	4.3	5	2.2	8	2.8
2	Saving Energy/ Environment	76	27.0	39	17.0	43	14.8	158	39.5
3	Planting Trees	11	3.9	1	0.4	6	2.1	18	4.5
4	Education	14	5.0	2	0.9	10	3.4	26	6.5
5	Animal Conservation	32	11.4	15	6.6	3	1.0	50	12.5
6	Campaigns Against Drugs and Prevent Sexual Harassment	1	0.4	15	6.6	6	2.1	22	5.5
7	Health/ Life Care	1	0.4	2	0.9	4	1.4	7	1.75
8	Donation	2	0.7	2	0.9	76	26.2	80	20
9	Marathon	6	2.1	24	10.5	8	2.8	38	9.5
10	Developing Community Facilities/ Religious Sites	2	0.7	8	3.5	1	0.3	11	2.75
11	Collaboration networks: Received collaboration networks	1	0.4	2	0.9	2	0.7	5	1.25
12	Job Creation/ Employment	56	19.9	56	24.5	2	0.7	114	28.5
13	Helping Victims of Natural Disasters	5	1.8	43	18.8	1	0.3	49	12.25

Table 4.6 shows that the most common community-based hotel CSR activities that residents received involved saving energy/the environment, job creation/employment, and donations in Mueang Phuket district, Kathu district, and Thalang district,

respectively. In total, the three highest frequencies of community-based hotel CSR activities that residents received were also saving energy/the environment, job creation/employment, and donations.

Table 4.7  
*The number of hotels' community-based CSR activities that residents needed classified by district*

No.	Hotels' community-based CSR that residents needed	Mueang Phuket District		Kathu District		Thalang District		Total	
		Frequencies	Percent	Frequencies	Percent	Frequencies	Percent	Frequencies	Percent
1	Supporting Community Businesses/ Generating income to communities	15	5.3	9	3.9	11	3.8	35	8.75
2	Job creation/ Employment	16	5.7	11	4.8	5	1.7	32	8
3	Saving Environment / Keeping Clean	64	22.8	29	12.7	45	15.5	138	34.5
4	Education	19	6.8	7	3.1	8	2.8	34	8.5
5	Animal Conservation	7	2.5	20	8.7	49	16.9	76	19
6	Health/ Life Care	13	4.6	45	19.7	4	1.4	62	15.5
7	Developing Tourist Attractions in Communities	11	3.9	9	3.9	6	2.1	26	6.5
8	Drug prevention	4	1.4	64	27.9	3	1.0	71	17.75
9	Donation	11	3.9	18	7.9	4	1.4	33	8.25
10	Public Utilities/ Quality of Life Development	17	6.0	2	0.9	5	1.7	24	6
11	Improving the Quality of Lives for poor people	7	2.5	8	3.5	4	1.4	19	4.75
12	Improving Working Skills	15	5.3	14	6.1	6	2.1	35	8.75

Table 4.7 shows that the highest frequencies of hotels' community-based CSR that residents needed were saving environment/ keeping clean, drug prevention, and

animal conservation in Mueang Phuket district, Kathu district, and Thalang district, respectively. In total, the three highest frequencies of hotels' community-based CSR that residents needed were saving environment/ keeping clean, animal conservation, and drug prevention, respectively.

### 4.3.3 Hotelier and Resident Perspectives on the CSFs for Community-based CSR

The results in this part answer the third objective, which is to identify the CSFs for a successful community-based CSR as mutually perceived by hoteliers and the target communities. T-test was applied to compare the mean value of hoteliers and residents about their opinion on the CSFs for a successful community-based CSR.

Table 4.8 – 4.19 depict the comparison of each CSFs classified by type of respondents.

Table 4.8  
*Comparison of top management commitment to CSR classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Hotel's CSR projects are more likely to success if top management give commitment.	4.57	0.575	4.33	0.761	4.981	.000**
Hotel can maintain the CSR concept and activities for long-term if top management has clear CSR visions, mission, and goals.	4.51	0.584	4.35	0.740	3.447	.001**
The ability of top management to establishes, manages, and practices CSR lead to positive perspectives from internal and external stakeholder.	4.50	0.609	4.30	0.752	4.237	.000**
<b>Top management commitment to CSR</b>	<b>4.52</b>	<b>0.527</b>	<b>4.32</b>	<b>0.692</b>	<b>4.633</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.8), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in top management commitment; clear CSR visions, mission, and

goals; and the ability of top management. For top management commitment, the results showed that hoteliers have average ( $\bar{x}$  4.57) which higher than residents ( $\bar{x}$  4.33). For clear CSR visions, mission, and goals, the results showed that hoteliers have average ( $\bar{x}$  4.51) which higher than residents ( $\bar{x}$  4.35). For the ability of top management, the results showed that hoteliers have average ( $\bar{x}$  4.50) which higher than residents ( $\bar{x}$  4.30). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of top management commitment to CSR than residents.

Table 4.9  
*Comparison of formal CSR strategic planning and practice classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Clear plan, purpose, and direction are important guidelines for successful implementation of CSR projects.	4.45	0.631	4.27	0.784	3.527	.000**
Formal CSR strategic planning and practices, and CSR implementation in everyday operational practice can increase chances of successful CSR projects.	4.44	0.618	4.35	0.751	1.748	.081
Engaging relevant stakeholders in CSR planning process can reduce risk, and increase chances of successful CSR projects.	4.38	0.645	4.22	0.741	3.155	.002**
<b>Formal CSR strategic planning and practice</b>	<b>4.42</b>	<b>0.559</b>	<b>4.28</b>	<b>0.687</b>	<b>3.140</b>	<b>.002**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.9), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in clear plan, purpose, and direction of CSR projects; and engaging relevant stakeholders in CSR planning process. For clear plan, purpose, and direction of CSR projects, the results showed that hoteliers have average ( $\bar{x}$  4.45) which higher than residents ( $\bar{x}$  4.27). For engaging relevant stakeholders in CSR planning process, the results have showed that hoteliers have average ( $\bar{x}$  4.38) which

higher than residents ( $\bar{x}$  4.22). Thus, it can be interpreted that hoteliers tend to give more importance to clear plan, purpose, and direction of CSR projects; and engaging relevant stakeholders in CSR planning process than residents. However, there was no statistically significant difference at 0.05 level ( $p>0.05$ ) in formal CSR strategic planning and practices, and CSR implementation in everyday operational practice.

Table 4.10

*Comparison of consumers oriented strategy classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Hotel will be more successful in business if able to provide goods and services that avoid harming the environment and society.	4.46	0.647	4.37	0.745	1.672	.095
The CSR concept and practices can represent a good image of hotel brand which can make credible in creating successful CSR projects.	4.54	0.616	4.34	0.745	4.138	.000**
Hotel can create competitive advantages and loyalty customers by supporting community and society through CSR projects.	4.33	0.722	4.14	0.777	3.488	.001**
<b>Consumers oriented strategy</b>	<b>4.44</b>	<b>0.552</b>	<b>4.28</b>	<b>0.660</b>	<b>3.619</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.10), there were statistically significant differences at 0.01 level ( $p<0.01$ ) in good images in past CSR can make credible; and CSR projects can create competitive advantages and loyalty customers. For good images in past CSR can make credible, the results showed that hoteliers have average ( $\bar{x}$  4.54) which higher than residents ( $\bar{x}$  4.34). For CSR projects can create competitive advantages and loyalty customers, the results showed that hoteliers have average ( $\bar{x}$  4.33) which higher than residents ( $\bar{x}$  4.14). Thus, it can be interpreted that hoteliers tend to give more importance to good images in past CSR; and supporting community and society through CSR projects than residents. However, there was no

statistically significant difference at 0.05 level ( $p>0.05$ ) in providing goods and services that avoid harming the environment and society.

Table 4.11

*Comparison of embedding CSR into the organizational culture and citizen behavior classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Hotel will be more successful in implementing CSR if able to embed CSR into organizational culture to make the whole organization concern in the CSR concept.	4.48	0.621	4.30	0.750	3.646	.000**
All levels in organization are important to make successful CSR implementation. Thus, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level.	4.55	0.586	4.30	0.786	5.050	.000**
CSR projects are more likely to success if the projects conduct with understanding and accepting of hotel staff.	4.55	0.611	4.30	0.733	5.187	.000**
<b>Embedding CSR into the organizational culture and citizen behavior</b>	<b>4.52</b>	<b>0.536</b>	<b>4.30</b>	<b>0.690</b>	<b>5.126</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.11), there were statistically significant differences at 0.01 level ( $p<0.01$ ) in embedding CSR into organizational culture is important in implementing CSR; the ideas of CSR must come from all parts; and CSR are more likely to success if conduct with understanding and accepting of hotel staff. For embedding CSR into organizational culture is important in implementing CSR, the results showed that hoteliers have average ( $\bar{x}$  4.48) which higher than residents ( $\bar{x}$  4.30). For the ideas of CSR must come from all parts, the results showed that hoteliers have average ( $\bar{x}$  4.55) which higher than residents ( $\bar{x}$  4.30). For conducting projects with understanding and accepting of hotel staff, the results showed that

hoteliers have average ( $\bar{x}$  4.55) which higher than residents ( $\bar{x}$  4.30). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of embedding CSR into the organizational culture and citizen behavior than residents.

Table 4.12

*Comparison of employee commitment to CSR classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Employee commitment and active participation to CSR are key components for leading to success in hotel's CSR projects.	4.46	0.628	4.31	0.738	3.148	.002**
Employee commitment would assist in establishing CSR culture and implementing CSR activities for both inside and outside hotel.	4.44	0.646	4.24	0.759	3.862	.000**
Human resource management should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems for motivating staff to being active in CSR volunteering.	4.40	0.656	4.24	0.748	3.167	.002**
<b>Employee commitment to CSR</b>	<b>4.43</b>	<b>0.567</b>	<b>4.26</b>	<b>0.672</b>	<b>3.807</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.12), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in employee commitment and active participation to CSR; employee commitment assist in establishing CSR culture and implementing CSR activities; and HRM should specify CSR responsibilities into employee recruitment and other processes. For employee commitment and active participation to CSR, the results showed that hoteliers have average ( $\bar{x}$  4.46) which higher than residents ( $\bar{x}$  4.31). For employee commitment assist in establishing CSR culture and implementing CSR activities, the results showed that hoteliers have average ( $\bar{x}$  4.44) which higher than residents ( $\bar{x}$  4.24). For specifying CSR responsibilities into

employee recruitment and other processes, the results showed that hoteliers have average ( $\bar{x}$  4.40) which higher than residents ( $\bar{x}$  4.24). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of employee commitment to CSR than residents.

Table 4.13  
*Comparison of community engagement classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Hotel's CSR projects are more likely to success if community have the chance to engage the decision-making process.	4.35	0.703	4.21	0.735	2.802	.005**
Community engagement helps to create better understanding and transforming community' needs into CSR planning and practices. This helps hotel to cooperate and work with residents to achieve in CSR goals.	4.37	0.681	4.22	0.745	2.874	.004**
Hotel should open-minded to share attitude with community because it is another vital tool in CSR integration to create long-term relationships with community.	4.39	0.689	4.21	0.766	3.542	.000**
<b>Community engagement</b>	<b>4.37</b>	<b>0.626</b>	<b>4.21</b>	<b>0.685</b>	<b>3.374</b>	<b>.001**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.13), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in community should engage in the decision-making process; community engagement helps to transform community' needs into CSR planning and practices; and hotel should open-minded to share attitude with community. For community should engage in the decision-making process, the results showed that hoteliers have average ( $\bar{x}$  4.35) which higher than residents ( $\bar{x}$  4.21). For community engagement helps to transform community' needs into CSR planning and practices, the results showed that hoteliers have average ( $\bar{x}$  4.37) which higher than residents ( $\bar{x}$  4.22). For hotel should open-minded to share attitude with community, the results

showed that hoteliers have average ( $\bar{x}$  4.39) which higher than residents ( $\bar{x}$  4.21). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of community engagement than residents.

Table 4.14

*Comparison of participation in community-based CSR classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Community development is one of important part of hotel's CSR.	4.47	0.660	4.26	0.741	4.184	.000**
In order to make the projects more successful, residents should be involved in planning and decision-making processes of community-based CSR.	4.40	0.657	4.21	0.733	3.911	.000**
CSR projects are more likely to success if residents have more chances to share their perspectives, and reflect the facts about community problems.	4.42	0.652	4.24	0.729	3.580	.000**
<b>Participation in community-based CSR</b>	<b>4.43</b>	<b>0.579</b>	<b>4.23</b>	<b>0.669</b>	<b>4.329</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.14), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in community development; residents involvement in planning and decision-making processes; and the chances of residents to share their perspectives. For community development, the results showed that hoteliers have average ( $\bar{x}$  4.47) which higher than residents ( $\bar{x}$  4.26). For residents involvement in planning and decision-making processes, the results showed that hoteliers have average ( $\bar{x}$  4.40) which higher than residents ( $\bar{x}$  4.21). For the chances of residents to share their perspectives, the results showed that hoteliers have average ( $\bar{x}$  4.42) which higher than residents ( $\bar{x}$  4.24). Thus, it can be interpreted that hoteliers tend to

give more importance to all questions in the factor of participation in community-based CSR than residents.

Table 4.15

*Comparison of knowledge sharing classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Knowledge sharing is important process for implementing CSR because it supports the exchange of knowledge and experience between hotel and stakeholders.	4.43	0.649	4.22	0.742	4.313	.000**
Knowledge sharing is the process of mutual CSR benefits between hotel and stakeholders.	4.39	0.666	4.22	0.738	3.370	.001**
Hotel can get knowledge from sharing and learning with multi-stakeholder and can bring it to plan for appropriate community-based CSR projects.	4.43	0.653	4.25	0.748	3.627	.000**
Knowledge sharing	<b>4.41</b>	<b>0.589</b>	<b>4.22</b>	<b>0.682</b>	<b>4.138</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.15), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in knowledge sharing is important process for implementing CSR; knowledge sharing is the process of mutual CSR benefits; and hotel can get knowledge from sharing and learning with multi-stakeholder. For knowledge sharing is important process for implementing CSR, the results showed that hoteliers have average ( $\bar{x}$  4.43) which higher than residents ( $\bar{x}$  4.22). For knowledge sharing is the process of mutual CSR benefits, the results showed that hoteliers have average ( $\bar{x}$  4.39) which higher than residents ( $\bar{x}$  4.22). For hotel can get knowledge from sharing and learning with multi-stakeholder, the results showed that hoteliers have average ( $\bar{x}$  4.43) which higher than residents ( $\bar{x}$  4.25). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of knowledge sharing than residents.

Table 4.16

*Comparison of laws and social norms classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Hotel's CSR programs will become truly successful if all procedures in line with laws and social norms.	4.44	0.661	4.24	0.746	3.912	.000**
Hotel must follow international guidelines, laws, social and community norms. Otherwise, it can be banned from operating business in host country/ or community.	4.37	0.685	4.25	0.731	2.347	.019*
Hotel is more likely to success if starting business from understanding and getting familiar with all of the laws, social and community norms that hotel must adhere to.	4.44	0.642	4.24	0.753	4.091	.000**
<b>Laws and social norms</b>	<b>4.41</b>	<b>0.595</b>	<b>4.24</b>	<b>0.684</b>	<b>3.782</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.16), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in CSR procedures should in line with laws and social norms; and hotel should get familiar with all of the laws, social and community norms. For CSR procedures should in line with laws and social norms, the results showed that hoteliers have average ( $\bar{x}$  4.44) which higher than residents ( $\bar{x}$  4.24). For hotel should get familiar with all of the laws, social and community norms, the results showed that hoteliers have average ( $\bar{x}$  4.44) which higher than residents ( $\bar{x}$  4.24). Thus, it can be interpreted that hoteliers tend to give more importance to CSR procedures should in line with laws and social norms; and hotel should get familiar with all of the laws, social and community norms laws, social and community norms than residents. However, there was no statistically significant difference at 0.05 level ( $p > 0.05$ ) in hotel must follow international guidelines, laws, social and community norms.

Table 4.17

*Comparison of CSR project management committees classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
All project and whole process of CSR should be properly managed by CSR project management teams.	4.40	0.691	4.23	0.733	3.525	.000**
Hotel's CSR projects are more likely to success if project management manage the project with clear goals, objectives, communication, timelines, and able to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders.	4.43	0.649	4.23	0.750	4.035	.000**
Hotel should have CSR department and CSR staff to manage CSR projects for internal and external organization.	4.26	0.756	4.22	0.731	0.618	.537
<b>CSR project management committees</b>	<b>4.36</b>	<b>0.608</b>	<b>4.22</b>	<b>0.674</b>	<b>3.010</b>	<b>.003**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.17), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in CSR should be managed by CSR project management; and CSR project management should have clear goals, objectives, and work for the mutual benefit of all stakeholders. For CSR should be managed by CSR project management, the results showed that hoteliers have average ( $\bar{x}$  4.40) which higher than residents ( $\bar{x}$  4.23). For CSR project management should have clear goals, objectives, and work for the mutual benefit of all stakeholders, the results showed that hoteliers have average ( $\bar{x}$  4.43) which higher than residents ( $\bar{x}$  4.23). Thus, it can be interpreted that hoteliers tend to give more importance to CSR project management; and the ability of CSR project management than residents. However, there was no statistically significant difference at 0.05 level ( $p > 0.05$ ) in hotel should have CSR department and CSR staff.

Table 4.18

*Comparison of financial performance classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Allocation of adequate budget can make successful CSR projects and maintain the CSR concept for long-term.	4.36	0.695	4.22	0.754	2.829	.005**
Even transformation of stakeholders' needs and expectations into business strategy can cost and destroy shareholders' profits but socially responsible behaviors tend to show long-term financial gains for hotel.	4.28	0.693	4.12	0.760	3.210	.001**
If there is lack of sufficient financial resources all affect the effectiveness of the operations management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives.	4.27	0.717	4.13	0.761	2.678	.008**
<b>Financial performance</b>	<b>4.30</b>	<b>0.631</b>	<b>4.15</b>	<b>0.674</b>	<b>3.247</b>	<b>.001**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.18), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in adequate budget is important for successful and maintaining CSR projects; socially responsible behaviors tend to show long-term financial gains for hotel; and the lack of sufficient financial resources can affect the effectiveness of the operations management. For adequate budget is important for successful and maintaining CSR projects, the results showed that hoteliers have average ( $\bar{x}$  4.36) which higher than residents ( $\bar{x}$  4.22). For socially responsible behaviors tend to show long-term financial gains for hotel, the results showed that hoteliers have average ( $\bar{x}$  4.28) which higher than residents ( $\bar{x}$  4.12). For the lack of sufficient financial resources can affect the effectiveness of the operations management, the results showed that hoteliers have average ( $\bar{x}$  4.27) which higher than residents ( $\bar{x}$  4.13).

Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of financial performance than residents.

Table 4.19  
*Comparison of measuring and reporting performance of CSR classified by type of respondents*

STATEMENT	Hoteliers		Residents		t	p
	$\bar{x}$	S.D.	$\bar{x}$	S.D.		
Measuring and reporting performances of CSR are important processes to make CSR project complete.	4.42	0.663	4.16	0.744	5.165	.000**
Hotel would benefit from proper measuring and reporting their CSR activities because hotel can report CSR performance to the public and also receive feedback from all related parties.	4.36	0.672	4.16	0.746	4.034	.000**
For more effective of measuring and reporting processes, both internal and external stakeholders should be engaged to exchange ideas on CSR-related issues for future improvement and deeper integration.	4.39	0.670	4.18	0.739	4.161	.000**
<b>Measuring and reporting performance of CSR</b>	<b>4.39</b>	<b>0.607</b>	<b>4.16</b>	<b>0.690</b>	<b>4.838</b>	<b>.000**</b>

\*\* with statistical significance at 0.01 level

From the table above (Table 4.19), there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in measuring and reporting performances of CSR are important processes; hotel would benefit from proper measuring and reporting their CSR activities; and the exchange of stakeholders' ideas can make more effective in measuring and reporting processes. For measuring and reporting performances of CSR are important processes, the results showed that hoteliers have average ( $\bar{x}$  4.42) which higher than residents ( $\bar{x}$  4.16). For hotel would benefit from proper measuring and reporting their CSR activities, the results showed that hoteliers have average ( $\bar{x}$  4.36) which higher than residents ( $\bar{x}$  4.16). For the exchange of stakeholders'

ideas can make more effective in measuring and reporting processes, the results showed that hoteliers have average ( $\bar{x}$  4.39) which higher than residents ( $\bar{x}$  4.18). Thus, it can be interpreted that hoteliers tend to give more importance to all questions in the factor of measuring and reporting performance of CSR than residents.

From table 4.8 - 4.19, the comparison with t-test of the CSFs for hotels' community-based CSR classified by type of respondents shown that there were statistically significant differences at 0.01 level ( $p < 0.01$ ) in all CSFs for hotels' community-based CSR from group of hoteliers and residents. After that the results of the mean value were grouped into five dimensions to test the hypotheses of this study.

#### 4.3.3.1 Testing of the Hypotheses

This section tests the five hypotheses for the quantitative part of this study. Table 4.20 depicts the mean value for hoteliers and residents opinions related to the CSFs for community-based CSR in the HRM, strategic, marketing, environmental, and financial dimensions.

Table 4.20

*The mean value for hoteliers and residents opinions related to the CSFs for community-based CSR in the HRM, strategic, marketing, environmental, and financial dimensions*

STATEMENT	400 Hoteliers			400 Residents		
	$\bar{x}$	S.D.	Level	$\bar{x}$	S.D.	Level
Embedding CSR into the organizational culture and citizen behavior	4.52	0.536	The most important	4.30	0.690	More Important
Employee commitment to CSR	4.43	0.567	More Important	4.26	0.672	More Important
Knowledge sharing	4.41	0.589	More Important	4.22	0.682	More Important
<b>The HRM Dimension</b>	<b>4.45</b>	<b>0.025</b>	<b>More Important</b>	<b>4.26</b>	<b>0.032</b>	<b>More Important</b>

STATEMENT	400 Hoteliers			400 Residents		
	$\bar{x}$	S.D.	Level	$\bar{x}$	S.D.	Level
Top management commitment to CSR	4.52	0.527	The most important	4.32	0.692	More Important
Formal CSR strategic planning and practice	4.42	0.559	More Important	4.28	0.687	More Important
CSR project management committees	4.36	0.608	More Important	4.22	0.674	More Important
Measuring and reporting performance of CSR	4.39	0.607	More Important	4.16	0.690	More Important
<b>The Strategic Dimension</b>	<b>4.42</b>	<b>0.025</b>	<b>More Important</b>	<b>4.24</b>	<b>0.031</b>	<b>More Important</b>
Consumers oriented strategy	4.44	0.552	More Important	4.28	0.660	More Important
<b>The Marketing Dimension</b>	<b>4.44</b>	<b>0.552</b>	<b>More Important</b>	<b>4.28</b>	<b>0.660</b>	<b>More Important</b>
Participation in community-based CSR	4.43	0.579	More Important	4.23	0.669	More Important
Laws and social norms	4.41	0.595	More Important	4.24	0.684	More Important
<b>The Environmental Dimension</b>	<b>4.42</b>	<b>0.027</b>	<b>More Important</b>	<b>4.23</b>	<b>0.032</b>	<b>More Important</b>
Community engagement	4.37	0.626	More Important	4.21	0.685	More Important
Financial performance	4.30	0.631	More Important	4.15	0.674	More Important
<b>The Financial Dimension</b>	<b>4.33</b>	<b>0.028</b>	<b>More Important</b>	<b>4.18</b>	<b>0.032</b>	<b>More Important</b>

From the table above (Table 4.20), it can be interpreted that hoteliers tend to give more importance to all CSFs than the residents. Hoteliers believed that embedding CSR into the organizational culture and citizen behavior and top management commitment to CSR were at the most important level, and all the rest of the factors were at more important level. After all CSFs were grouped into five dimensions the

results showed that all five dimensions became at more important level. Therefore all hypotheses can be confirmed as shown below.

Hypothesis 1: Hoteliers and residents will differ significantly in their opinions about the HRM dimension on CSFs for community-based CSR in the hotel sector. The summary of the mean value for hoteliers and residents opinions related to all CSFs in the HRM dimension were found at more important level with ( $\bar{x}$  4.45) and ( $\bar{x}$  4.26) respectively.

Hypothesis 2: Hoteliers and residents will differ significantly in their opinions about the strategic dimension on CSFs for Community-based CSR in the hotel sector. The summary of the mean value for hoteliers and residents opinions related to all CSFs in the strategic dimension were found at more important level with ( $\bar{x}$  4.42) and ( $\bar{x}$  4.24) respectively.

Hypothesis 3: Hoteliers and residents will differ significantly in their opinions about the marketing dimension on CSFs for community-based CSR in the hotel sector. The summary of the mean value for hoteliers and residents opinions related to all CSFs in the marketing dimension were found at more important level with ( $\bar{x}$  4.44) and ( $\bar{x}$  4.28) respectively.

Hypothesis 4: Hoteliers and residents will differ significantly in their opinions about the environmental dimension on CSFs for community-based CSR in the hotel sector. The summary of the mean value for hoteliers and residents opinions related to all CSFs in the environmental dimension were found at more important level with ( $\bar{x}$  4.42) and ( $\bar{x}$  4.23) respectively.

Hypothesis 5: Hoteliers and residents will differ significantly in their opinions about the financial dimension on CSFs for community-based CSR in the hotel sector. The summary of the mean value for hoteliers and residents opinions related to all CSFs in

the financial dimension were found at more important level with ( $\bar{x}$  4.33) and ( $\bar{x}$  4.18) respectively.

Therefore, the results showed that hoteliers tend to give more importance to all dimensions than the residents. Thus, it can be interpreted that hoteliers tend to give more importance to all CSFs than the residents. On the viewpoint of hoteliers, HRM was the most important dimension for hotels' community-based CSR, while marketing was the most important dimension on the viewpoint of residents. Thus, the findings confirm that hoteliers and residents will differ significantly in their opinions about five dimensions on CSFs for community-based CSR in the hotel sector, and twelve CSFs in five dimensions influence CSFs for community related CSR in the hotel sector.

#### **4.4 Summary**

The interview results of hotels' senior managers were summarized to know the current practices and the CSFs for community-based CSR among five-star hotels in Phuket. The interview results of community leaders and the survey results of hoteliers and residents were summarized to identify the essential characteristics and the CSFs for hotels' community-based CSR. The next chapter presents the conclusion, discussion, and recommendation in this study.

## **CHAPTER FIVE**

### **CONCLUSION DISCUSSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter aims at presenting the conclusions or the overall findings and the discussion of findings in relation to the research objectives. In other words, it discusses the findings on the current community-based CSR practices among five-star hotels in Phuket, the essential characteristics a community-based CSR project should have to ensure success from the relevant stakeholders' perspectives, and the CSFs for a successful community-based CSR as mutually perceived by hoteliers and the target communities. The chapter ends with a look at the research implications and a presentation of several recommendations based on the findings.

#### **5.2 Conclusion of the Results**

The conclusions of the overall findings are categorized into three parts in relation to the specific objectives are as follows:

##### **5.2.1 The Current Community-based CSR Among Five-Star Hotels in Phuket**

The first objective of this study is exploring the current community-based CSR practices among five-star hotels in Phuket. Content analysis and thematic analysis were used in qualitative research to draw interpretations from the data. The data gathered from in-depth interviews were categorized in main themes, sub-themes, and

minor themes by considering from the same and different things. Table 5.1 depicts the thematic framework of the current community-based CSR practices among five-star hotels in Phuket.

Table 5.1  
*The thematic framework of the current community-based CSR practices among five-star hotels in Phuket*

Main themes	Sub-themes	Minor themes
1. Philosophies on community-based CSR	1.1 International hotel chains	- Embedding community-based CSR concept
	1.2 Domestic hotel chain and Independent hotels	- Top management commitment to community-based CSR - The number of community-based CSR projects
2. The target recipients of community-based CSR programs	2.1 Surrounding communities	- Weighing positive and negative impacts - Saving money and time
	2.2 Far away communities	- Reducing accidents and injuries of transportation - Considering from urgent needs
3. Designing hotels' CSR from the community perspectives	3.1 Hotels investigated community needs and perspectives.	- Surveying community perspectives through residents - Inviting stakeholders to have a meeting at hotels
	3.2 Communities or the government sector informed their needs to hotels.	- Sending invitation letter to communities to participate in hotels' CSR activities - Inviting hotel representatives to have a meeting at communities - Sending requests to hotels
4. Activities under community-based CSR programs	4.1 International hotel chains	- Cause promotions
	4.2 Domestic hotel chain and Independent hotels	- Cause-related marketing - Corporate social marketing - Corporate philanthropy - Community volunteering - Socially responsible
5. Resources for community-based CSR	5.1 Budget	- Budget from headquarters
	5.2 Manpower	- Arranging activities to raise funds - Types of activity - Period of time - Distance

6. Evaluation and measurement the success of community-based CSR projects	6.1 International hotel chains 6.2 Domestic hotel chain and Independent hotels	- Investigating community perspectives after CSR activities - Submitting the CSR reports
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Based on the table above (Table 5.1), six themes emerged from qualitative data on the current community-based CSR practices among five-star hotels in Phuket are enumerated as below.

### 1. Philosophies on Community-based CSR

Most international hotel chains have been implementing the concept of community-based CSR as their brands' core values by creating slogans that could make their brand more recognizable. The conceptualization of community-based CSR began in the corporate headquarters and trickles down to all hotels and all staffs under the same hotel brand where they are made to believe that they are an integral part of the development of communities and societies. On the other hand, domestic hotel chain and independent hotels have never started any CSR activities by their own, instead they only participated and supported some CSR activities of the government sector. Thus, little effort was made to motivate their staff to be a part in community or society development.

### 2. The Target Recipients of Community-based CSR Programs

The majority of informants mentioned that the target recipients of community-based CSR programs are the surrounding communities because it is a chance to build good relationships with the communities nearby. Moreover, hotels can save time, reduce cost of transportation and security risks from going to far away places. However, some CSR activities may be arranged for far away communities if there is a need to

cooperate with other hotels in the same chain. There was only 1 hotel that has stopped giving support to its surrounding communities because the hotel has never seen any development after donating money. Therefore, the hotel has preferred to support through nonprofit organizations.

### 3. Designing Hotels' CSR from the Community Perspectives

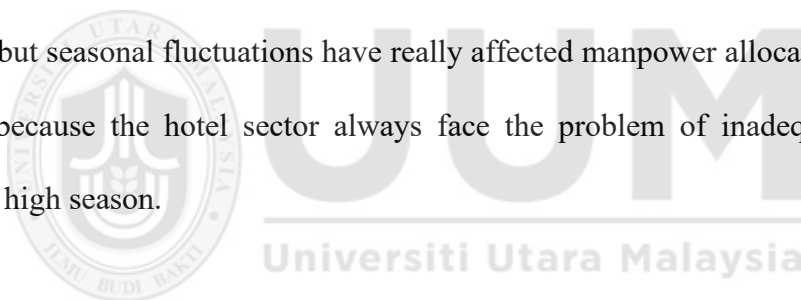
Many community-based CSR projects started from community perspective surveys. There were five methods that hotels and communities used for investigating and informing perspectives; 1) Surveying community perspectives through residents, 2) inviting stakeholders to have a meeting at hotels, 3) sending invitation letter to communities to participate in hotels' CSR activities, 4) inviting hotel representatives to have a meeting at communities, and 5) sending requests to hotels.

### 4. Activities under Community-based CSR Programs

Each hotel has many community-based CSR projects: short-term projects, long-term projects, and ongoing projects. Most of the projects involved in improving the environmental, community facilities, enhancing personal skills and education, and caring for health and food needs. From the interview results, hotels' community-based CSR activities can be categorized into six groups by considering from the characteristics of activities: 1) raising awareness or support fundraising on a specific cause, 2) donating a percentage of revenues to a specific cause, 3) inspiring and supporting behavior change, 4) direct charitable activities, 5) volunteering, and 6) other socially responsible practices. There were many projects in one year, especially international hotel chains. Therefore, a yearly plan for CSR activities was settled as a reminder.

## 5. Resources for Community-based CSR

All informants mentioned that budget and manpower were the most important resources for CSR projects. For international hotel chains, a yearly plan for CSR is an important thing for requesting annual budget from their corporate headquarters. Some CSR activities received enough budgets while some other activities require the HR department to raise funds. For CSR activities that involved collaboration with other hotels, hotels often shared resources together. For domestic hotel chain and independent hotels, the budget allocation for CSR was limited and HR department has never created any activities to raise funds because the hotels have never created CSR activities by their own. Moreover, this study found that the economic impacts have really affected CSR budget allocation for domestic hotel chain and independent hotels but seasonal fluctuations have really affected manpower allocation for all hotel types because the hotel sector always face the problem of inadequate manpower during high season.



## 6. Evaluation and Measurement of the Success of Community-based CSR Projects

After finishing each project or activity, there were only a few hotels that checked the feedback of the residents. Most of them assume positive feedback from the residents from their smiling, saying thank you, positive words of mouth, improved social network, or a letter of thanks from community leaders. However, they have never formally checked and keep records of their community feedback. Normally after finishing CSR activities, HR department submitted the CSR reports to GM, and the management teams evaluated and measured the success of CSR projects by comparing the output with resources used and the CSR plans. For international hotel chains, headquarters in their home countries also received monthly, quarterly, and

yearly reports. However, feedbacks of the residents have never appeared in their CSR reports.

Figure 5.1 depicts the comparison of community-based CSR practices of 12 international hotel chains, 1 domestic hotel chain and 5 independent hotels.

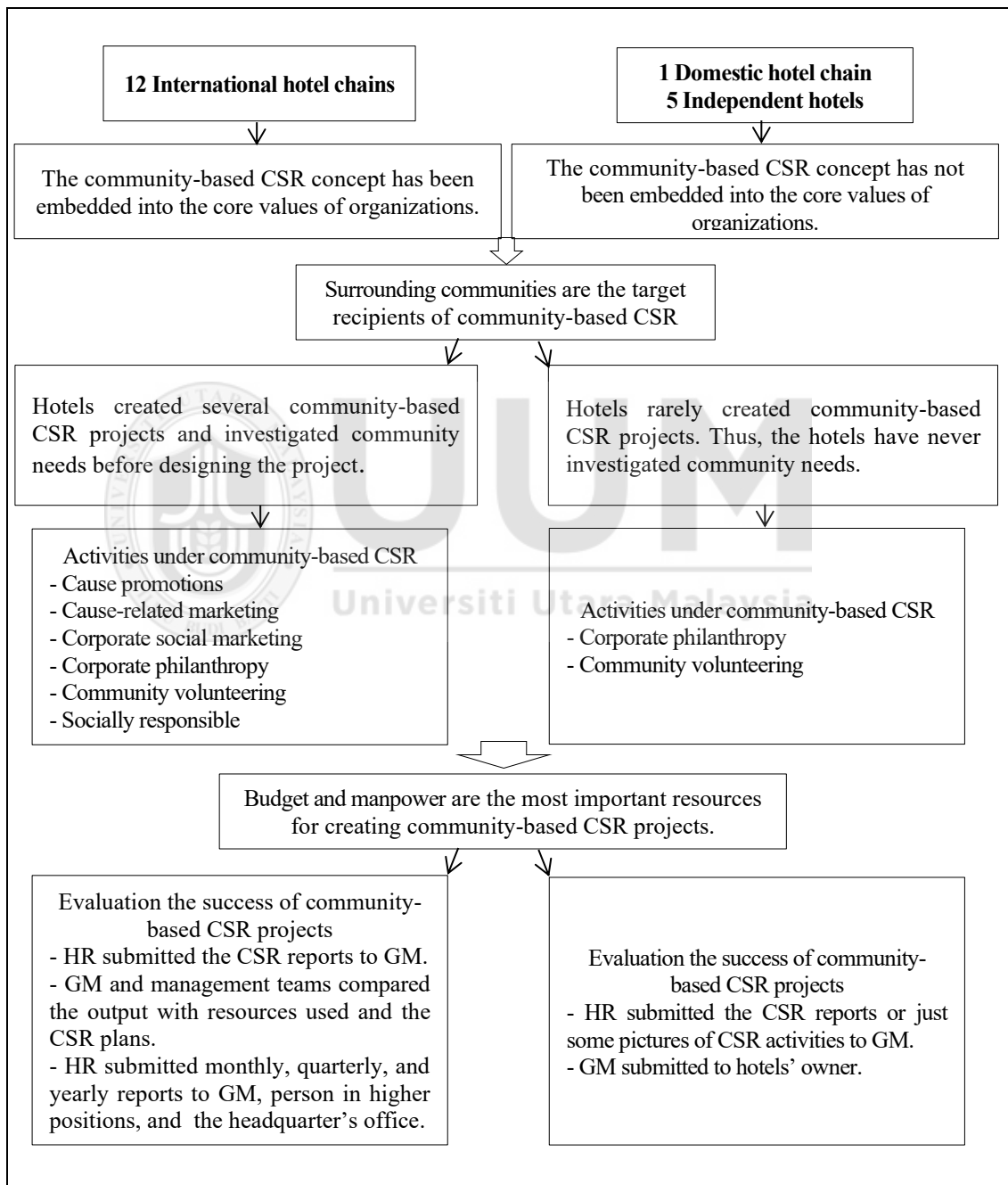


Figure 5.1 The comparison of community-based CSR practices of 12 international hotel chains, 1 domestic hotel chain and 5 independent hotels

Based on the figure above (Figure 5.1), it can be seen that there are differences in the community-based CSR concept and practices of 12 international hotel chains, 1 domestic hotel chain, and 5 independent hotels. However, all hotel types mentioned that surrounding communities are the target recipients of their community-based CSR, and budget and manpower are the most important resources for community-based CSR.

### **5.2.2 The Essential Characteristics of Community-based CSR Project**

The results of the qualitative data from community leader interviews and the quantitative data from hoteliers and residents surveys about hotels' community-based CSR that hoteliers participated/ communities and residents received/ communities and residents needed classified by district as below.

For Mueang Phuket district, the results of qualitative and quantitative data showed that donation, cleaning beaches/ communities, creating activities during special occasions, saving energy/ environment, job creation/ employment, and animal conservation were hotels' community-based CSR that communities and residents received. These results were in line with the three highest frequencies of hotels' community-based CSR that hoteliers participated, which included saving energy/ environment, supporting in special occasions, and donation. However, the highest frequencies of hotels' community-based CSR that communities and residents needed were infrastructure/ public utility/ quality of life development, job creation/ employment, saving environment/ keeping clean, and education/ learning facilities. It can be seen that some activities that communities and residents needed which included infrastructure/ public utility/ quality of life development, and education/

learning facilities were not part of the community-based CSR that communities/ residents received or hoteliers participated. It can be assumed that hotels may have never created those activities, or they have already organized such activities but residents and hoteliers cannot remember them. Therefore, such activities should be repeated to meet the needs of communities. While, some activities that communities and residents needed, which included job creation/ employment, and saving environment/ keeping clean were already mentioned as being part of the community-based CSR activities that communities and residents received. It can be assumed that such activities are still needed.

For Kathu district, the results of qualitative and quantitative data showed that donation, education/ learning facilities, cleaning beaches/ communities, job creation/ employment, helping victims of natural disasters, and saving energy/ environment were hotels' community-based CSR that communities and residents received. These results were in line within the three highest frequencies of hotels' community-based CSR that hoteliers participated, which included saving energy/ environment, and helping victims of natural disasters. However, the highest frequencies of hotels' community-based CSR that communities and residents needed were education/ learning facilities, drug prevention, health/ life care, and saving environment/ keeping clean. It can be seen that some activities that communities and residents needed which included drug prevention, and health/ life care were not part of the community-based CSR activities that communities and residents received or hoteliers participated. It can be assumed that hotels may have never created those activities, or they have already organized such activities but residents and hoteliers cannot remember them. Therefore, such activities should be repeated to meet the needs of

communities. While, some activities that communities and residents needed, which included education/ learning facilities, and saving environment/ keeping clean were already mentioned as being part of the community-based CSR that communities and residents received. It can be assumed that such activities are still needed.

For Thalang district, the results of qualitative and quantitative data showed that education/ learning facilities, donation, cleaning beaches/ communities, supporting community products, and saving energy/ environment were hotels' community-based CSR that communities and residents received. These results were in line with saving energy/ environment which was one of the highest frequencies of hotels' community-based CSR that hoteliers participated. However, the highest frequencies of hotels' community-based CSR that communities and residents needed were animal conservation, saving environment/ wastewater treatment/ keeping clean, and supporting community businesses/ generating income to communities. It can be seen that some activities that communities and residents needed which included animal conservation, and supporting community businesses/ generating income to communities were not part of the community-based CSR activities that communities and residents received or hoteliers participated. It can be assumed that hotels may have never created those activities, or they have already organized such activities but residents and hoteliers cannot remember them. Therefore, such activities should be repeated to meet the needs of communities. While, some activities that communities and residents needed, which included saving environment, cleaning beaches/ communities/ keeping clean were already mentioned as being part of the community-based CSR that communities and residents received; thus, hotels still must carry out those activities because those activities are still needed.

Table 5.2 depicts the highest frequencies of hotels' community-based CSR that communities and residents in all three districts received.

Table 5.3 depicts the highest frequencies of hotels' community-based CSR that communities and residents in all three districts needed.

Table 5.2  
*The highest frequencies of hotels' community-based CSR all three districts received*

Districts	Donation	Cleaning beaches/ communities	Saving energy/ Environment	Education/ Learning facilities	Animal conservation	Creating activities/ Supporting communities during special occasions	Helping victims of natural disasters	Job creation/ Employment	Supporting community products
Mueang Phuket									
Kathu									
Thalang									

Table 5.3

*The highest frequencies of hotels' community-based CSR that all three districts needed*

Districts	Saving environment/ Keeping clean	Education/ Learning facilities	Animal conservation	Job creation/ Employment	Supporting community products/ Generating income to communities	Drug prevention	Health/ Life care	Infrastructure/ Public utility/ Quality of life development
Mueang Phuket								
Kathu								
Thalang								

■ Mueang Phuket district

■ Kathu district

■ Thalang district

Based on the table above (Table 5.2), the highest frequencies of hotels' community-based CSR that all three districts received showed that there were three activities that all three districts in Phuket received: donation, cleaning beaches/ communities, and saving energy/ environment.

Based on the table above (Table 5.3), the highest frequencies of hotels' community-based CSR that all three districts needed were used for making conclusion of the essential characteristics of community-based CSR project. The results are presented as below;

For Mueang Phuket district, the essential characteristics a community-based CSR project should have included infrastructure/ public utility/ quality of life development, education/ learning facilities, job creation/ employment, and saving environment/ keeping clean.

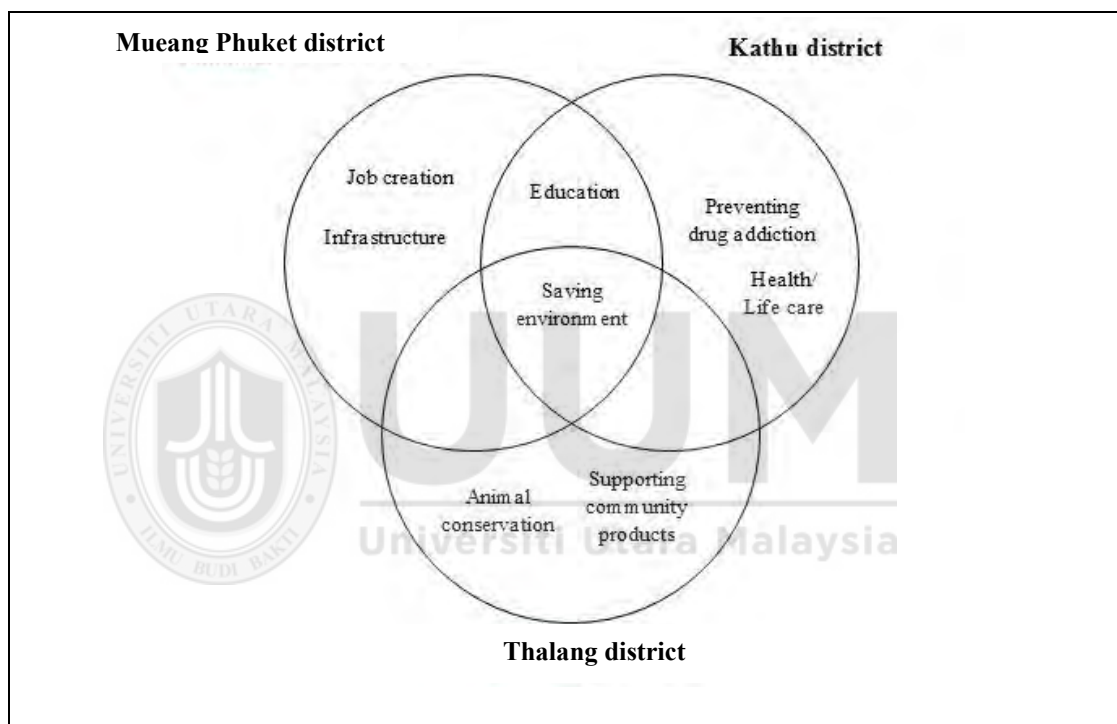
For Kathu district, the essential characteristics a community-based CSR project should have included education/ learning facilities, drug prevention, health/ life care, and saving environment/ keeping clean.

For Thalang district, the essential characteristics a community-based CSR project should have included animal conservation, saving environment/ wastewater treatment/ keeping clean, and supporting community businesses/ generating income to communities.

It can be seen that some activities that communities and residents needed were not part of the community-based CSR activities that they received. Therefore, it can be assumed that hotels may have never created those activities, or they have already

organized such activities but residents cannot remember them. Therefore, such activities should be repeated to meet the needs of residents. Some activities that communities and residents needed were already mentioned as being part of the community-based CSR that communities and residents received; thus, hotels still must carry out those activities because those activities are still needed.

Figure 5.2 depicts the needed of each district on hotels' community-based CSR.



*Figure 5.2*  
*The needed of each district on hotels' community-based CSR*

Based on the figure above (Figure 5.2), the results showed that saving the environment was the type of community-based CSR that all three districts needed. Meanwhile, Mueang Phuket district and Kathu district needed educational support. Apart from that, all three districts have different needs.

### 5.2.3 The CSFs for a Successful Community-based CSR

For the viewpoint of 18 hotels' senior managers and 15 community leaders, the interview results showed that the twelve CSFs for CSR are important - highly important factors for community-based CSR in the hotel sector. Table 5.4 depicts the viewpoint summary of hotels' senior managers and community leaders on the importance of CSFs for community-based CSR in the hotel sector.

Table 5.4

*The viewpoint summary of hotels' senior managers and community leaders on the importance of CSFs for community-based CSR in the hotel sector*

The CSFs for community-based CSR	18 Hotels' senior managers	15 Community leaders
Top management commitment to CSR	- Highly important = 12 international hotel chains - Important = 1 domestic hotel chain, 2 independent hotels - Neutral = 3 independent hotels	Highly important = 15
Formal CSR strategic planning and practice	Highly important = 18	Highly important = 15
Consumers oriented strategy	Highly important = 18	Highly important = 15
Embedding CSR into the organizational culture and citizen behavior	Highly important = 18	Highly important = 15
Employee commitment to CSR	- Highly important = 12 international hotel chains - Important = 5 independent hotels, 1 domestic hotel chain	Important = 15
Community engagement	- Highly important = 12 international hotel chains - Important = 1 domestic hotel chain, 1 independent hotel - Neutral = 3 independent hotels - Unimportant = 1 independent hotel	Highly important = 15
Participation in community-based CSR	- Highly important = 11 international hotel chains - Important = 1 international hotel chain, 1 domestic hotel chain, 3 independent hotels	Highly important = 15

	- Neutral = 1 independent hotel	
	- Unimportant = 1 independent hotel	
Knowledge sharing	Important = 18	Important = 15
Laws and social norms	Highly important = 18	Highly important = 15
CSR project management committees	Highly important = 18	- Highly important = 13 - Important = 2
Financial performance	- Highly important = 2 international hotel chains, 1 domestic hotel chain, 5 independent hotels - Important = 10 international hotel chains	- Highly important = 9 - Important = 6
Measuring and reporting performance of CSR	- Highly important = 2 international hotel chains - Important = 10 international hotel chains - Neutral = 1 domestic hotel chain, 5 independent hotels	- Important = 11 - Neutral = 4

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Based on the table above (Table 5.4), it can be seen that hotels' senior managers and community leaders agreed that all twelve CSFs for CSR became important - highly important factors for community-based CSR in the hotel sector.

For the viewpoint of 400 hoteliers and 400 residents, t-test was applied to compare the opinions about the CSFs for community-based CSR in the hotel sector. The results from hoteliers and residents showed that the respondents agreed that the importance of twelve CSFs for CSR were at more – the most important level. Figure 5.3 depicts the viewpoint summary of hoteliers and residents on the importance of CSFs for community-based CSR in the hotel sector.

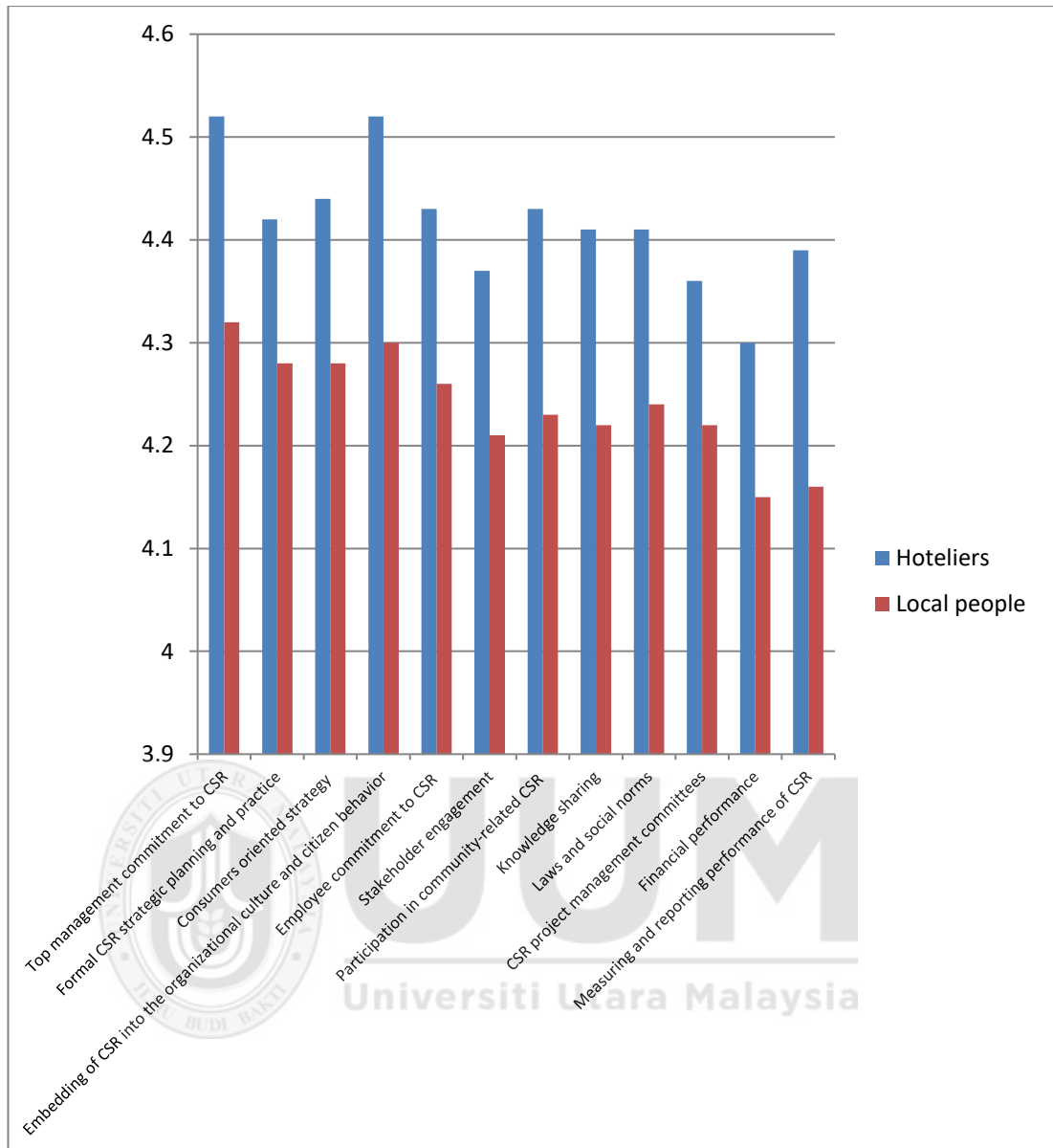


Figure 5.3  
*The viewpoint summary of hoteliers and residents on the importance of CSFs for community-based CSR in the hotel sector*

Based on the figure above (Figure 5.3), it can be seen that hoteliers gave more importance to all CSFs than residents. Figure 5.4 below depicts the summarization of the importance of the CSFs for community-based CSR in the hotel sector.

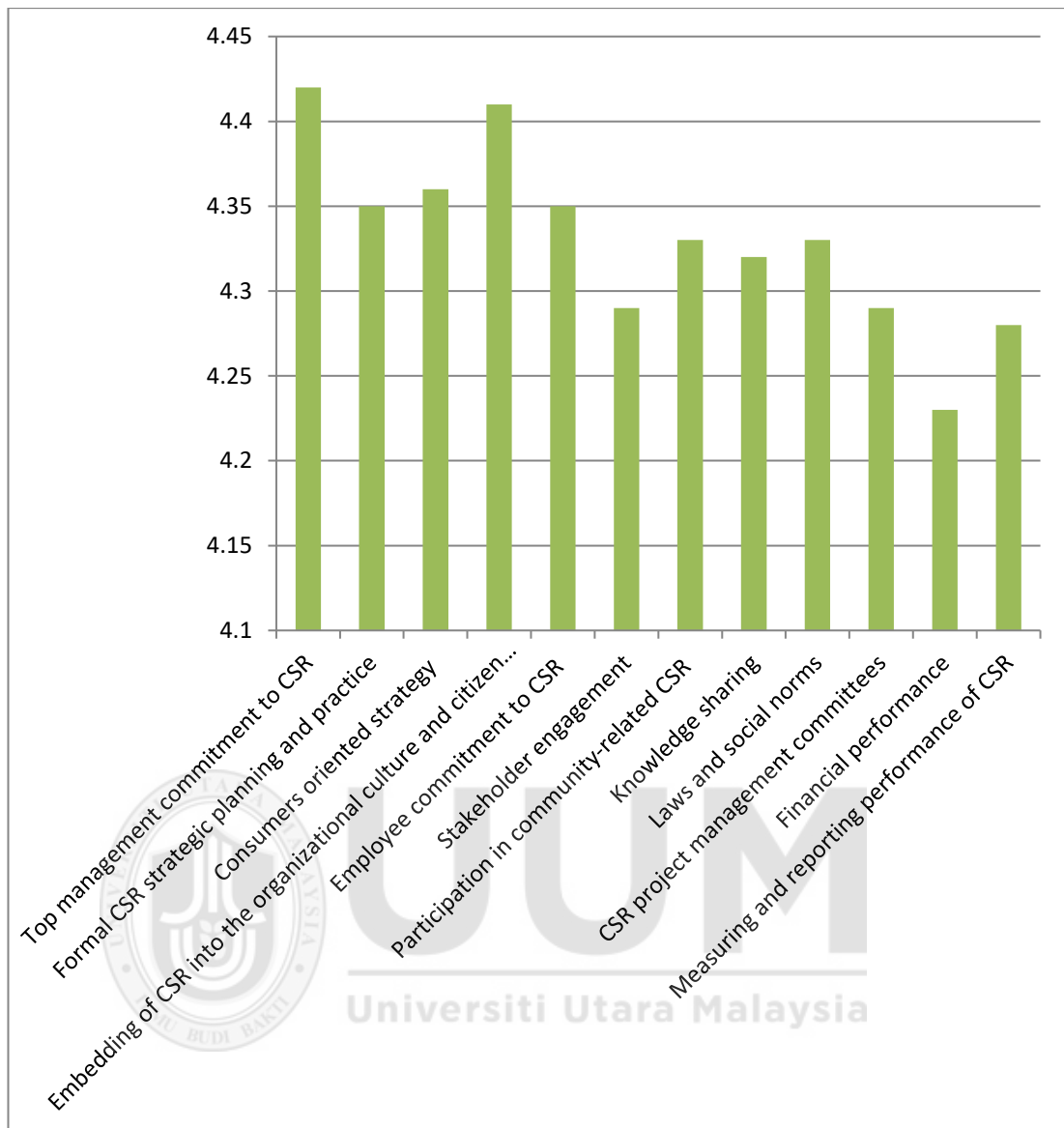


Figure 5.4

*A Summary of the importance of the CSFs for community-based CSR in the hotel sector*

Based on the figure above (Figure 5.4), after the importance of twelve CSFs for community-based CSR in the hotel sector were identified, it can be seen that all twelve CSFs for CSR that known to have worked in other sectors also become more – the most important CSFs for community-based CSR in the hotel sector.

After the importance of the CSFs for community-based CSR in the hotel sector was identified, they were categorized into five main dimensions of organizational functions and are enumerated as below.

1. The HRM dimension - consists of three CSFs.

For the embedding CSR into the organizational culture and citizen behavior factor, both the hotels' senior managers and the community leaders agreed that embedding CSR into the organizational culture and citizen behavior is one of the highly important factors for community-based CSR in the hotel sector because implementing CSR culture can cause all staffs to have a good conscience and practice to other people, communities, and societies such as volunteering to help and support in various matters. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.52) and the residents ( $\bar{x}$  4.30) believed that embedding CSR into the organizational culture and citizen behavior was most important.

For the employee commitment to CSR factor, all community leaders believed that employee commitment is an important factor while most of hotels' senior managers believed that it is one of the highly important factors for community-based CSR in the hotel sector because no CSR projects would be successful if without staff. A shortage in CSR volunteer might occur if hotels have just a few committed employees. Volunteer shortages may be caused by inefficient communication from the HR department or that there are no rules to coerce employees to join. Therefore, some hotels have started to use CSR as one of the key performance indicator (KPI) for employee appraisal. Thus, some informants believed employee commitment may have been the result of top management commitment to CSR rather than the true

intentions of the staff themselves. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.43) and the residents ( $\bar{x}$  4.26) believed that employee commitment to CSR was more important.

For the knowledge sharing factor, the interview results showed that knowledge sharing is an important factor for community-based CSR in the hotel sector because stakeholders are able to mutually exchange knowledge which in turn enhances the effectiveness of communication among all stakeholders. For internal stakeholders, hotels use knowledge sharing as a tool for sharing information within the same hotel chains. For example, Marriott has a global source system that all staffs around the world can access to update on news and CSR activities. Knowledge sharing can inspire and motivate staff in other hotels to want to do the same thing. For external stakeholders, knowledge sharing allows the communities to inform about their problems, while hotels have a chance to assess their capabilities in meeting the needs of the target communities. Therefore, both the hotels' senior managers and the community leaders have agreed that knowledge sharing is an important factor. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.41) and the residents ( $\bar{x}$  4.22) believed that knowledge sharing was more important.

2. The strategic dimension - consists of four CSFs.

For top management commitment to CSR factor, both the hotels' senior managers and the community leaders agreed that top management commitment to CSR is one of the highly important factors for community-based CSR in the hotel sector because CSR projects are impossible without budget commitment from the top management.

For international hotel chains, the headquarters have started embedding the CSR concept in their home countries, and all hotels under the same chains must hold the same core values. The commitment to CSR of headquarters can cause top management of all hotels, followed by their staff members, to commit to CSR. Thus, top management commitment at all levels is important for starting CSR. For independent hotels, CSR commitment depended on vision of GM, management team, and owner. The hotels did not create CSR activities but they only gave support to the requests from government sections. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.52) and the residents ( $\bar{x}$  4.32) believed that top management commitment to CSR was most important.

For the formal CSR strategic planning and practice factor, both the hotels' senior managers and the community leaders agreed that formal CSR strategic planning and practice is one of the highly important factors for community-based CSR in the hotel sector because it ensures the direction of CSR activities as well as the distribution of resources and budget for CSR projects. Most hotels have yearly plan for CSR which can determine long-term CSR operation. In some CSR projects, the relevant stakeholders were engaged since the beginning of the planning process to reduce risks and problems. Most international hotels have embedded the idea of CSR into their core values, organizational culture, and citizen behavior, making CSR a routine practice throughout the whole organization. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.42) and the residents ( $\bar{x}$  4.28) believed that formal CSR strategic planning and practice was an important factor.

For the CSR project management committees factor, both the hotels' senior managers and the community leaders agreed that CSR project management

committees is one of the highly important factors for community-based CSR in the hotel sector. Most international hotel chains have employee benefits committee represents every department. These representatives have a duty to manage all CSR projects. However, some hotels have a specific staff to manage all CSR projects. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.36) and the residents ( $\bar{x}$  4.22) believed that the factor of CSR project management committees was a more important factor.

For the measuring and reporting performance of CSR factor, international hotel chains have systematically and effectively worked on measuring and reporting performance of CSR. After finishing each project or each activity, HR department has to measure and submit the CSR report to GM. Additionally, quarterly, half-year, and annual reports must be submitted to GM, GM area, Area CSR manager, CSR department in headquarter office, etc. All informants of international hotel chains agreed that measuring and reporting performance of CSR are important processes for community-based CSR in the hotel sector because the results of CSR reports showed the input and output which can be compared to CSR plans. Therefore, the efficiency of CSR performance can measure and use as a guideline for CSR planning in the future. For independent hotels, HR department submitted monthly CSR report to GM, and then GM submitted to owner. In some independent hotels, HR department only posted pictures of CSR activities on hotels' bulletin board. On the other hand, most community leaders said that they did not quite understand how measuring and reporting performance of CSR is relevant to them because only a few international hotels actually examined the community perspectives and put the results in their respective CSR report. The interview results were consistent with the survey results

because both the hoteliers ( $\bar{x}$  4.39) and the residents ( $\bar{x}$  4.16) believed that the factor of measuring and reporting performance of CSR was a more important factor.

### 3. The marketing dimension - consists of one CSF.

Both the hotels' senior managers and the community leaders agreed that consumers-oriented strategy is a highly important factor because they believed that CSR practices must begin with the good intentions to make quality and safe products and services. Many hotels have changed from chemical products to eco-friendly products, and also changed from general products to local products. This is followed by a clear communication to the guests that hotels do care about safety concerns for consumers and the environment. Most information from the community leaders mentioned that many communities received widespread support from the hotel sector in terms of ordering local products and supporting local wisdom which can help residents to earn more income. This finding was consistent with the survey results because both the hoteliers ( $\bar{x}$  4.44) and the residents ( $\bar{x}$  4.28) believed that consumers-oriented strategy was a more important factor.

### 4. The environmental dimension - consists of two CSFs.

For the participation in community-based CSR factor, most international hotel chains give greater importance to being a part of community development. Some hotels have collaborated with international organizations to create CSR projects that can help communities in many aspects such as environmental development, quality of life improvement, career skill development, finding ways to increase residents income, and may go further to engage in sustainable community development. For domestic hotel chain and independent hotels, there were only a few hotels that

created CSR projects because most of them focused on supporting CSR activities of the government sector. There was one independent hotel that hardly gives support to all requests. From the interviews, most informants from all hotel types believed that the target communities for hotels' community-based CRS should be the surrounding communities. There was only one international hotel chain that has stopped supporting surrounding communities but the hotel has preferred to support through royal projects and nonprofit organization in Bangkok. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.43) and residents ( $\bar{x}$  4.23) believed that participation in community-based CSR was a more important factor.

For the laws and social norms factor, both the hotels' senior managers and the community leaders agreed that every hotel must pay attention to legal compliance in the country they are doing business in. Apart from that they are also expected to help the local communities and societies. In fact, they are pleased to be helping communities and societies through CSR to improve their hotels' image and create good relationship with surrounding communities. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.41) and the residents ( $\bar{x}$  4.24) believed that laws and social norms was a more important factor.

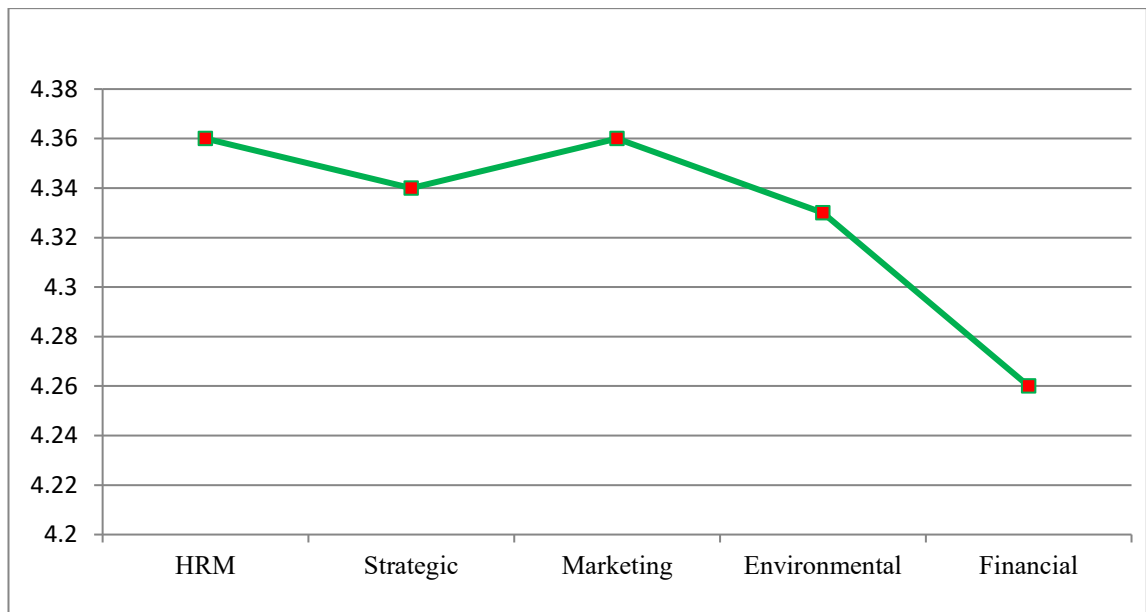
5. The financial dimension - consists of two CSFs.

For the community engagement factor, it has become one of the highly important factors for community-based CSR in the hotel sector because the interview results of both the hotels' senior managers and the community leaders showed that the ideas of community-based CSR activities should also come from residents in the target

communities. For international hotel chains, the target communities and relevant stakeholders were always invited to share ideas in community-based CRS projects and activities because the hotels created the projects by their own. Meanwhile domestic hotel chain and independent hotels focused on supporting CSR activities of the government sector, thus the target communities and relevant stakeholders have not been engaged in the hotels' CSR. However, all hotel types have one thing in common i.e. they tried to communicate with their guests to show that they helped environment, communities, and society. The interview results were consistent with the survey results because both the hoteliers ( $\bar{x}$  4.37) the residents ( $\bar{x}$  4.21) believed that community engagement was a more important factor.

For the financial performance factor, most informants from hotels' senior managers and community leaders agreed that budget is not the most important thing for every CSR project because some projects can be operated on a limited budget. Most international hotel chains received CSR budget from headquarters which can help hotels run a more smooth operation. The interview results found that there were many CSR projects during the low season compared to during high season to take advantage of the staff's availability rather than due to budget issues. Even though bad economy can cause budget cuts for CSR, the HR department of many international hotel chains can still continue their CSR activities by raising funds for CSR projects. The survey results of both the hoteliers ( $\bar{x}$  4.30) and the residents ( $\bar{x}$  4.15) have shown agreement that financial performance was an important factor.

Figure 5.5 below depicts the importance of the organizational functional areas for community-based CSR in the hotel sector.



*Figure 5.5*

The importance of the organizational functional areas for community-based CSR in the hotel sector

Based on the figure above (Figure 5.5), the study delineates that there is a positive association between successful community-based CSR in the hotel sector and the ability to determine the organizational functional areas.

It can be concluded that this study used mixed methods have managed to generate a comprehensive data from the informants in each group that highlights the twelve CSFs for CSR at more important – the most important level. Therefore, these twelve CSFs in all five dimensions are the factors that could influence the success of community-based CSR activity/project in the hotel sector.

### **5.3 Discussion of the Results**

The discussions of the results are enumerated as below.

### 5.3.1 The Current Community-based CSR Among Five-Star Hotels in Phuket

The current community-based CSR practices among five-star hotels in Phuket can be categorized into 6 main themes. The discussions of findings are presented below.

#### 1. Philosophies on community-based CSR

International hotel chains have clear concepts and philosophies of community-based CSR because corporate headquarters have embedded the concept into their brands' core values. The slogan has also been created to make it easy for recognition and communication to the public such as *Spirit to Serve Our Communities* of Marriott brand, *Planet 21* of Accor brand, *Being Green Hotel and Green Communities* of Wyndham brand, etc. These can make all hotels and all staffs under the same hotel brand that located throughout many countries believe in the same thing and have good practices by being part of community and society development. The corporate headquarter is an important part of organization if the headquarter level believe that good concepts and practices can keep their businesses run more efficiently and smoothly in foreign countries, thus the community-based CSR concept is certainly embedded everywhere. Many studies have found that international firms and MNEs have tried to show their responsibilities as good corporate citizens in host countries by becoming involved with community-based CSR , and finally they always receive positive feedback from people in that country. Therefore, community-based CSR has become an important part of business strategy which leads to business success (Amos, 2018; Dodds & Butler, 2019; Essien & Inyang, 2017; Fennel & Cooper, 2020; Idemudia & Osayande, 2018; Ling, 2019; Olatunle *et al*, 2020; Rashid, 2018; Sumarsono, 2019).

International hotel chains have many community-based CSR projects throughout the year which included the projects that were assigned from headquarters, the projects that cooperated with other hotels in the same chain or different chain, the projects that the hotels created by their own, and the projects that the hotels supported CSR projects of the government sector. For example, every GM of Marriott hotels in Thailand has to attend annual Marriott Thailand Business Council meeting to create the CSR plans which included the projects that all Marriott hotels in Thailand have to do such as hero helmet project and crosswalk painting at schools, the projects that all Marriott hotels which located in the same area have to do such as being a partner with Yaowawit school for teaching hospitality knowledge and skills for underprivileged children in pre-vocational education, the projects that all Marriott hotels have to create by their own to solve problems of surrounding communities such as JW Marriott Phuket Resort & Spa has supported residents in fisherman villages to have more income by ordering black crabs to create signature dishes. The research results also found that different hotel chains have different CSR management practices. Some hotels were assigned from the headquarters to take responsibility for specific types of CSR activities. For example, Amari is ONYX's most established chain of hotels. All Amari hotels have been assigned to provide educational opportunities for underprivileged children in poverty-stricken areas. While other hotels which under ONYX Hospitality Group have been assigned to help society in other dimensions. Therefore, it can be concluded that each hotel brand has different CSR management practices which depends on their policy. For domestic hotel chain and independent hotels, the research results found that the community-based CSR concept has not been embedded. Thus, they rarely created community-

based CSR activities by their own because they have never been assigned or motivated from management level to create CSR.

It can be concluded that international hotel chains have more community-based CSR projects than domestic hotel chain and independent hotels. As Siripanpong (2018) mentioned that there is a positive link between the size of hotels and level of CSR practices because large hotels are more likely to engage in community-based CSR activities. However, recently some domestic hotel chain and independent hotels have become more aware of the CSR benefits. Then, they have started to create CSR projects and also motivate their staff. For example, Amatara Wellness Resort supported CSR projects of the government sector and the hotel has just set CSR goals which determined the minimum amount of community-based CSR project/year that the hotel has to create. These might be because many hotels have become more actively involved in the benefit of society, then the hotel see the potential advantages in being friendly with communities. As many studies have found that community-based CSR become an integral part of the short and long term strategy of all hotels (Abaeian & Khong, 2019; Camilleri, 2014; Farmakia, 2019; Garay & Font, 2011; Vanclay & Hanna, 2019). However, there was one independent hotel that has never created community-based CSR activities and rarely responded to CSR of the government sector because the hotel owner has never realized how CSR is important to business and everything depends on the decision of the owner. Thus, community-based CSR projects cannot happen and the hotel might not be able to receive long-term benefits from community-based CSR.

## 2. The target recipients of community-based CSR programs

Almost all of informants mentioned that surrounding communities have become the target recipients of community-based CSR because hotel businesses consume community resources. Thus, the informants said the hotels decided to start community-based CSR from surrounding communities to let residents see and know the positive side of the hotel sector. Soobaroyen and Mahadeo (2016) and Urip (2010) mentioned that hotels can strengthen their businesses by building strong healthy communities. Ciglerova (2016) asserted that businesses that ignore host communities may experience disruption of their operations. Therefore, this could be one possible reason to explain why many hotels have become more actively involved in community-based CSR in the region where they are situated. In line with Freeman (1984) stakeholder theory suggested that organizational wealth can be created or destroyed through relationships with stakeholders of all kinds. Local communities are major stakeholders that can affect or be affected by the organization's actions, objectives, and policies. Clarkson (1995) supported that local community was classified as primary stakeholders who are directly involved in organizational achievement. Therefore, almost all of informants agreed that hotels should begin community-based CSR from surrounding communities before implementing in other areas. Moreover, there are many advantages of arranging CSR activities in surrounding communities such as save money, time, reduce accidents and injuries of staff transportation. Hotels must concern in potential problems if employees go to organize CSR activity in working time. However, there were sometimes that hotels have to arrange CSR activities for other far away communities such as supported communities that affected by natural disasters and needed urgent help, or created CSR activities with other hotels, etc.

### 3. Designing hotels' CSR from the community perspectives

Many informants of international hotel chains mentioned that the hotels knew community needs before designing community-based CSR activities. Some activities, hotels started from investigating community needs and perspectives, while, some activities, community leaders or the government sector sent the requests to HR department. For community-based CSR that created by the hotels, all informants said that the hotels contacted to community leaders and some projects also asked residents about their needs before starting CSR projects. Otherwise, the projects would not be beneficial if the target communities does not need. As many studies suggested that local context, needs, requirements, perspectives, perception, expectations, and preferences should be considered before starting CSR projects because people inside community can give real information which is more useful for planning the projects (Aldashev *et al.*, 2018; Andrews, 2016; Essah & Andrews, 2016; Giampiccoli *et al.*, 2020; Ramachandra & Abu Mansor, 2014; Rashid, 2018; Sivesan, 2019; Stanislavská *et al.*, 2020; Wang *et al.*, 2020). In addition, informants of international hotel chains also said that the hotels cannot copy CSR activities from the corporate headquarters in their home countries because different areas have different problems. As Stanislavská *et al.* (2020) and Visser (2008) suggested that CSR activities required in developing countries context can be quite different from the developed countries context. Hence, considering the needs of the target communities always help businesses to identify the particular CSR activities for each community. For example, apart from Standard Operating Procedures (SOPs) which help the hotel sector to maintain the quality and consistency of service, all informants of Marriott brand also mentioned to Local Standard Operating Procedures (LSOPs) which help to remind all Marriott hotels to combine local context with SOPs for creating better

projects. Hotel's employee benefits committees and IUCN worked together on some projects to collect information about the problems, needs, and perspectives of the target communities, and then bring the results for planning CSR projects. Therefore, it can be concluded that international hotel chains cannot bring all CSR activities from the corporate headquarters to apply with all of their hotels in abroad but each hotel should communicate with local communities to create community-based CSR activities that meet the needs of residents.

From the research results, it can be concluded that there were three methods that international hotel chains used for investigating community perspectives: surveying community perspectives through residents, inviting stakeholders to have a meeting at hotels, and sending invitation letter to communities to participate in hotels' CSR activities. Some projects were created from community requests. There were two methods that communities used for informing their needs: inviting hotel representatives to have a meeting at communities, and sending requests to hotels. Pan *et al.* (2018) mentioned that people have thought and acted differently. Human recognition depends on internal factors include physiological factor, psychological factor, past experience, and external factors. Different stakeholders have different perceptions and perspectives. Therefore, the selection of methods may depend on experience and CSR activities that have been done or received which each method was been chosen as appropriate in each case.

For domestic hotel chain and independent hotels, they have never done any survey on communities' needs and perspectives because they rarely created CSR activities.

Therefore, international hotel chains tend to give more importance to community perspectives than domestic hotel chain and independent hotels because international hotel chains created community-based CSR by their own.

#### 4. Activities under community-based CSR programs

International hotel chains have many community-based CSR projects included short-term projects, long-term projects, and ongoing projects. From the interview results, all projects can be grouped into six types which similar to Kotler and Lee (2005) that proposed six types of CSIs to be a guideline for creating community and society development projects. 1) Cause promotions – Hotels have involved in raising awareness or fundraising on a specific cause such as Grand Mercure Phuket Patong has marathon to raise funds for hospitals, Renaissance Phuket Resort & Spa has fundraising activity from hotel' staff and guests, Amari Phuket put donation boxes at the lobby to raise funds for supporting education. 2) Cause-related marketing – Hotels have involved in donating a percentage of revenues to a specific cause. From the interviews, there was only one project of Phuket Marriott Resort & Spa, Merlin Beach that involved in cause-related marketing. The hotel donated 10% from every guest's invoice to create new coral reefs. 3) Corporate social marketing – Hotels have involved in inspiring and supporting behavior change such as Amatara Wellness Resort released sea turtles, Phuket Marriott Resort & Spa, Merlin Beach has several campaigns to increase the traffic discipline on public roads and raise awareness for drivers and motorcyclists. 4) Corporate philanthropy – Hotels have involved in direct charitable activities such as Club Med Phuket donated money for schools, temples, and people who were affected by tsunami disaster, Sri Panwa Phuket Hotel donated money and supplies for disabled children and elderly in nursing homes. 5)

Community volunteering – Hotels have involved in sending volunteers to help communities and societies such as canal cleaning activities, mangrove forest planting, etc. 6) Socially responsible – Hotels have involved in other socially responsible practices to reduce community problems and support community development such as JW Marriott Phuket Resort & Spa ordered local products and supported residents into local jobs. It can be seen that one project can be categorized in many aspects such as releasing sea turtles and planting new coral reefs can be categorized into corporate social marketing and community volunteering.

Domestic hotel chain and independent hotels have only short-term projects which emphasized on corporate philanthropy and community volunteering. They supported through CSR projects of the government sector.

From the interview results, it can be concluded that cause-related marketing was the least frequently method but corporate philanthropy was the most commonly method used for creating hotels' community-based CSR. In line with Deigh *et al.* (2016) mentioned that philanthropy has primarily been a major source of support for communities in health, education, human service agencies, and environment. According to Issarawornrawanich and Wuttichindanon (2019), and Shinnaranantana *et al.*, (2013), the concept of CSR in Thailand has been rooted from philanthropy ideals. The practice of giving has become a part of Thai culture and the Buddhist tradition of merit-making, which usually has been done through philanthropy, charity, sponsoring, volunteering and sharing. Therefore, this could be one possible reason to explain this finding in Thailand context. However, all hotels avoided cash donations to any organizational leaders to prevent corruption. There was a case that

Le Méridien Phuket Beach Resort donated money for school by giving to the school director but the hotel has never seen anything like library, school supplies, or any development. After that the hotel has preferred to support through nonprofit organizations.

It can be concluded that most of hotels' community-based CSR projects have involved with the improvement of environmental, personal skills, community facilities, education, health, and quality of life. As many studies have found that there are three components of community development: the living standard, health, and education dimensions (Deigh *et al.*, 2016; Green & Haines, 2015; Ismail *et al.*, 2015; Ontario Healthy Communities Coalition, n.d.).

##### 5. Resources for community-based CSR

Most hotels have yearly plan and budget for community-based CSR but when communities and the government sector requested something that was out of the plan, then HR manager has to ask permission from GM. From the interview results, budget and manpower have become important resources in operating CSR.

For budget allocation, domestic hotel chain and independent hotels have dramatically smaller budget than international hotel chains because they rarely created CSR activities but they supported CSR projects of the government sector. However, they did not support every CSR project of the government sector, thus they arranged very few budget for CSR. All informants of domestic hotel chain and independent hotels also mentioned that most of their community-based CSR activities cannot operate without budget and HR department has never created any activities to raise funds. On

the other hand, international hotel chains have many community-based CSR projects throughout the year which included the projects that they created by their own and the projects of the government sector. International hotel chains received CSR annual budget from corporate headquarters in their home countries. For some projects that received inadequate budget, HR department and employee benefits committees always create activities to raise funds from guests and staff. For example, Renaissance Phuket Resort & Spa created activities to raise funds from staff. Every department was assigned to create products or services to sell to colleagues such as engineer department got money from repairing of colleagues' electrical appliances, spa therapist got money from giving massage to colleagues.

Therefore, community-based CSR projects seem to run more smoothly and efficiently with adequate budget. As many studies have found that allocation of adequate budget can make successful CSR projects and maintain the CSR concept for long-term (Kahreh *et al.*, 2013; Nyuur *et al.*, 2012; Onlamai, 2016). However, receiving limited budget is not always the problem in operating CSR because there are many creative activities to raise funds for CSR projects. International hotel chains can create many activities to raise funds or use variety resources for arranging community-based CSR activities, even they received limited budget allocation. While, domestic hotel chain and independent hotels have never had experience in creating activities to raise funds because they rarely created activities by their own. However, all informants agreed that economic impact will have dramatic effects on budget allocation for CSR because all hotel types must reduce budget in operating CSR rather than budget for facilities, amenities, and services for customers because these can affect customer satisfaction.

For manpower allocation, the amount of manpower was arranged by considering types of activity, period of time, and distance. Some activities required large amounts of manpower but some activities required specific skilled staff. In some projects, each department was assigned to take responsibility for specific duties. For example, Phuket Marriott Resort & Spa, Merlin Beach promoted Live Coral project at the lobby and front office staff have the responsibility to inform and persuade hotel's guests to donate 10% from every guest's invoice for creating new coral reefs. Club Med Phuket helped tsunami victims by sending engineer staff to create portable toilets and temporary houses. For the activity that involved in motivating staff, HR department has the responsibility to find volunteers such as mangrove forest planting, beach and community cleaning, blood donation, etc. From the interview results, international hotel chains have effective manpower planning and controlling for CSR. HR department set the minimum annual CSR participation for staff and they have been given the opportunity to be CSR volunteers because HR always request manpower from every department. For example, Banyan Tree Phuket has five main CSR activities that every staff must participate/year. Dusit Thani Laguna Phuket set up the rules to encourage staff to participate in CSR at least three times/year. All informants mentioned that hotels avoided creating CSR activities and using manpower during high season because there would be inadequate manpower. Kotler, Bowen and Makens (2014) mentioned that the needs of customers are constantly changing depend on seasonality. There are many customers during high season but there are few customers during low season. Therefore, seasonal fluctuations are really affected manpower allocation for CSR activities of all hotels. All informants agreed that hotels always avoid sending volunteers to organize CSR activities in far away places because it can cause problems, especially waste of time and safety issues.

## 6. Evaluation and measurement the success of community-based CSR projects

After finished each CSR activity, most hotels observed feedback of residents from smiling, saying thank you, words of mouth, social network, or receiving a letter of thanks from community leaders but they have never checked community perspectives. Domestic hotel chain and independent hotels have never checked community perspectives because they rarely created community-based CSR activities by their own. However, there were only a few international hotel chains that checked feedback and perspectives of residents after finishing community-based CSR activities. For example, JW Marriott Phuket Resort & Spa has cooperated with IUCN to help local communities in Phuket. The hotel and IUCN always focus on creating sustainable community development projects by investigating community needs and problems, creating CSR activities from the needs of the target communities, using local resources to create opportunity in making sustainable careers, promoting strength points, guiding residents how to do, encouraging them to do by themselves, and investigating their feedback and perspectives. In 2017, Marriott Thailand Business Council and IUCN won Best CSR - Social Impact Partnership Award (IUCN, 2017) because they have protected the environment and supported communities with the way of sustainable community development. This is a good example of successful hotel's community-based CSR that supported the strength points of communities to increase household income, encouraged residents to participate in community development by themselves, frequently discussed with residents about their needs and perspectives, and then brought the results to improve community-based CSR projects that truly meet the needs of the target recipient. As many studies have found that companies can evaluate their social performance and measure of the impacts toward the stakeholders and communities, and bring the results to reassess their

position on community-based CSR practices for more effective implementation plan (Andrews, 2016; Carroll & Kachersky, 2019; Essah & Andrews, 2016; Srisuphaolarn, 2013).

All informants mentioned that HR department has to submit the CSR report to GM. For international hotel chains, firstly, HR department submitted the CSR report to GM. Secondly, GM and management teams measured the success of each CSR activity by comparing the output with resources used and the CSR plans. Thirdly, HR department submitted monthly, quarterly, and yearly reports to GM, person in higher positions i.e. Area GM, Area CSR Manager, and also the headquarters in their home countries. For domestic hotel chain and independent hotels, HR submitted the CSR report or some pictures of each CSR activity to GM, and then GM submitted them to the owner. It can be concluded that international hotel chains pay more attention to the CSR report than domestic hotel chain and independent hotels. However, all hotel types presented the pictures of their CSR activities to worldwide.

### **5.3.2 The Essential Characteristics of Community-based CSR Project**

The community-based CSR activities in which hoteliers participated/ residents received/ and needed were consistent with the six types of corporate social initiatives (CSIs) proposed by Kotler and Lee (2005). These include 1) cause promotions, in which hotels are involved in raising awareness or fundraising on a specific cause, such as by hosting a marathon to raise funds for hospitals. In 2) cause-related marketing, hotels are involved in donating a percentage of revenues to a specific cause, such as donating 10% from every guest's invoice to create new coral reefs. In 3) corporate social marketing, hotels are involved in inspiring and supporting behaviour change

such as by releasing sea turtles, creating campaigns to increase the traffic discipline on public roads, and raising awareness among drivers and motorcyclists. In 4) corporate philanthropy, hotels are involved in direct charitable activities such as donating money to schools, temples, and people who were affected by the tsunami disaster as well as donating money and supplies to disabled children and elderly adults in nursing homes. In 5) community volunteering, hotels are involved in sending volunteers to help communities and societies such as through canal cleaning activities and planting mangrove forests. In 6) socially responsible, hotels are involved in other socially responsible practices to reduce community problems and support community development such as by ordering local products and supporting residents in finding local jobs.

There were three activities that all three districts received: donation, cleaning beaches/ communities, and saving energy/ environment. Regarding donation, Bowman *et al.* (2003, as cited in Shinnaranantana *et al.*, 2013, p.396) mentioned that Thailand's CSR activities mostly involved corporate philanthropy such as donations and community involvement. Ten years later, Shinnaranantan *et al.*, (2013) confirmed that most CSR activities in Thailand still involved charity and donation. Issarawornrawanich and Wuttichindanon (2019) explained that the concept of CSR in Thailand is rooted in philanthropy ideals. The practice of giving is a part of Thai culture and the Buddhist tradition of merit-making, which usually is done through philanthropy, charity, sponsoring, volunteering and sharing. Therefore, this could be one possible reason to explain this finding in Thailand context. For cleaning beaches/ communities, and saving energy/ environment, the interview results showed that all hotels have community-based CSR that focused on the environmental dimension,

which is consistent with the survey results from the community leaders and the residents in all three districts. According to Abaeian & Khong (2019), Jovicic (2011), and Sheldon and Park (2011), hotels' CSR activities are mostly focused on the environmental dimension because doing so has a positive business efficiency impact. Training operation manager, Phuket Marriott Resort & Spa, Merlin Beach said that;

*“Every hotel has energy and environmental conservation activities because environmental protection and community development must be developed together. Communities will not be difficult to develop if located in a good environment, and when communities have a good environment, it can attract tourists to come and residents are able to generate more revenue”.*

The highest frequencies of hotels' community-based CSR that all three districts needed showed that saving environment/ keeping clean was the only activity that all three districts in Phuket need. The results were inconsistent with those of Fernando *et al.* (2015), who said that people in developing countries expect businesses to do philanthropic activities, create jobs, and enhance quality of life, rather than protect the environment or other activities. These were inconsistent with the pyramid of CSR introduced by Carroll (1991), which proposes relative weightings for economic, legal, ethical, and philanthropic responsibilities. Moreover, the findings also were inconsistent with Visser's ideas, which showed that the foundation was economic responsibilities, followed by philanthropic, ethical, and legal responsibilities. Thus, it can be assumed that although Phuket is a province in developing country, the people in Phuket are paying attention to environmental protection rather than to their personal needs such as through donation or quality of life development. Apart from environmental dimension, communities and residents in all three districts have different needs. Cera *et al.* (2020) and Urip (2010) hold the view that CSR means

different things to different people, depending upon situations in each area, thus each location calls for a different emphasis in the implementation of CSR. For Mueang Phuket district, member of the municipal council, Ratsada sub-district said that;

*“Some areas of Ratsada sub-district still lacking adequate infrastructure and public utility such as water supplies, electricity supplies, street light poles, disposal of garbage, and roads”.*

For Kathu district, secretary of Patong development foundation said that;

*“There is a drug epidemic in Patong because this area is the center of Phuket's nightlife and there are a growing number of tourists who are drug users. Thus, Patong needs campaign against drugs”.*

For Thalang district, village health volunteer, Bang Tao community said that;

*“There are many areas in Thalang district that local communities create unique community products such as batik cloth, pearls, crispy dried shrimp salad. The government and business sectors should help local communities by supporting and distributing community products”.*

It can be seen that areas may face the same or different problems. It is important to find the real problems and solve them correctly. Many studies have found that the challenge in implementing CSR is determining suitable CSR activities for the specific society in which companies operate (Amos, 2018; Kaur, 2019; Sivesan, 2019; Srisuphaolarn, 2013; Urip, 2010). Thus, investigating community perspectives is important because community-based CSR should be varied depending upon the needs and context of each area. In order to give the most benefits for both communities and companies, therefore companies must consult with residents before designing the projects (Rashid, 2018).

### **5.3.3 The CSFs for a Successful Community-based CSR**

Hotels' senior managers and community leaders agreed that all twelve CSFs for CSR became important - highly important factors for community-based CSR in the hotel sector. During the interviews, informants from international hotel chains gave clearer explanation than informants from domestic hotel chain and independent hotels on how each CSF influences the successful hotel's community-based CSR. This might be because international hotel chains are often proactive in creating community-based CSR activities. Hence they have the experience, the problem solving skills, and the know how to be successful in community-based CSR. That is why they can give more detailed explanation on the importance of each CSF. On the other hand, most of community leaders did not explain clearly enough on the importance of each CSF. It might be because the communities were the recipients. Therefore, they did not know how each CSF could help hotels to succeed in community-based CSR. Nonetheless, all of them believed that if without all twelve CSFs for CSR, then community-based CSR might not happen.

Hoteliers gave more importance to all CSFs than residents. It might be because hoteliers are internal stakeholders involved in bringing the concept of CSR into practice. Therefore they have experience in planning and coordinating with internal and external stakeholders to create community-based CSR. Thus, they can perceive and understand the importance of each CSF better. Meanwhile, residents are external stakeholders who received community-based CSR but rarely have a chance to be involved since the beginning of the process. Thus, they might not know well about the importance of each CSF. Therefore, it can be concluded that the informants and respondents from the hotel group gave deeper explanation than the informants and

respondents from the community group on how the twelve CSFs can influence the success of a hotel's community-based CSR projects. According to Bamossy *et al.*, (2010), Human Resource Management (2008), Katawanit (2003), Pan *et al.* (2018), and Suwannasang (2001), perception can vary widely among individuals exposed to the same reality. People think, act, and fare differently from each other because human recognition depends on internal factors, include physiological factor, psychological factor, past experience, and external factors such as change, movement, size, repetition, and the intensity of stimulus. Therefore, the reason why the informants and respondents from the community group gave less importance to each CSF than hoteliers might be because they did not have experience as CSR provider and did not receive stimulation from organization.

From a summary of the importance of the CSFs for community-based CSR in the hotel sector, it can be concluded that all twelve CSFs for CSR that known to have worked in other sectors also become more – the most important CSFs for community-based CSR in the hotel sector. Top management commitment to CSR became the most important CSF for community-based CSR in the hotel sector. In line with the qualitative results, most informants also believed that the successful CSR initiatives must begin from the vision and support of management level because CSR projects cannot operate without support. Many past studies have also asserted that top management commitment to CSR is essential in supporting and improving social and environmental management processes (Corporate Responsibility Forum, 2004; Kahreh *et al.*, 2013; Moyo *et al.*, 2020; Nyuur *et al.*, 2014; Onlamai, 2016; Sangle, 2009; Singchoo, 2012; Woo, 2013). Meanwhile, financial performance became the least important CSF for community-based CSR in the hotel sector. From

the interview results, most hotels' senior managers believed that budget is not a constraint for doing CSR because hotels can create CSR projects by using other resources such as the existing manpower, hotel supplies, etc. This finding may have contrasted the views of past researchers such as Kahreh *et al.* (2013), Nyuur *et al.* (2012) and Onlamai (2016) who believe that the lack of financial support may lead to ineffective of the CSR operations management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives. Nonetheless, looking deeper, the interview results of hotels' senior managers were in line with the interview results of community leaders because community leaders have also said that since most of hotels' community-based CSR were created during the low season, the entire hotel staff can be involved without the need for additionally paid manpower. This could be one possible reason to explain this finding in the hotel context.

From the importance of the organizational functional areas for community-based CSR in the hotel sector, it can be concluded that there is a positive association between successful community-based CSR in the hotel sector and the ability to determine the organizational functional areas. The results of this study show that HRM and marketing dimensions are the most important functional areas, followed by the strategic, environmental, and financial (from most important to least important) dimensions. The finding is consistent with that of Kahreh *et al.* (2013) who studied the CSFs for CSR in the context of the banking sector in Iran and found that HRM is the most important functional area. The study of Sedighi and Zand, (2012) on the banking sector also mentioned that HRM is an important part that needs to be considered because employees are the heart of implementing CSR in any

company. On the other hand, this study is different than the two studies mentioned in that the marketing dimension is one of the most important functional areas for the hotel sector. The reason might be since different types of businesses have different views and characteristics on CSR management; the importance of each functional area is also perceived differently.

## **5.4 Research Implications**

This section has been divided into two topics. There are theoretical implications and managerial implications.

### **5.4.1 Theoretical Implications**

This study may have made several theoretical contributions.

1. This study contributes to the field of hotel management by suggesting ways in which all management levels can design to implement community-based CSR in the hotel sector, which in turn could encourage stakeholders' positive attitudes toward organizations. Hence, a combination of stakeholder theory (Freeman, 1984), will provide the additional theoretical knowledge in identifying and prioritizing stakeholders to fulfill the most important stakeholders and what expectations that makes the most benefit to organizations.

2. In this study, the essential characteristics of hotels' community-based CSR in Phuket are empirically investigated using the relevant stakeholders' perspectives. This adds to knowledge because studies in developed or even in developing countries do not always apply to other developing countries and cultures. For example, even though Fernando *et al.* (2015) have said that people in developing countries expect

businesses to help them in the economic and social aspects, the results of this study have showed that the people of Phuket expect to be assisted in the environmental protection aspect instead.

3. The findings of this research have filled the gap of knowledge that exists on community-based CSR in the hotel sector because as several scholars mentioned, even though the tourism and hospitality operators have paid attention to CSR since the 1950s and the concept has continued to grow in this business (Leslie, 2016), the knowledge of CSR activities in the tourism and hospitality industry is still limited (Holcomb *et al.*, 2010; McGehee, Wattanakamolchai, Perdue & Calvert, 2009). This is especially true in the area of community-based CSR (Holcomb *et al.*, 2007). Little attention has been paid to the community-based CSR because most studies on hotels' CSR have mostly focused on the environmental dimension (Abaeian & Khong, 2019) which have a positive business efficiency impact (Jovicic, 2011; Sheldon & Park, 2011).

4. This study contributes to the body of knowledge on the CSFs for CSR in the hotel industry because there is little information on the CSFs for CSR practices in the industry (Xuerong *et al.*, 2013). The findings reported in this study may motivate hotels to pay closer attention to the essential CSFs in community-based CSR. Academicians in the field may also use the framework of this research to develop CSR for other organizations and sectors of business.

5. The CSFs for CSR identified were grouped into the five main dimensions of organizational function areas included human resources, strategic, marketing,

environmental, and financial. This makes it innovative because it presents a new category for the CSFs of community-based CSR which cover every aspect of a hotel organization.

#### **5.4.2 Managerial Implications**

Besides the theoretical contributions, this study also made several managerial contributions that are may be occupationally useful to practitioners.

1. Hotel's owner and management level can choose the practices that best suit them in creating community-based CSR for their hotels because the research results showed the differences of hotels' community-based CSR among international hotel chain, domestic hotel chain, and independent hotel. Moreover, the CSFs that have been identified and ranked are important in ensuring successful CSR projects and reducing the risk of CSR failure in the hotel sector. Additionally, the findings of this study also present the HRM practices which may be useful for all hotel types in motivating their employees to get involved in all processes of CSR, which in turn could lower their resistance and awaken their pride in helping society.

2. Hoteliers can work more smoothly because understanding the essential CSFs for CSR can help hotel management teams and practitioners have more effective planning for CSR practices. It can make staff work easier to bring the CSR concept to practice. Finally, it will enhance employees' positive attitudes toward organization aimed at enhancing employees' positive attitudes toward organization.

3. Phuket communities and residents will receive more valuable and efficient of community-based CSR projects because this study presents the needs of the residents in each area.

4. The government, local authority of Phuket, and other sectors can utilize this information about the essential characteristics of community-based CSR in each district of Phuket to plan for community and society development in each area. Moreover, the CSFs that have been identified and ranked are important in ensuring successful CSR projects and reducing the risk of CSR failure.

It can be concluded that for practical implications, this study can be guideline for the hotel industry, the government, and other sectors to create sustainable community-based CSR projects that meet the needs of each area. Therefore, the current problems in each area can be solved.

## **5.5 Recommendation**

This section has been divided into three topics. There are the recommendations for internal organization development, recommendations for community-based CSR, and recommendations for future research.

### **5.5.1 Internal Organization Development**

Recommendations for internal organization development are presented below.

1. Top management should implement the CSR concept as the organization's core value and also determine clear vision, mission, and goals to make the whole organization have the same beliefs. After that, employee behaves should be

controlled by embedding CSR into the organizational culture and citizen behavior to make the whole organization have the same practices. Then, there will be CSR throughout the whole organization and it will become routine of working in everyday.

2. To create mutual value that would benefit the society, two-way communication between employees and top management should occur because the involvement of all levels in an organization is important to make a successful CSR implementation. Management teams should listen to their employees to ensure correct understanding, acceptance, and creation of positive attitude at work. The CSR committee members must represent every department and be involved in planning, sharing ideas, giving comments, and managing of hotels' CSR since the beginning stage.

3. Motivating employees to participate in CSR is important because organization can represent a good image, create competitive advantages, and improve employee and customer loyalty. Organization can motivate employees to be active in CSR volunteering by specifying CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems, and also determine the minimum of annual CSR participation for staff.

4. A yearly plan of CSR activities is important to bring the CSR concept to practice in all sections. It provides clear direction of activity types, the target recipients, and resource allocation of each activity. Organization can determine appropriate resources that should be used for each period in a year. For example, hotels can avoid

using manpower for CSR activities during high season because there might be a problem with inadequate manpower.

5. Adequate budget is important to help in running smoothly and efficiently CSR projects, and also maintaining the CSR concept for long-term. In case of having inadequate budget, HR department and employee benefits committees should create activity to raise funds. For example, each department has to create products or services to sell to colleagues, and then donate all profits to the budget for CSR activity. This can build good working relationships among staff, create organizational values, and build a strong company culture. However, limited budget is not always be obstacles in operating CSR because many activities can be operated by using other resources such as manpower, donated used hotel supplies, and etc.

6. Society calls for businesses to comply with laws, regulations and social norms. These are the basic CSR responsibilities that businesses have to follow and conduct. Hotels have many CSR projects to help environment, society, and communities. However, if those hotels are still discharge wastewater into the river, use low cost chemical products that may be harmful to customers and the environment, or have illegal actions. Thus, it means that those hotels really did not intend to do CSR but they use CSR as a strategic tool for marketing benefits. Therefore, it is impossible to create competitive advantages and sustainable success, if businesses are still having illegal actions and activities that cause damage to the environment and society.

### **5.5.2 Community-based CSR**

Recommendations for community-based CSR are presented below.

1. Hotels should create community-based CSR activities to create shared value between business and community because it allows business to maximize revenues, and also offer benefits that add to the local community. However, community-based CSR requires a balance between the growth of business and the development of community. If the results show only the creation of economic value, then it might cause suspicion and question what community receives from community-based CSR.

2. Hotels should offer a wide variety of community-based CSR activities throughout a year, and also support CSR projects of the government sections to show attention in solving community problems, create awareness in the corporate culture, and build up a reputation for company. Both short-term and long-term projects should be included in CSR plan such as donation, charity, cleaning communities, supporting local products, career path development, etc. It can be seen that international hotel chains achieve success in global expansion because they always show their responsibilities as good corporate citizens by getting involved with community development in which they operate. Therefore, domestic hotel chains and independent hotels should have more roles in community development to make their hotels become more well-known among customers and society.

3. Hotels should start community-based CSR from surrounding communities because local communities are classified as primary stakeholders who can affect or be affected by the organization's actions, objectives and policies, and also to show that hotels did not take advantages from host countries, without realizing to return benefits back to communities and societies. Moreover, organizing CSR activities in

surrounding communities can reduce the risk of problems, reduce time and costs in transportation, and also reduce safety concerns.

4. Hotels should investigate community perspectives before and after community-based CSR projects. Before starting the projects, the needs and perspectives of communities should be investigated because different areas have different problems, thus, the projects may not be beneficial if the target communities do not need. Therefore, hotels' CSR project management committees should survey community needs and problems to bring results for planning process. Some big projects, hotels might work with other organizations such as Marriott brand has cooperated with IUCN to investigate community problems, plan and manage CSR projects together. After community-based CSR projects, community feedback should be investigated and brought to measuring and reporting processes. Then, hotels can evaluate their social performance and measure the impacts toward the stakeholders. Finally, their CSR performance should be communicated to the public to receive feedback for future improvements.

5. Hotels should create CSR activities that can create better images from their bad actions. It is an undeniable fact that the hotel industry imposes a large number of negative impacts on the economic, social, and natural environments. Thus, CSR activities should be created to eliminate the most obvious disadvantages. For example, JW Marriott Phuket Resort and Spa was the first hotel that established on Mai Khao beach where turtles lay their eggs. The hotel has impact on local communities through its occupation of space, disturbing animals, and use of community resources. Therefore, the hotel established Mai Khao Marine Turtle

Foundation to bring awareness of turtle protection and encourage the participation from all stakeholders to preserve the natural environment.

6. Hotels should encourage residents to drive their own economic development by guiding and teaching them how to do, not do for them. Otherwise, they cannot stand by themselves. Hotels should discuss with residents about strengths and weaknesses of communities, start to develop from what they have by combining folk wisdom with technology and innovation, support local products, recommend the way to leverage multiple distribution channels to maximize revenue, give advice in every step, check feedback of residents, and have ongoing projects to help communities to achieve continuous improvement. These can be helpful linking points in sustainable community development and careers.

7. The knowledge sharing process should be occurred to build social enterprise networks. This process can cause the extension of knowledge because all sectors are gathered for knowledge mobilization and brainstorming to solve social problems. The government sector, private sector, business sector, and community can exchange information, experience, knowledge, wisdom, and innovation to create more efficient community-based CSR projects that truly help communities and societies.

8. CSR networks can help the hotel sector to create trust and relationships with other hotels, surrounding communities, and other communities. In some occasions, hotels that are located in the same areas, or different areas arranged CSR activities together to help surrounding communities or other communities. These good practices can

help each other to arrange community-based CSR projects, encourage knowledge and resource sharing among networks, and also increase the operational efficiency and competitive advantage of company.

### **5.5.3 Future Research**

Recommendations for future research are presented below.

1. This research study aims to identify the essential characteristics and the CSFs for community-based CSR among five-star hotels in Phuket, Thailand. For future research, thus, a comparative study can be conducted between 1) five-star hotels and other different types of hotel 2) Phuket province and other provinces or other developed and developing countries 3) hotel business and other businesses, to know how different types of hotel/ areas/ cultures/ and businesses affect the characteristics and CSFs for community-based CSR.
2. This research focuses on community-based CSR in five-star hotels, thus the future research may focus on how small and medium hotels engaged in community-based CSR.
3. A bigger sample size could also be considered for this kind of study in the future to understand more scenarios and factors that could be responsible for community-based CSR. This can be achieved by either employing different sample method that can accommodate bigger sample size.
4. This study uses non-participant observation. Thus, participant observation would therefore provide a significant approach in testing the outcomes of this study.

## 5.6 Summary

It can be concluded that this study provides wide insights from the relevant stakeholders in hotels' community-based CSR, which include senior managers and hoteliers of five-star hotels, community leaders and residents in all three districts of Phuket province. Based on the results of this study, firstly, top management or decision makers in the field and in other sectors can obtain up-to-date and comprehensive information about the current community-based CSR practices among five-star hotels in Phuket, the essential characteristics of a community-based CSR project for each district, and the CSFs for hotel's community-based CSR. Moreover, academics in the field can use the information of this research to develop CSR for other organizations and business sectors. Secondly, Phuket communities and residents can receive more valuable and efficient community-based CSR projects from hotels. Thirdly, the local authority of Phuket, the government, and other sectors can use these research results to plan for community and society development projects. Thus, this study benefits all who are concerned, especially Phuket communities, because it will allow community problems to be solved easily and communities to be developed in sustainable ways.

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## APPENDICES

### Appendix 1: Interview Invitation for Hotel Managers (English Version)



Date

To Whom IT May Concern

Dear Sir/Madam

#### **Invitation to Participate in an Interview**

I am Bussalin Khuadthong. I am currently an academic staff of Nakhon Si Thammarat Rajabhat University. I am now pursuing a Doctor of Philosophy degree in Hospitality management at Universiti Utara Malaysia.

As a management personnel in five-star hotel, your time is precious. But I hope that you will kindly consider spending part of your valuable time to participate in an interview. I would like to invite you to participate in this interview of the current practices and the critical success factors in relation to community-based CSR of five-star hotels. This interview is aimed at identifying the critical success factors for community-based CSR among five-star hotels from hoteliers and community perspectives in Phuket. This is part of my doctoral research under the supervision of Professor Dr. Azilah Kasim.

Your kind assistance will help to understand the current practices and critical success factors of hotel's community-based CSR. The interview will take about 20-30 minutes to complete. The records and information obtained from this interview will be kept strictly confidential. I have enclosed the list of interview questions for your consideration before interview.

Your cooperation is highly appreciated and significant to the success of this study. If you have any questions or concerns, and also if you would like to see final report please contact me by email (b.bussalin@gmail.com) or mobile phone (086-685-8468). And if you agree to participate in this interview, please reply to me by .....date.....

Thank you very much for your time and kind cooperation  
*Yours faithfully*

Bussalin Khuadthong

## In-Depth Interview Protocol

This is an interview protocol to explore the current practices and critical success factors in relation to community-based CSR of five-star hotels in Phuket.

<p><b>SECTION A: Informant Details</b></p> <p style="text-align: center;">Informant's name ..... Position .....</p> <p style="text-align: center;">Hotel's Name ..... Date of Interview .....</p>
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<p><b>SECTION B: Hotels' Community-based CSR</b></p> <p>1. What is your hotel's philosophy on CSR?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. Please elaborate on your hotels' community-based CSR programs.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>3. Who are the target recipients of each program you have described?</p> <p style="padding-left: 40px;">Why are they an important target community for your CSR programs?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>4. When designing your CSR programs do you take into account the community perspectives?</p> <p>.....</p> <p>.....</p>
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5. How did you get the information about community perspectives in relation to hotel's CSR?

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6. How do you determine what activities are important for community-based CSR?

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7. What are hotel' activities under community-based CSR?

Why do you think that the activities are important for community?

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8. What kinds of resources are adopted for community-based CSR?

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9. How much resources are assigned for community-based CSR?

What factors do you take into consideration when assigning resources?

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10. How did you evaluate and measure the success of your community-based CSR projects?

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**SECTION C: Hotels' Critical Success Factors for Community-based CSR**

In other types of businesses, 12 critical success factors in 5 dimensions have been found to contribute in making CSR more effective. Therefore, this study will investigate the critical success factors for community-based CSR among five-star hotels in Phuket with the same factors found to be effective in other types of businesses.

**Question:**

1. Would you please rank the importance of the following factors in achieving the objectives of your CSR programs? (Highly important/ Important/ Neutral/ Unimportant/Highly Unimportant)

2. For each factors please explain the reason behind your decision

**The HRM Dimension**

1. Embedding CSR into the organizational culture and citizen behavior

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2. Employee commitment to CSR

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3. Knowledge sharing

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**The Strategic Dimension**

4. Top management commitment to CSR

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5. Formal CSR strategic planning and practice

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6. CSR project management committees

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7. Measuring and reporting performance of CSR

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**The Marketing Dimension**

8. Consumers oriented strategy

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**The Environmental Dimension**

9. Participation in community-based CSR

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10. Laws and social norms



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**The Financial Dimension**

11. Community engagement

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12. Financial performance

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## Appendix 2: Interview Invitation for Hotel Managers (Thai Version)



วันที่

เรียน ผู้จัดการฝ่ายทรัพยากรมนุษย์

เรื่อง คำเชิญเข้าร่วมการสัมภาษณ์

ดิฉัน นางบุษลิน ขวดทอง อาจารย์มหาวิทยาลัยราชภัฏนครศรีธรรมราช ขณะนี้กำลังศึกษาปริญญาเอก ในสาขาการจัดการอุตสาหกรรมบริการ ณ Universiti Utara Malaysia

ในฐานะที่ท่านเป็นผู้จัดการทรัพยากรมนุษย์ของโรงแรมระดับ 5 ดาว เวลาจึงเป็นสิ่งมีค่ามาก อย่างไรก็ตาม ดิฉันหวังเป็นอย่างยิ่งว่า ท่านจะกรุณาใช้เวลาอันมีค่าเพื่อให้ข้อมูลในการสัมภาษณ์ ในการนี้ ดิฉัน จึงขออนุญาตเรียนเชิญท่าน เพื่อให้ข้อมูลเกี่ยวกับ แนวปฏิบัติและปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของ โรงแรม การสัมภาษณ์ครั้งนี้เป็นส่วนหนึ่งในการทำวิทยานิพนธ์ปริญญาเอกของดิฉัน เรื่องปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของ โรงแรมระดับ 5 ดาว จากมุมมองของบุคลากรโรงแรมและชุมชนในจังหวัดภูเก็ต ซึ่งอยู่ภายใต้การดูแลของศาสตราจารย์ ดร. Azilah Kasim

ความกรุณาของท่านในครั้งนี้ จะช่วยให้เข้าใจแนวปฏิบัติและปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของ โรงแรมระดับ 5 ดาว ในภูเก็ตได้เป็นอย่างดี การสัมภาษณ์จะใช้ระยะเวลา 15 – 20 นาที การบันทึกและข้อมูลที่ได้รับจากการสัมภาษณ์จะเป็นความลับอย่างเคร่งครัด เฉพาะนักวิจัยและที่ปรึกษาของนักวิจัยเท่านั้น ที่จะเข้าถึงข้อมูลได้ ดิฉันได้แนบคำถามสัมภาษณ์ไว้ในจดหมายนี้แล้ว เพื่อท่านจะพิจารณาก่อนการให้สัมภาษณ์

ความร่วมมือของท่านในครั้งนี้มีความสำคัญมากต่อความสำเร็จของงานวิจัย หากท่านมีคำถามหรือข้อสงสัย และหากท่านต้องการรายงานฉบับสมบูรณ์ โปรดติดต่อดิฉันทางอีเมล (b.bussalin@gmail.com) หรือเบอร์โทรศัพท์ (086-685-8468) และหากท่านยินดีที่จะร่วมให้ข้อมูลในการสัมภาษณ์ครั้งนี้ กรุณาแจ้งให้ดิฉันทราบภายในวันที่.....

ขอขอบพระคุณเป็นอย่างสูงสำหรับความร่วมมือ

บุษลิน ขวคทอง

### แบบสัมภาษณ์เชิงลึก

แบบสัมภาษณ์เชิงลึกเพื่อสำรวจแนวปฏิบัติและปัจจัยความสำเร็จในการดำเนิน CSR  
เพื่อชุมชนของ โรงแรมระดับ 5 ดาว ในภูเก็ต

<p>ส่วน A: ข้อมูลผู้ให้สัมภาษณ์</p> <p>ชื่อผู้ให้สัมภาษณ์ ..... ตำแหน่ง .....</p> <p>ชื่อ โรงแรม ..... วันที่สัมภาษณ์ .....</p>
<p>ส่วน B: ข้อมูลเกี่ยวกับแนวปฏิบัติในการดำเนิน CSR เพื่อชุมชนของโรงแรม</p> <p>1. โรงแรมมีหลักในการทำ CSR อย่างไร</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. โปรดอธิบายถึง โปรแกรม CSR เพื่อชุมชนของโรงแรม</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>3. ที่ใดคือชุมชนเป้าหมาย และเหตุใดจึงเลือกที่นั่นเป็นเป้าหมายในการทำ CSR ของโรงแรม</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>4. มุมมองและความเห็นของชุมชนได้ถูกนำมาพิจารณาเพื่อออกแบบกิจกรรม CSR หรือไม่</p>

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5. ทราบหรือไม่ว่าชุมชนมีมุมมองอย่างไรต่อกิจกรรม CSR ของโรงแรม และโรงแรมทราบข้อมูลเหล่านั้นได้อย่างไร

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6. โรงแรมตัดสินใจอย่างไร ว่ากิจกรรม CSR ใดสำคัญและเหมาะสมกับชุมชนนั้นๆ

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7. โรงแรมมีกิจกรรม CSR เพื่อชุมชนอะไรบ้าง และเหตุใดจึงคิดว่ากิจกรรมเหล่านั้นมีความสำคัญต่อชุมชน

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8. โรงแรมใช้ทรัพยากรใดบ้างในการทำ CSR เพื่อชุมชน

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9. มีการจัดสรรทรัพยากรในการทำ CSR เพื่อชุมชนเท่าไร และมีหลักในการจัดสรรอย่างไร

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10. โรงแรมประเมินและวัดความสำเร็จของกิจกรรม CSR เพื่อชุมชนอย่างไร

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**ส่วน C: ข้อมูลเกี่ยวกับปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงแรม**

ในธุรกิจประเภทอื่นๆ พบว่ามี 12 ปัจจัย ซึ่งสรุปเป็น 5 ด้าน มีส่วนช่วยในการทำให้ CSR ประสบผลสำเร็จมากขึ้น  
ดังนั้น การศึกษาครั้งนี้จึงนำ 12 ปัจจัยเหล่านั้น มาเป็นหลักในการสำรวจปัจจัยความสำเร็จในการทำ CSR  
เพื่อชุมชนของโรงแรมระดับ 5 ดาว ในจังหวัดภูเก็ต

**คำถาม:**

1. โปรดระบุความสำคัญของปัจจัยต่อไปนี้ในการทำกิจกรรม CSR ของคุณบรรลุดูประสงค์ (สำคัญอย่างยิ่ง/ สำคัญ/  
เป็นกลาง/ ไม่สำคัญ/ ไม่สำคัญอย่างยิ่ง)
2. โปรดอธิบายเหตุผลว่าแต่ละปัจจัยมีความสำคัญอย่างไร

**ด้านการจัดการของแผนกทรัพยากรมนุษย์**

1. การปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรมองค์กร

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2. ความมุ่งมั่นของพนักงานต่อ CSR

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3. การแบ่งปันความรู้

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.....  
**ด้านเป้าหมายและกลยุทธ์**

4. ความมุ่งมั่นของผู้บริหารระดับสูงต่อ CSR

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.....  
5. การวางแผนและการมีแนวการปฏิบัติ CSR อย่างเป็นทางการ

6. การมีผู้บริหาร โครงการและคณะกรรมการเฉพาะสำหรับดูแล CSR

7. การวัดและรายงานผลการดำเนินงานด้าน CSR

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**ด้านการตลาด**

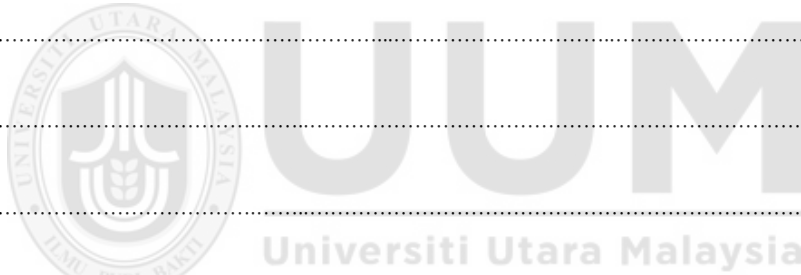
8. การให้ความสำคัญกับผู้บริโภค

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**ด้านสภาพแวดล้อม**

9. การมีส่วนร่วมใน CSR สำหรับพัฒนาชุมชน

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10. กฎหมายและบรรทัดฐานทางสังคม

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**ด้านการเงิน**

11. การมีส่วนร่วมของชุมชน

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12. สถานะการเงินขององค์กร

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### Appendix 3: Interview Invitation for Community Leaders (English Version)



Date

To Whom IT May Concern

Dear Sir/Madam

#### Invitation to Participate in an Interview

I am Bussalin Khuadthong. I am currently an academic staff of Nakhon Si Thammarat Rajabhat University. I am now pursuing a Doctor of Philosophy degree in Hospitality management at Universiti Utara Malaysia.

As a community leader, your time is precious. But I hope that you will kindly consider spending part of your valuable time to participate in an interview. I would like to invite you to participate in this interview of the critical success factors in relation to community-based CSR of five-star hotels. This interview is aimed at identifying the critical success factors for community-based CSR among five-star hotels from hoteliers and community perspectives in Phuket. This is part of my doctoral research under the supervision of Professor Dr. Azilah Kasim.

Your kind assistance will help to understand the critical success factors of hotel's community-based CSR. The interview will take about 20-30 minutes to complete. The records and information obtained from this interview will be kept strictly confidential. I have enclosed the list of interview questions for your consideration before interview.

Your cooperation is highly appreciated and significant to the success of this study. If you have any questions or concerns, and also if you would like to see final report please contact me by email (b.bussalin@gmail.com) or mobile phone (086-685-8468). And if you agree to participate in this interview, please reply to me by .....date.....

Thank you very much for your time and kind cooperation  
*Yours faithfully*

Bussalin Khuadthong

## In-Depth Interview Protocol

This is an interview protocol to investigate the critical success factors in relation to community-based CSR of five-star hotels in Phuket.

<p><b>SECTION A: Informant Details</b></p> <p style="text-align: center;">Informant's name ..... Position .....</p> <p style="text-align: center;">Community's Name ..... Date of Interview .....</p>
<p><b>SECTION B: Hotels' Community-based CSR</b></p> <p>1. Has your community ever received community-based CSR activities from hotels?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. What hotels provide CSR activities for your community?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>3. What kind of CSR activities that hotel provided for your community?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>4. What kind of CSR activities will give the most benefits to your community?</p> <p>.....</p> <p>.....</p> <p>.....</p>

5. Did community-based CSR project by hotels solve the community problems?

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6. Has community ever received the chance to share perspectives before hotels start their community-based CSR projects?

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**SECTION C: Hotels' Critical Success Factors for Community-based CSR**

In other types of businesses, 12 critical success factors in 5 dimensions have been found to contribute in making CSR more effective. Therefore, this study will investigate the critical success factors for community-based CSR among five-star hotels in Phuket with the same factors found to be effective in other types of businesses.

**Question:**

1. Would you please rank the importance of the following factors in achieving community-based CSR programs in your community? (Highly important/ Important/ Neutral/ Unimportant/Highly Unimportant)
2. For each factors please explain the reason behind your decision

**The HRM Dimension**

1. Embedding CSR into the organizational culture and citizen behavior

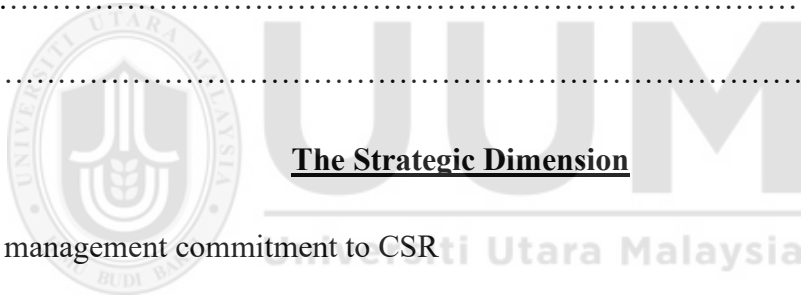
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2. Employee commitment to CSR

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3. Knowledge sharing

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**The Strategic Dimension**

4. Top management commitment to CSR

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5. Formal CSR strategic planning and practice

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6. CSR project management committees

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7. Measuring and reporting performance of CSR

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**The Marketing Dimension**

8. Consumers oriented strategy

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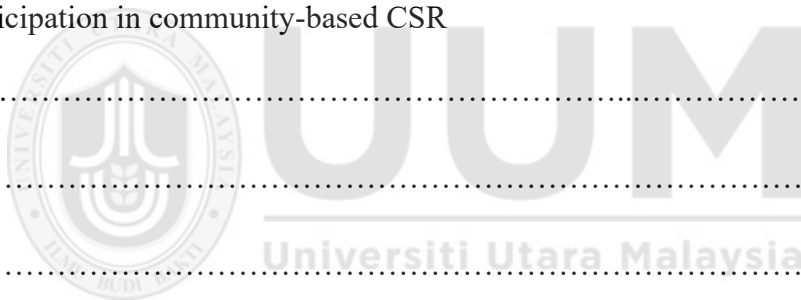
**The Environmental Dimension**

9. Participation in community-based CSR

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10. Laws and social norms

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**The Financial Dimension**

11. Community engagement

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12. Financial performance

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## Appendix 4: Interview Invitation for Community Leaders (Thai Version)



วันที่

เรียน ผู้นำชุมชน

เรื่อง คำเชิญเข้าร่วมการสัมภาษณ์

ดิฉัน นางบุษลิน ขวุดทอง อาจารย์มหาวิทยาลัยราชภัฏนครศรีธรรมราช ขณะนี้กำลังศึกษาปริญญาเอก ในสาขาการจัดการอุตสาหกรรมบริการ ณ Universiti Utara Malaysia

ในฐานะที่ท่านเป็นผู้นำชุมชน เวลาจึงเป็นสิ่งมีค่ามาก อย่างไรก็ตามดิฉันหวังเป็นอย่างยิ่งว่าท่านจะกรุณาสละเวลาอันมีค่าเพื่อให้ข้อมูลในการสัมภาษณ์ ในการนี้ดิฉันจึงขออนุญาตเรียนเชิญท่านเพื่อให้ความเห็นเกี่ยวกับกิจกรรม CSR และปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงเรียนการสัมภาษณ์ครั้งนี้เป็นส่วนหนึ่งในการทำวิทยานิพนธ์ปริญญาเอกของดิฉันเรื่องปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงเรียนระดับ 5 ดาว จากมุมมองของบุคลากรโรงแรมและชุมชนในจังหวัดภูเก็ต ซึ่งอยู่ภายใต้การดูแลของศาสตราจารย์ ดร. Azilah Kasim

ความกรุณาของท่านในครั้งนี้ จะช่วยให้เข้าใจปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงเรียนระดับ 5 ดาว ในภูเก็ตได้เป็นอย่างดี การสัมภาษณ์จะใช้ระยะเวลา 15 – 20 นาที การบันทึกและข้อมูลที่ได้รับจากการสัมภาษณ์จะเป็นความลับอย่างเคร่งครัด เฉพาะผู้วิจัยและที่ปรึกษาของนักวิจัยเท่านั้นที่จะเข้าถึงข้อมูลได้ ดิฉันได้แนบคำถามสัมภาษณ์ไว้ในจดหมายนี้แล้ว เพื่อท่านจะพิจารณาก่อนการให้สัมภาษณ์

ความร่วมมือของท่านในครั้งนี้มีความสำคัญมากต่อความสำเร็จของงานวิจัย หากท่านมีคำถามหรือข้อสงสัย และหากท่านต้องการรายงานฉบับสมบูรณ์ โปรดติดต่อดิฉันทางอีเมล (b.bussalin@gmail.com) หรือเบอร์โทรศัพท์ (086-685-8468) และหากท่านยินดีที่จะร่วมให้ข้อมูลในการสัมภาษณ์ครั้งนี้ กรุณาแจ้งให้ดิฉันทราบภายในวันที่.....

ขอขอบพระคุณเป็นอย่างสูงสำหรับความร่วมมือ

บุษลิน ขวคทอง

**แบบสัมภาษณ์เชิงลึก**

แบบสัมภาษณ์เชิงลึกเพื่อสำรวจความคิดเห็นเกี่ยวกับกิจกรรม CSR  
และปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงแรมระดับ 5 ดาว ในภูเก็ต

**ส่วน A: ข้อมูลผู้ให้สัมภาษณ์**

ชื่อผู้ให้สัมภาษณ์ ..... ตำแหน่ง .....

ชื่อชุมชน ..... วันที่สัมภาษณ์ .....

**ส่วน B: ข้อมูลเกี่ยวกับกิจกรรม CSR เพื่อชุมชนของโรงแรม**

1. โรงแรมเคยมาทำกิจกรรม CSR เพื่อชุมชนของคุณหรือไม่

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2. โรงแรมใดบ้างที่ทำ CSR เพื่อชุมชนของคุณ

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3. กิจกรรม CSR ใดบ้างที่โรงแรมได้ทำเพื่อชุมชนของคุณ

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4. กิจกรรม CSR ใดบ้าง ที่คุณคิดว่าจะให้ประโยชน์กับชุมชนของคุณมากที่สุด



1. การปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรมองค์กร

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2. ความมุ่งมั่นของพนักงานต่อ CSR

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3. การแบ่งปันความรู้

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ด้านเป้าหมายและกลยุทธ์

4. ความมุ่งมั่นของผู้บริหารระดับสูงต่อ CSR

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5. การวางแผนและการมีแนวการปฏิบัติ CSR อย่างเป็นทางการ

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6. การมีผู้บริหาร โครงการและคณะกรรมการเฉพาะสำหรับดูแล CSR

7. การวัดและรายงานผลการดำเนินงานด้าน CSR



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ด้านการตลาด

8. การให้ความสำคัญกับผู้บริโภค

ด้านสภาพแวดล้อม

9. การมีส่วนร่วมใน CSR สำหรับพัฒนาชุมชน

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10. กฎหมายและบรรทัดฐานทางสังคม

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ด้านการเงิน

11. การมีส่วนร่วมของชุมชน



12. สภาวะการเงินขององค์กร

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## Appendix 5: Questionnaire for Hoteliers (English Version)



This survey is part of a study on the essential characteristics and critical success factors for community-based CSR among five-star hotels in Phuket. Results of this study will provide important information to identify appropriate characteristics and critical success factors for community-based CSR in the hotel sector.

Thus, I would like to seek your cooperation in filling this questionnaire. Your kind assistance will help to understand the characteristics and critical success factors of hotel's community-based CSR. I would greatly appreciate your responses to the questions on the following. There are no correct or incorrect responses; I am merely interested in your point of views.

### SECTION A: Informant Details

Please check (✓) in the appropriate box or write the specific information in the blanks provided

QUESTIONS	ANSWERS
<b>1. Have you ever participated in community-based CSR activities of your hotel?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>2. Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female
<b>3. Age</b>	<input type="checkbox"/> Less than 30 years <input type="checkbox"/> 31–40 years <input type="checkbox"/> 41–50 years <input type="checkbox"/> 51–60 years <input type="checkbox"/> 61 years and over
<b>4. Marital status</b>	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Widowed <input type="checkbox"/> Divorced
<b>5. The highest education level</b>	<input type="checkbox"/> Vocational education <input type="checkbox"/> Higher vocational education <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other .....

<b>6. Your position</b>	Please specify .....
<b>7. The name of hotel where you work</b>	Please specify .....
<b>8. Hotel's community-based CSR activities that you participate in</b>	Please specify ..... .....

### SECTION B: Hotels' Critical Success Factors for Community-based CSR

The following are the possible critical success factors for hotels' community-based CSR. Please indicate your degree of agreement or disagreement of the following statement by checking (✓) only one best appropriate number on the scale that reflects your opinion.

**5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree**

No.	STATEMENT	Level				
		5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>Top management commitment to CSR</b>						
1	I believe that hotel's CSR projects are more likely to success if top management give commitment.					
2	I believe that hotel can maintain the CSR concept					

	and activities for long-term if top management has clear CSR visions, mission, and goals.					
3	I believe that the ability of top management to establishes, manages, and practices CSR lead to positive perspectives from internal and external local residents.					
<b>Formal CSR strategic planning and practice</b>						
4	I think that clear plan, purpose, and direction are important guidelines for successful implementation of CSR projects.					
5	I believe that formal CSR strategic planning and practices, and CSR implementation in everyday operational practice can increase chances of successful CSR projects.					
6	I think that engaging local residents in CSR planning process can reduce risk, and increase chances of successful CSR projects.					
<b>Consumers oriented strategy</b>						
7	I believe that hotel will be more successful in business if able to provide goods and services that avoid harming the environment and society.					
8	I believe that the CSR concept and practices can represent a good image of hotel brand which can					

	make credible in creating successful CSR projects.					
9	I believe that hotel can create competitive advantages and loyalty customers by supporting community and society through CSR projects.					
<b>Embedding CSR into the organizational culture</b>						
10	I believe that hotel will be more successful in implementing CSR if able to embed CSR into organizational culture to make the whole organization concern in the CSR concept.					
11	I believe that all levels in organization are important to make successful CSR implementation. Thus, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level.					
12	I believe that CSR projects are more likely to success if the projects conduct with understanding and accepting of hotel staff.					
<b>Employee commitment to CSR</b>						
13	I believe that employee commitment and active participation to CSR are key components for leading to success in hotel's CSR projects.					
14	I believe that employee commitment would assist in establishing CSR culture and implementing					

	CSR activities for both inside and outside hotel.					
15	I believe that human resource management should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems for motivating staff to being active in CSR volunteering.					
<b>Community engagement</b>						
16	I believe that hotel's CSR projects are more likely to success if local residents have the chance to engage the decision-making process.					
17	I believe that residents' engagement helps to create better understanding and transforming community' needs into CSR planning and practices. This helps hotel to cooperate and work with local residents to achieve the CSR goals.					
18	I believe that hotel should open-minded to share attitude with local residents because it is another vital tool in CSR integration to create long-term relationships with communities.					
<b>Participation in community-based CSR</b>						
19	I agree that community development is one of important part of hotel's CSR.					
20	In order to make the projects more successful, I think					

	local residents should be involved in planning and decision-making processes of community-based CSR.					
21	I believe that CSR projects are more likely to success if local residents have more chances to share their perspectives, and reflect the facts about community problems.					
<b>Knowledge sharing</b>						
22	I agree that knowledge sharing is important process for implementing CSR because it supports the exchange of knowledge and experience between hotel and local residents.					
23	I think that knowledge sharing is the process of mutual CSR benefits between hotel and local residents.					
24	I believe that hotel can get knowledge from sharing and learning with multi-stakeholder and can bring it to plan for appropriate community-based CSR projects.					
<b>Laws and social norms</b>						
25	I believe that hotel's CSR programs will become truly successful if all procedures in line with laws and social norms.					
26	I agree that hotel must follow international guidelines, laws, social and community norms.					

	Otherwise, it can be banned from operating business in host country/ or community.					
27	I believe that hotel is more likely to success if starting business from understanding and getting familiar with all of the laws, social and community norms that hotel must adhere to.					
<b>CSR project management committees</b>						
28	I think all project and whole process of CSR should be properly managed by CSR project management teams.					
29	I think hotel's CSR projects are more likely to success if project management manage the project with clear goals, objectives, communication, timelines, and able to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders.					
30	I think hotel should have CSR department and CSR staff to manage CSR projects for internal and external organization.					
<b>Financial performance</b>						
31	I believe that allocation of adequate budget can make successful CSR projects and maintain the CSR concept for long-term.					

32	I believe that even transformation of residents' needs and expectations into business strategy can cost and destroy shareholders' profits but socially responsible behavior tend to show long-term financial gains for hotel.					
33	I believe if there is lack of sufficient financial resources all affect the effectiveness of the operations management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives.					
<b>Measuring and reporting performance of CSR</b>						
34	I think measuring and reporting performance of CSR are important processes to make CSR project complete.					
35	I believe that hotel would benefit from proper measuring and reporting their CSR activities because hotel can report CSR performance to the public and also receive feedback from all related parties.					
36	For more effective of measuring and reporting processes, I believe that local residents should be engaged to exchange ideas on CSR-related issues for future improvement and deeper integration.					

**SECTION C: Suggestion**

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*Thank you for your time & help*



## Appendix 6: Questionnaire for Hoteliers (Thai Version)



แบบสอบถามนี้เป็นส่วนหนึ่งในการศึกษาลักษณะและปัจจัยความสำเร็จของกิจกรรม CSR เพื่อชุมชนของ โรงแรมระดับ 5 ดาว ในจังหวัดภูเก็ต ผลจากการศึกษา จะเป็นข้อมูลสำคัญในการระบุลักษณะและปัจจัยที่มีส่วนทำให้กิจกรรม CSR เพื่อชุมชนของ โรงแรมประสบผลสำเร็จ

ในการนี้ ดิฉันจึงขอความร่วมมือจากท่านในการสละเวลาเพื่อตอบแบบสอบถาม ความกรุณาจากท่านในครั้งนี้ จะช่วยให้เข้าใจลักษณะและปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของ โรงแรม ได้เป็นอย่างดี กรุณาตอบแบบสอบถามด้านล่าง ไม่มีคำตอบที่ถูกต้องหรือไม่ถูกต้อง ดิฉันเพียงแคสนใจในมุมมองของท่าน

### ส่วน A: ข้อมูลผู้ตอบแบบสอบถาม

กรุณาทำเครื่องหมายถูก ✓ ในช่อง หรือเติมข้อความ ที่สอดคล้องกับตัวท่านมากที่สุด

คำถาม	คำตอบ
1. คุณเคยมีส่วนร่วมในกิจกรรม CSR เพื่อชุมชนของ โรงแรมหรือไม่	<input type="checkbox"/> เคย <input type="checkbox"/> ไม่เคย

2. เพศ	<input type="checkbox"/> ชาย <input type="checkbox"/> หญิง
3. อายุ	<input type="checkbox"/> น้อยกว่า 30 years <input type="checkbox"/> 31-40 ปี <input type="checkbox"/> 41-50 ปี <input type="checkbox"/> 51-60 ปี <input type="checkbox"/> 61 ปี
4. สถานะ	<input type="checkbox"/> โสด <input type="checkbox"/> สมรส <input type="checkbox"/> ไม่หย่าแต่แยกอยู่ <input type="checkbox"/> หย่าร้าง
5. ระดับการศึกษาขั้นสูงสุด	<input type="checkbox"/> ปวช. <input type="checkbox"/> ปวส. <input type="checkbox"/> ปริญญาตรี <input type="checkbox"/> ปริญญาโท <input type="checkbox"/> ปริญญาเอก <input type="checkbox"/> อื่นๆ .....
6. ตำแหน่งในโรงแรม	 โปรดระบุ .....
7. ชื่อโรงแรมที่ท่านทำงาน	โปรดระบุ .....
8. กิจกรรม CSR ของโรงแรม ที่เกี่ยวข้องกับชุมชน	โปรดระบุ ..... .....

ที่ท่านเคยเข้าร่วม	.....  .....  .....
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**ส่วน B: ปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงแรม**

โปรดแสดงความคิดเห็นของท่านต่อปัจจัยสำคัญในการทำให้กิจกรรม CSR ของโรงแรมประสบความสำเร็จ โดยสะท้อนความคิดเห็นกับข้อความต่อไปนี้ด้วยการทำเครื่องหมาย ✓ ลงในช่องว่าง ที่ตรงกับระดับความคิดเห็นของท่าน โดยใช้เกณฑ์ดังนี้

5 = เห็นด้วยอย่างยิ่ง; 4 = เห็นด้วย; 3 = เป็นกลาง; 2 = ไม่เห็นด้วย; 1= ไม่เห็นด้วยอย่างยิ่ง

ข้อ	เรื่อง	ระดับ				
		5	4	3	2	1
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	เป็นกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
<b>ความมุ่งมั่นของผู้บริหารระดับสูงต่อ CSR</b>						
1	ฉันเชื่อว่า โครงการ CSR ของโรงแรมจะประสบผลสำเร็จมากขึ้น หากผู้บริหารระดับสูงมีความมุ่งมั่น					

2	ฉันเชื่อว่า โรงแรมจะรักษาแนวคิดและโครงการ CSR ไว้ได้นาน หากผู้บริหารระดับสูงมีวิสัยทัศน์ และเป้าหมายที่ชัดเจน					
3	ฉันเชื่อว่า ความสามารถของผู้บริหารระดับสูง ในการกำกับ ดูแลหน่วยงานให้เป็นไปตามหลัก CSR จะทำให้ผู้มีส่วนได้ส่วนเสียมีทัศนคติที่ดีต่อองค์กร					
<b>การวางแผนและการมีแนวปฏิบัติ CSR อย่างเป็นทางการ</b>						
4	ฉันคิดว่า แผน วัตถุประสงค์ และทิศทางที่ชัดเจน เป็นแนวทางสำคัญที่จะนำไปสู่การดำเนินกิจกรรม CSR ให้ประสบความสำเร็จ					
5	ฉันเชื่อว่า การมีแผนและแนวปฏิบัติอย่างเป็นทางการ ที่จะนำ CSR ไปใช้ในการปฏิบัติงานประจำวันในทุกภาคส่วน สามารถเพิ่มโอกาสความสำเร็จของโครงการ CSR ได้					
6	ฉันคิดว่า การให้ผู้มีส่วนได้ส่วนเสียที่เกี่ยวข้องเข้าร่วมในกระบวนการวางแผน CSR จะสามารถลดความเสี่ยง และเพิ่มโอกาสให้โครงการ CSR					

	ประสบผลสำเร็จได้					
<b>การให้ความสำคัญกับผู้บริโภค</b>						
7	ฉันเชื่อว่า หากหลีกเลี่ยงสินค้าและบริการที่ทำลายสิ่งแวดล้อมและสังคม	โรงแรมจะประสบผลสำเร็จมากขึ้น				
8	ฉันเชื่อว่า ทำให้โรงแรมมีภาพลักษณ์ที่ดี ที่จะทำให้โครงการ CSR ประสบผลสำเร็จ	แนวคิดและแนวปฏิบัติ CSR และมีความน่าเชื่อถือมากขึ้น				
9	ฉันเชื่อว่า และความภักดีของลูกค้าได้ โดยการทำให้ CSR เพื่อชุมชนและสังคม	โรงแรมสามารถสร้างความได้เปรียบทางธุรกิจ				
<b>การปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรมองค์กร</b>						
10	ฉันเชื่อว่า หากสามารถปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรมองค์กร เพื่อสร้างความตระหนักใน CSR ทั้งองค์กร	โรงแรมจะประสบความสำเร็จใน CSR				
11	ฉันเชื่อว่า ประสบผลสำเร็จ	ทุกระดับในองค์กรมีความสำคัญต่อการทำให้ CSR				

	คั้งนั้นความคิดในการปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรม ขององค์กร จึงควรมาจากพนักงานทุกระดับ					
12	ฉันเชื่อว่า โครงการ CSR จะประสบผลสำเร็จมากขึ้น หากดำเนินการด้วยความเข้าใจ และได้รับการยอมรับจากพนักงาน					
<b>ความมุ่งมั่นของพนักงานต่อ CSR</b>						
13	ฉันเชื่อว่า ความมุ่งมั่นของพนักงานต่อ CSR เป็นสิ่งสำคัญที่จะทำให้โครงการ CSR เพื่อชุมชนประสบผลสำเร็จ					
14	ฉันเชื่อว่า ความมุ่งมั่นของพนักงานต่อ CSR จะช่วยสร้างวัฒนธรรมองค์กร และการดำเนินการที่ดีด้าน CSR ทั้งภายในและนอกโรงแรม					
15	ฉันเชื่อว่า ฝ่ายบริหารทรัพยากรบุคคลควรกำหนดหน้าที่ ความรับผิดชอบต่อด้าน CSR ไว้ในนโยบายการสรรหาบุคลากร การฝึกอบรม ค่าตอบแทน และระบบการประเมินผลการปฏิบัติงาน เพื่อกระตุ้นให้พนักงานมีส่วนร่วมในการเป็นอาสาสมัคร CSR					
<b>การมีส่วนร่วมของชุมชน</b>						
16	ฉันเชื่อว่า โครงการ CSR ของโรงแรมจะประสบผลสำเร็จมากขึ้น หากผู้มีส่วนได้ส่วนเสียมีส่วนร่วมในกระบวนการตัดสินใจ					
17	ฉันเชื่อว่า การเชื่อมโยงกับผู้มีส่วนได้ส่วนเสีย จะสร้างความเข้าใจที่ดี					

	<p>และนำไปสู่การใส่ความต้องการของผู้มีส่วนได้ส่วนเสียไว้ในแผนและแนวปฏิบัติ CSR</p> <p>ซึ่งถือเป็นการสร้างความร่วมมือกันซึ่งกันและกันที่จะทำให้ CSR ประสบผลสำเร็จ</p>					
18	<p>ฉันเชื่อว่า</p> <p>โรงแรมควรเปิดกว้างในการแลกเปลี่ยนความคิดเห็นกับผู้มีส่วนได้ส่วนเสีย</p> <p>เพราะถือเป็นเครื่องมือสำคัญในการสร้างความสัมพันธ์ระยะยาวกับผู้มีส่วนได้เสีย</p>					
<b>การมีส่วนร่วมใน CSR สำหรับพัฒนาชุมชน</b>						
19	<p>ฉันเห็นด้วยว่า การพัฒนาชุมชนเป็นส่วนสำคัญของ CSR โรงแรม</p>					
20	<p>เพื่อให้โครงการประสบความสำเร็จมากขึ้น</p> <p>ฉันคิดว่าคนในท้องถิ่นควรมีส่วนร่วมในกระบวนการวางแผนและตัดสินใจในโครงการ CSR เพื่อชุมชนของตน</p>					
21	<p>ฉันเชื่อว่า โครงการ CSR จะประสบความสำเร็จมากขึ้น</p> <p>หากคนในท้องถิ่นมีโอกาสได้สะท้อนความจริงเกี่ยวกับปัญหาในชุมชน</p>					

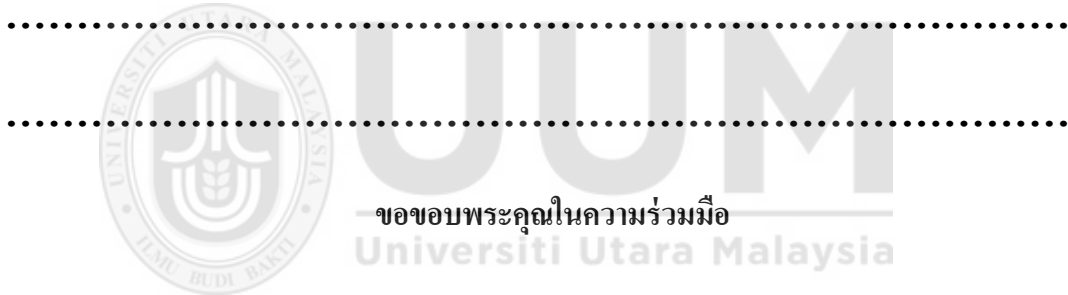
	ชน					
<b>การแบ่งปันความรู้</b>						
22	ฉันเชื่อว่า การแบ่งปันความรู้เป็นกระบวนการสำคัญในการทำ CSR เพราะทำให้เกิดการแลกเปลี่ยนองค์ความรู้ และประสบการณ์กันระหว่างโรงแรมกับคนในท้องถิ่น					
23	ฉันคิดว่า กระบวนการสร้างผลประโยชน์ร่วมกันระหว่างโรงแรมและผู้มีส่วนได้ส่วนเสีย การแบ่งปันความรู้คือ					
24	ฉันเชื่อว่า จากการแบ่งปันและเรียนรู้กับผู้มีส่วนได้ส่วนเสียหลายฝ่าย และสามารถนำความรู้ไปช่วยวางแผนโครงการ CSR ที่เกี่ยวข้องกับชุมชนได้อย่างเหมาะสม					
<b>กฎหมายและบรรทัดฐานทางสังคม</b>						
25	ฉันเชื่อว่า โครงการ CSR ของโรงแรมจะประสบผลสำเร็จอย่างแท้จริง หากทุกขั้นตอนปฏิบัติตามกฎหมายและบรรทัดฐานทางสังคม					
26	ฉันเชื่อว่า โรงแรมต้องปฏิบัติตามหลักสากล					



สถานะการเงินขององค์กร					
31	ฉันเชื่อว่า การจัดสรรงบประมาณที่เพียงพอ จะทำให้โครงการ CSR ประสบผลสำเร็จ และรักษาแนวคิดด้าน CSR ไว้ได้ในระยะยาว				
32	ฉันเชื่อว่า แม้การนำความต้องการของผู้มีส่วนได้ส่วนเสียไว้ในแผนกลยุทธ์ขององค์กร อาจส่งผลต่อต้นทุนและลดผลกำไรของผู้ประกอบการ แต่พฤติกรรมที่รับผิดชอบต่อสังคมของโรงแรมมักจะแสดงให้เห็นถึงผลประโยชน์ทางการเงินในระยะยาว				
33	ฉันเชื่อว่า หากขาดทรัพยากรทางการเงินที่เพียงพอ จะส่งผลต่อประสิทธิภาพการดำเนินงานทั้งหมดของ CSR เช่น การเลือกกิจกรรม การประเมินผล การรายงานผล และการเรียนรู้ด้านการเลือกกิจกรรม การประเมินผล การรายงานผล และการเรียนรู้ด้าน				
การวัดและรายงานผลการดำเนินงานด้าน CSR					
34	ฉันคิดว่า การวัดและการรายงานผลการปฏิบัติงานด้าน CSR เป็นกระบวนการสำคัญที่จะทำให้โครงการ CSR เสร็จสมบูรณ์				
35	ฉันเชื่อว่า โรงแรมจะได้รับประโยชน์จากการวัดและรายงานผลกิจกรรม CSR				

	ที่เหมาะสม เพราะจะทำให้โรงแรมได้ทราบผลตอบรับจากทุกส่วน					
36	<p>เพื่อให้กระบวนการวัดและรายงานมีประสิทธิภาพยิ่งขึ้น ฉันเชื่อว่า</p> <p>ผู้มีส่วนได้ส่วนเสียทั้งภายในและนอกโรงแรม</p> <p>ควรมีส่วนร่วมในการแลกเปลี่ยนความคิดเห็น เกี่ยวกับการปรับปรุง</p> <p>CSR ในอนาคต เพื่อและการรวมตัวกันอย่างแน่นแฟ้น</p>					

**ส่วน C: ข้อเสนอแนะ**



## Appendix 7: Questionnaire for Residents (English Version)



This survey is part of a study on the essential characteristics and critical success factors for community-based CSR among five-star hotels in Phuket. Results of this study will provide important information to identify appropriate characteristics and critical success factors for community-based CSR in the hotel sector.

Thus, I would like to seek your cooperation in filling this questionnaire. The information you provide will fulfill each research objective of this study so as to ensure the success of this research. I would greatly appreciate your responses to the questions on the following. There are no correct or incorrect responses; I am merely interested in your point of views.

### SECTION A: Informant Details

Please check (✓) in the appropriate box or write the specific information in the blanks provided

QUESTIONS	ANSWERS	
<b>1. Have you ever participated in hotels' community-based CSR activities?</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<b>2. Gender</b>	<input type="checkbox"/> Male	<input type="checkbox"/> Female
<b>3. Age</b>	<input type="checkbox"/> Less than 30 years <input type="checkbox"/> 51–60 years	<input type="checkbox"/> 31–40 years <input type="checkbox"/> 41–50 years <input type="checkbox"/> 61 years and over
<b>4. Marital status</b>	<input type="checkbox"/> Single <input type="checkbox"/> Widowed	<input type="checkbox"/> Married <input type="checkbox"/> Divorced

<b>5. The highest education level</b>	<input type="checkbox"/> Vocational education <input type="checkbox"/> Higher vocational education <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other .....
<b>6. Occupation</b>	Please specify .....
<b>7. Name of community where you live</b>	Please specify .....
<b>8. Please specify hotel's community-based CSR activities that you participated in</b>	Please specify ..... .....
<b>9. Please specify hotel's community-based CSR activities that you need</b>	Please specify ..... .....

**SECTION B: Hotels' Critical Success Factors for Community-based CSR**

The following are the possible critical success factors for hotels' community-based CSR. Please indicate your degree of agreement or disagreement of the following statement by checking (✓) only one best appropriate number on the scale that reflects your opinion.

**5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1= Strongly Disagree**

No.	STATEMENT	Level				
		5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>Top management commitment to CSR</b>						
1	CSR activities are more successful in my community when there is commitment from hotel's top management.					
2	I believe that hotel can maintain community-based CSR activities for long-term if top management has clear CSR visions, mission, and goals.					
3	I believe that the ability of top management to establishes, manages, and practices community-based CSR lead to positive perspectives from local residents.					
<b>Formal CSR strategic planning and practice</b>						
4	I notice that CSR activities that have clear plan, purpose, and direction will be more successfully in term of implemented in my community.					
5	I believe that formal CSR strategic planning and practices, and CSR implementation in everyday					

	operational practice can increase chances of successful community-based CSR projects.					
6	I think that engaging local residents in planning process can reduce risk, and increase chances of successful community-based CSR projects.					
<b>Consumers oriented strategy</b>						
7	I believe that hotels will be more successful if able to provide goods and services that avoid harming the environment and society.					
8	I believe that the CSR concept and practices can represent a good image of hotel brand which can make credible in creating successful community-based CSR projects.					
9	I believe that hotels can create competitive advantages and loyalty customers by supporting community and society through CSR projects.					
<b>Embedding CSR into the organizational culture</b>						
10	I believe that hotels will be more successful in implementing CSR in my community if they are able to embed CSR into their organizational culture to make the whole organization concern in the CSR concept.					

11	I believe that all levels in organization are important to make successful community-based CSR implementation. Thus, the ideas for embedding CSR into organizational culture can be started from, but should not be confined to, the headquarters level.					
12	I believe that CSR projects are more likely to success in my community if the projects conduct with understanding and accepting of hotel staff.					
<b>Employee commitment to CSR</b>						
13	I believe that employee commitment and active participation to CSR are key components for leading to success in hotels' community-based CSR projects.					
14	I believe that employee commitment would assist in establishing CSR culture and implementing CSR activities for both inside and outside hotels.					
15	I believe that human resource management should specify CSR responsibilities into employee recruitment policy, training, remuneration, performance appraisal systems for motivating staff to being active in CSR volunteering.					

<b>Community engagement</b>					
16	I believe that hotels' CSR projects are more likely to success if local residents have the chance to engage the decision-making process.				
17	I believe that residents' engagement helps to create better understanding and transforming community' needs into CSR planning and practices. This helps hotel to cooperate and work with local residents to achieve in CSR goals.				
18	I believe that hotel should open-minded to share attitude with local residents because it is another vital tool in CSR integration to create long-term relationships with community.				
<b>Participation in community-based CSR</b>					
19	I agree that community development is one of important part of hotel's CSR.				
20	In order to make the projects more successful, I think local residents should be involved in planning and decision-making processes of community-based CSR.				
21	I believe that CSR projects are more likely to success if local residents have more chances to				

	share their perspectives, and reflect the facts about community problems.					
<b>Knowledge sharing</b>						
22	I agree that knowledge sharing is important process for implementing CSR in my community because it supports the exchange of knowledge and experience between hotels and local residents.					
23	I think that knowledge sharing is the process of mutual CSR benefits between hotels and local residents.					
24	I believe that hotels can get knowledge from sharing and learning with multi-stakeholder and can bring it to plan for appropriate community-based CSR projects.					
<b>Laws and social norms</b>						
25	I believe that hotels' community-based CSR programs will become truly successful if all procedures in line with laws and social norms.					
26	I agree that hotels must follow international guidelines, laws, social and community norms. Otherwise, they can be banned from operating business in host country/ or community.					

27	I believe that hotels are more likely to success if starting business from understanding and getting familiar with all of the laws, social and community norms that hotels must adhere to.					
<b>CSR project management committees</b>						
28	I think all project and whole process of community-based CSR should be properly managed by CSR project management teams.					
29	I think hotels' CSR projects in my community are more likely to success if project management manage the project with clear goals, objectives, communication, timelines, and able to initiate and execute CSR activities appropriately to the mutual benefit of all stakeholders.					
30	I think hotels should have CSR department and CSR staff to manage CSR projects for internal and external organization.					
<b>Financial performance</b>						
31	I believe that allocation of adequate budget can make successful CSR projects and maintain the CSR concept in my community for long-term.					
32	I believe that even transformation of residents' needs and expectations into business strategy can cost and destroy shareholders' profits but socially					

	responsible behavior tend to show long-term financial gains for hotels.					
33	I believe if there is lack of sufficient financial resources all affect the effectiveness of the operations management i.e. project selection, management, assessment, reporting and learning aspects of CSR initiatives.					
<b>Measuring and reporting performance of CSR</b>						
34	I think measuring and reporting performance of community-based CSR are important processes to make CSR project complete.					
35	I believe that hotels would benefit from proper measuring and reporting their community-based CSR activities because they can report CSR performance to the public and also receive feedback from all related parties.					
36	For more effective of measuring and reporting processes, I believe that local residents should be engaged to exchange ideas on community-based CSR issues for future improvement and deeper integration.					

**SECTION C: Suggestion**

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*Thank you for your time & help*



## Appendix 8: Questionnaire for Residents (Thai Version)



แบบสอบถามนี้เป็นส่วนหนึ่งในการศึกษาลักษณะและปัจจัยความสำเร็จในการทำ CSR

เพื่อชุมชนของ โรงแรมระดับ 5 ดาว ในจังหวัดภูเก็ต ผลจากการศึกษา

จะเป็นข้อมูลสำคัญในการระบุลักษณะและปัจจัยที่มีส่วนทำให้กิจกรรม CSR

เพื่อชุมชนของ โรงแรมประสบผลสำเร็จ

ในการนี้ ดิฉันจึงขอความร่วมมือจากท่านในการสละเวลาเพื่อตอบแบบสอบถาม ความกรุณาจากท่านในครั้งนี้ จะช่วยให้เข้าใจลักษณะและปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของ โรงแรม ได้เป็นอย่างดี กรุณาตอบแบบสอบถามด้านล่าง ไม่มีคำตอบที่ถูกต้องหรือไม่ถูกต้อง ดิฉันเพียงแคสนใจในมุมมองของท่าน

### ส่วน A: ข้อมูลผู้ตอบแบบสอบถาม

กรุณาทำเครื่องหมายถูก  ในช่อง หรือเติมข้อความ ที่สอดคล้องกับตัวท่านมากที่สุด

คำถาม	คำตอบ
1. คุณเคยร่วมกิจกรรมที่โรงแรม ไม่ได้ทำเพื่อแสดงความรับผิดชอบ	<input type="checkbox"/> เคย <input type="checkbox"/> ไม่เคย

ชอบต่อชุมชนหรือไม่	
2. เพศ	<input type="checkbox"/> ชาย <input type="checkbox"/> หญิง
3. อายุ	<input type="checkbox"/> น้อยกว่า 30 years <input type="checkbox"/> 31-40 ปี <input type="checkbox"/> 41-50 ปี <input type="checkbox"/> 51-60 ปี <input type="checkbox"/> 61 ปี
4. สถานะ	<input type="checkbox"/> โสด <input type="checkbox"/> สมรส <input type="checkbox"/> ไม่หย่าแต่แยกอยู่ <input type="checkbox"/> หย่าร้าง
5. ระดับการศึกษาขั้นสูงสุด	<input type="checkbox"/> ปวช. <input type="checkbox"/> ปวส. <input type="checkbox"/> ปริญญาตรี <input type="checkbox"/> ปริญญาโท <input type="checkbox"/> ปริญญาเอก <input type="checkbox"/> อื่นๆ .....
6. อาชีพ	โปรดระบุ .....
7. ชุมชนที่ท่านอาศัยอยู่	โปรดระบุ .....
8. กิจกรรมของโรงแรมเพื่อแสด ดงความรับผิดชอบต่อชุมชน ที่ท่านเคยเข้าร่วม	โปรดระบุ .....

<p>9.</p> <p>กิจกรรมของโรงแรมเพื่อแสดง ความรับผิดชอบต่อชุมชน ที่ท่านต้องการ</p>	<p>โปรดระบุ .....</p>
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**ส่วน B: ปัจจัยความสำเร็จในการทำ CSR เพื่อชุมชนของโรงแรม**

โปรดแสดงความคิดเห็นของท่านต่อปัจจัยสำคัญในการทำให้กิจกรรม CSR ของโรงแรมประสบความสำเร็จ โดยสะท้อนความคิดเห็นกับข้อความต่อไปนี้ด้วยการทำเครื่องหมาย ✓ ลงในช่องว่าง ที่ตรงกับระดับความคิดเห็นของท่าน โดยใช้เกณฑ์ดังนี้

5 = เห็นด้วยอย่างยิ่ง; 4 = เห็นด้วย; 3 = เป็นกลาง; 2 = ไม่เห็นด้วย; 1= ไม่เห็นด้วยอย่างยิ่ง

ข้อ	เรื่อง	ระดับ				
		5	4	3	2	1
		เห็นด้วยอย่างยิ่ง	เห็นด้วย	เป็นกลาง เมहनตวย	ไม่เห็นด้วยอย่างยิ่ง	
<b>ความมุ่งมั่นของผู้บริหารระดับสูงต่อการแสดงความรับผิดชอบต่อชุมชน</b>						
1	ฉันเชื่อว่า กิจกรรมที่โรงแรมทำเพื่อแสดงความรับผิดชอบต่อชุมชนจะประสบ ผลสำเร็จมากขึ้นหากผู้บริหารระดับสูงมีความมุ่งมั่นและเห็นด้วย					

2	<p>ฉันเชื่อว่า</p> <p>โรงแรมจะรักษากิจกรรมที่แสดงความรับผิดชอบต่อชุมชนไว้ได้นาน</p> <p>หากผู้บริหารระดับสูงมีวิสัยทัศน์และเป้าหมายที่ชัดเจน</p>					
3	<p>ฉันเชื่อว่า</p> <p>ความสามารถของผู้บริหารระดับสูงในการกำกับดูแลการจัดกิจกรรมเพื่อ</p> <p>ชุมชน จะทำให้ผู้มีส่วนได้ส่วนเสียมีทัศนคติที่ดีต่อโรงแรม</p>					
<b>การวางแผนและการมีแนวปฏิบัติอย่างเป็นทางการเกี่ยวกับการแสดงความรับผิดชอบต่อชุมชน</b>						
4	<p>ฉันคิดว่า แผน วัตถุประสงค์ และทิศทางที่ชัดเจนของโรงแรม</p> <p>เป็นแนวทางสำคัญทำให้การจัดกิจกรรมเพื่อแสดงความรับผิดชอบต่อ</p> <p>ชุมชนประสบความสำเร็จได้</p>					
5	<p>ฉันเชื่อว่า</p> <p>หากนำแนวคิดความรับผิดชอบต่อสังคมไปประยุกต์ใช้กับงานทุกส่ว</p> <p>น พร้อมทั้งมีแผนและแนวปฏิบัติที่เป็นทางการ</p> <p>จะเพิ่มโอกาสให้การจัดกิจกรรมเพื่อชุมชนสำเร็จยิ่งขึ้น</p>					
6	<p>ฉันคิดว่า</p>					

	<p>หากผู้มีส่วนได้ส่วนเสียในชุมชนได้เข้ามามีส่วนร่วมในการวางแผนกิจกรรม จะช่วยลดความเสี่ยงในการเกิดข้อผิดพลาด และเพิ่มโอกาสให้กิจกรรมที่จะจัดเพื่อชุมชนประสบผลสำเร็จมากขึ้น</p>					
<b>การให้ความสำคัญกับผู้บริโภค</b>						
7	<p>ฉันเชื่อว่า โรงแรมจะประสบผลสำเร็จขึ้นหากหลีกเลี่ยงสินค้าและบริการที่ทำลายสิ่งแวดล้อมและสังคม</p>					
8	<p>ฉันเชื่อว่า แนวคิดและแนวปฏิบัติของโรงแรมที่แสดงถึงความรับผิดชอบต่อสังคม จะส่งผลให้โรงแรมมีภาพลักษณ์ที่ดี และมีความน่าเชื่อถือมากขึ้นในการจัดกิจกรรมเพื่อชุมชนให้ประสบผลสำเร็จ</p>					
9	<p>ฉันเชื่อว่า การทำกิจกรรมที่แสดงความรับผิดชอบต่อชุมชนจะทำให้โรงแรมมีความได้เปรียบทางธุรกิจและมีลูกค้าประจำเพิ่มมากขึ้น</p>					

การปลูกฝังความรับผิดชอบต่อสังคมในวัฒนธรรมองค์กร					
10	<p>ฉันเชื่อว่า กิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชนจะสำเร็จได้</p> <p>หากโรงแรมได้ปลูกฝังแนวคิดความรับผิดชอบต่อสังคมไว้ในวัฒนธรรมองค์กร และทำให้ทั่วทั้งองค์กรเกิดความตระหนักถึงสังคม</p>				
11	<p>ฉันเชื่อว่า</p> <p>ความคิดเห็นในการจัดกิจกรรมเพื่อชุมชนควรมาจากพนักงานโรงแรมทุกระดับ</p> <p>เพราะพนักงานทุกคนมีส่วนสำคัญในการทำให้กิจกรรมประสบความสำเร็จ</p>				
12	<p>ฉันเชื่อว่า</p> <p>กิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชนจะประสบความสำเร็จมากขึ้น หากดำเนินการด้วยความเข้าใจและความเห็นชอบของพนักงาน</p> <p>ไม่ใช่การบังคับให้พนักงานต้องเข้าร่วมกิจกรรม</p>				
ความมุ่งมั่นของพนักงานโรงแรมในการทำกิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชน					
13	<p>ฉันเชื่อว่า</p> <p>ความมุ่งมั่นและความตื่นตัวของพนักงานที่จะเข้าร่วมกิจกรรม เป็นกุญแจสำคัญที่จะทำให้การจัดกิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชนประสบความสำเร็จ</p>				
14	<p>ฉันเชื่อว่า</p>				

	ความมุ่งมั่นของพนักงานจะช่วยสร้างวัฒนธรรมองค์กรและการดำเนินการที่ดีทั้งภายในและภายนอกโรงแรมเกี่ยวกับการจัดกิจกรรมที่แสดงความรักฝึชอบต่อชุมชน					
15	ฉันเชื่อว่า แผนกทรัพยากรมนุษย์ควรกำหนดหน้าที่และความรับผิดชอบต่อชุมชนไว้ในเกณฑ์การสรรหาบุคลากร การฝึกอบรม การกำหนดค่าตอบแทน และการประเมินผลการปฏิบัติงาน เพื่อกระตุ้นให้พนักงานมีส่วนร่วมเป็นอาสาสมัครในการจัดกิจกรรม เพื่อแสดงความรับผิดชอบต่อชุมชน					
<b>การมีส่วนร่วมของชุมชน</b>						
16	ฉันเชื่อว่า กิจกรรมที่โรงแรมทำเพื่อแสดงความรับผิดชอบต่อชุมชนจะประสบ ผลสำเร็จมากขึ้น หากผู้มีส่วนได้ส่วนเสียในชุมชนได้มีส่วนร่วมในกระบวนการตัดสินใจ					
17	ฉันเชื่อว่า การเกี่ยวข้องกับผู้มีส่วนได้ส่วนเสียในชุมชนจะช่วยสร้างความเข้าใจ					

	<p>ที่ดี</p> <p>ทำให้ทราบความต้องการของชุมชน</p> <p>และทำให้โรงแรมสามารถวางแผนและวางแผนปฏิบัติเพื่อที่จะจัดกิจกรรมให้ชุมชนได้อย่างเหมาะสม</p>					
18	<p>ฉันเชื่อว่า</p> <p>โรงแรมควรเปิดกว้างในการแลกเปลี่ยนความคิดเห็นกับผู้มีส่วนได้ส่วนเสียในชุมชน เพราะถือเป็นการสร้างความสัมพันธ์ระยะยาว</p>					
<b>การมีส่วนร่วมในกิจกรรมที่แสดงความรับผิดชอบต่อสังคมที่มีต่อชุมชน</b>						
19	<p>ฉันเห็นด้วยว่า</p> <p>การพัฒนาชุมชนเป็นส่วนสำคัญที่โรงแรมจะต้องทำเพื่อแสดงความรับผิดชอบต่อสังคม</p>					
20	<p>เพื่อให้กิจกรรมที่โรงแรมจะทำเพื่อแสดงความรับผิดชอบต่อชุมชนมีความสำเร็จมากขึ้น</p> <p>ฉันคิดว่าคนในชุมชนควรมีส่วนร่วมในกระบวนการวางแผนและตัดสินใจในกิจกรรมนั้น</p>					
21	<p>ฉันเชื่อว่า</p>					

	<p>กิจกรรมที่โรงแรมจะทำเพื่อแสดงความรับผิดชอบต่อชุมชนมีโอกาสที่จะประสบผลสำเร็จมากขึ้น</p> <p>หากคนในชุมชนมีโอกาสได้สะท้อนความจริงเกี่ยวกับปัญหาในชุมชน</p> <p>น</p>					
<b>การแบ่งปันความรู้</b>						
22	<p>ฉันเชื่อว่า</p> <p>การแบ่งปันความรู้เป็นกระบวนการสำคัญที่ทำให้เกิดการแลกเปลี่ยน</p> <p>ความรู้และประสบการณ์ระหว่างโรงแรมกับชุมชน</p> <p>ซึ่งควรเป็นกระบวนการที่ทำก่อนที่โรงแรมจะจัดกิจกรรม</p>					
23	<p>ฉันคิดว่า</p> <p>การแบ่งปันความรู้ถือเป็นการได้ผลประโยชน์ร่วมกันระหว่างโรงแรมและผู้มีส่วนได้ส่วนเสีย</p>					
24	<p>ฉันเชื่อว่า</p> <p>โรงแรมจะได้รับความรู้จากการแบ่งปันและเรียนรู้กับผู้มีส่วนได้ส่วนเสียหลายฝ่าย</p>					

	<p>และจะสามารถนำความรู้ที่ได้ไปวางแผนกิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชนได้อย่างดี</p>					
<b>กฎหมายและบรรทัดฐานทางสังคม</b>						
25	<p>ฉันเชื่อว่า</p> <p>กิจกรรมที่โรงแรมจะทำเพื่อแสดงความรับผิดชอบต่อชุมชนจะประสบความสำเร็จได้อย่างดีหากทุกชั้นตอนปฏิบัติตามกฎหมายและบรรทัดฐานทางสังคม</p>					
26	<p>ฉันเชื่อว่า โรงแรมต้องปฏิบัติตามหลักสากล กฎหมาย กฎเกณฑ์ทางสังคมและชุมชน</p> <p>มิฉะนั้น โรงแรมอาจถูกห้ามไม่ให้ประกอบธุรกิจในประเทศ หรือชุมชนนั้นได้</p>					
27	<p>ฉันเชื่อว่า</p> <p>โรงแรมจะประสบความสำเร็จมากขึ้นหากเริ่มต้นธุรกิจจากความเข้าใจ และทำความเข้าใจกับกฎหมาย</p> <p>บรรทัดฐานของสังคมและของชุมชน</p>					

<b>การมีผู้บริหารโครงการและคณะกรรมการเฉพาะสำหรับดูแลกิจกรรมความรับผิดชอบต่อสังคม</b>						
28	<p>ฉันคิดว่า</p> <p>ทุกกระบวนการของกิจกรรมเพื่อแสดงความรับผิดชอบต่อชุมชน</p> <p>โรงแรมควรมีผู้จัดการกิจกรรม โดยเฉพาะเพื่อดูแล</p>					
29	<p>ฉันคิดว่า</p> <p>กิจกรรมที่โรงแรมทำเพื่อแสดงความรับผิดชอบต่อชุมชนจะประสบ</p> <p>ผลสำเร็จมากขึ้น หากมีเป้าหมาย วัตถุประสงค์ การสื่อสารที่ชัดเจน</p> <p>และการดำเนินกิจกรรมเพื่อประโยชน์ร่วมกันของทุกฝ่าย</p>					
30	<p>ฉันคิดว่า</p> <p>โรงแรมควรมีฝ่ายและพนักงานที่ดูแลเรื่องการจัดกิจกรรมเพื่อสังคม</p> <p>โดยเฉพาะ</p> <p>เพื่อดำเนินกิจกรรมแสดงความรับผิดชอบต่อสังคมทั้งภายในและภา</p> <p>ยนอกโรงแรม</p>					
<b>สถานะการเงินขององค์กร</b>						
31	<p>ฉันเชื่อว่า</p> <p>การจัดสรรงบประมาณที่เพียงพอ</p>					

	จะทำให้โรงแรมสามารถรักษาแนวคิดและการจัดกิจกรรมเพื่อแสดง ความรับผิดชอบต่อชุมชนไว้ได้ในระยะยาว					
32	ฉันเชื่อว่า การนำความต้องการของผู้มีส่วนได้ส่วนเสียไปใส่ไว้ในแผนการปฏิบัติ ปฏิบัติงาน จะทำให้ต้นทุนสูงและลดผลกำไร แต่มันจะแสดงให้เห็นถึงผลประโยชน์ทางการเงินในระยะยาว					
33	ฉันเชื่อว่า หากโรงแรมจัดสรรเงินไม่เพียงพอ จะส่งผลต่อประสิทธิภาพการดำเนินงานทั้งหมดในการจัดกิจกรรมเพื่อ แสดงความรับผิดชอบต่อชุมชน เช่น การเลือกกิจกรรม การประเมินผล การรายงานผล					
<b>การวัดและรายงานผลการดำเนินงานด้าน ความรับผิดชอบต่อสังคม</b>						
34	ฉันคิดว่า การวัดและการรายงานผลการปฏิบัติงานเกี่ยวกับการจัดกิจกรรม เป็นกระบวนการสำคัญที่จะทำให้กิจกรรมเสร็จสมบูรณ์					
35	ฉันเชื่อว่า โรงแรมจะได้รับประโยชน์จากการวัดและรายงานผลกิจกรรมที่ทำ					

	<p>ให้ชุมชน</p> <p>เพราะเป็นการประกาศให้ประชาคมรู้ว่าได้ทำประโยชน์อะไรให้ชุมชนบ้าง และยังทำให้ทราบผลตอบรับจากทุกฝ่าย</p>					
36	<p>เพื่อให้กระบวนการวัดและรายงานมีประสิทธิภาพยิ่งขึ้น นั้นเชื่อว่า</p> <p>ผู้มีส่วนได้ส่วนเสียทั้งภายในและนอกโรงแรม</p> <p>ควรมีการแลกเปลี่ยนความคิดเห็นกันเพื่อการปรับปรุงกิจกรรมในอนาคต</p> <p>และเพื่อสร้างความสัมพันธ์ที่แน่นแฟ้นระหว่าง โรงแรมและชุมชน</p>					



**ส่วน C: ข้อเสนอแนะ**

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ขอขอบพระคุณในความร่วมมือ

Appendix 9: Pictures of Data Collection

Pictures of Data Collection from Hotels







## Our Sustainable Development



AccorHotels,  
a responsible,  
committed  
corporation

Reinventing hotels sustainably:  
this is the goal of Accor's new program, PLANET 21.  
It marks a new stage in Accor's near 20-year commitment to mankind  
and the planet as the group enters a period of sustained expansion.

### 7 PILLARS

### 21 COMMITMENTS



- |   |   |   |   |   |  |  |
|---|---|---|---|---|--|--|
| <p><b>1. Ensure healthy interiors</b></p> <p><b>2. Promote responsible eating</b></p> <p><b>3. Prevent diseases</b></p> | <p><b>4. Reduce our water use</b></p> <p><b>5. Expand waste recycling</b></p> <p><b>6. Protect biodiversity</b></p> | <p><b>7. Reduce our energy use</b></p> <p><b>8. Reduce our CO<sub>2</sub> emissions</b></p> <p><b>9. Increase the use of renewable energy</b></p> | <p><b>10. Encourage eco-design</b></p> <p><b>11. Promote sustainable building</b></p> <p><b>12. Introduce sustainable offers and technologies</b></p> | <p><b>13. Protect children from abuse</b></p> <p><b>14. Support responsible purchasing practices</b></p> <p><b>15. Protect ecosystems</b></p> | <p><b>16. Support employee growth and skills</b></p> <p><b>17. Make diversity an asset</b></p> <p><b>18. Improve quality of worklife</b></p> | <p><b>19. Conduct our business openly and transparently</b></p> <p><b>20. Engage our franchised and managed hotels</b></p> <p><b>21. Share our commitment with suppliers</b></p> |
|---|---|---|---|---|--|--|





BANYAN TREE  
PHUKET

CSR Guide Book

คู่มือกิจกรรมสร้างสรรค์สังคม  
โรงแรมบันยันทรี ภูเก็ต

### CSR 1 RESOURCES CONSERVATION กิจกรรมอนุรักษ์ทรัพยากร

- EarthCheck  
Benchmarking & Certification  
on energy, water, and waste



### CSR 2 GREENING COMMUNITIES กิจกรรมร่วมสร้างชุมชนสีเขียว

- Start in 2007
- To raise awareness for climate change by planting minimum 2,000 trees per year per hotel.



### CSR 3 SEEDLINGS MENTORSHIPS กิจกรรมต้นกล้า

- Start in 2007
- To Empower 3 Youths every 2 years (12-18 year of age) at risk conditions via Mentorship; Scholarship and Internship



### CSR 4 CLEANING กิจกรรมทำความสะอาด

- Organizing and conducting at least 4 community clean ups a year which is well known at "Walk & Talk" activity every Wednesday evening at Banyan Tree Phuket




### CSR 5 SUSTAINABILITY THEMED GUEST ACTIVITIES กิจกรรมส่งเสริมความยั่งยืน สำหรับแขกที่เข้าพัก

- Offering at least 5 optional sustainability themed guest activities i.e., Feeding Communities; School Developing program; Alms giving; Turtle Release; Special Class with Mobile Learning Center



**CSR 6  
SOCIAL ENTREPRISES  
(Voluntary Program)**  
กิจกรรมส่งเสริมความเป็น  
ผู้ประกอบการ (ภาคจิตอาสา)

- A social enterprise eatery concept
- To empower young adults via vocational training, Seedlings Café leverages Banyan Tree's Food & Beverage expertise to create a lasting positive impact upon host communities.

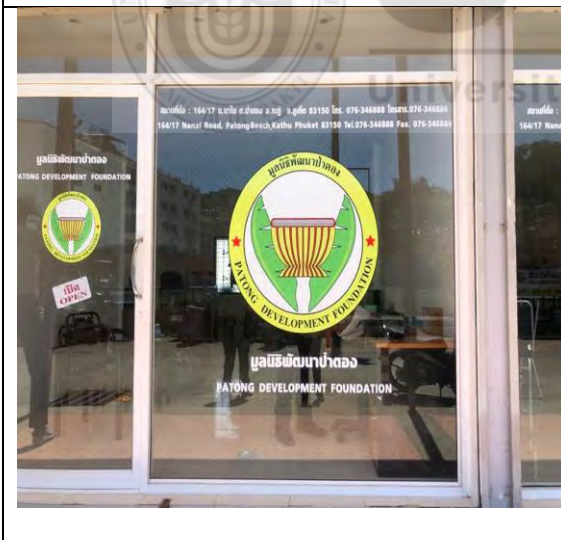


**CSR 7  
GROWING CAPABILITIES  
(Voluntary Program)**  
กิจกรรมส่งเสริมความเป็น  
ผู้ประกอบการ (ภาคจิตอาสา)

- Support tertiary students by providing skills enrichment and ethics reinforcement opportunities.

**Pictures of Data Collection from Communities**











Phuket Sunshine Village  
Child Care Centre  
Koh Sireh, Phuket, Thailand



 [www.phuketsunshinevillage.org](http://www.phuketsunshinevillage.org) 

## History & Operation




Following the Tsunami on 26<sup>th</sup> December 2004, the Phuket Sunshine Village Foundation was founded by the Lions Club of Phuket Andaman Sea and Child-Watch Phuket Association together with the help of the French Red Cross. The purpose was to build a Child Care Center for children who were effected by the impact of disasters and for underprivileged children following the Child Protection Act 2003.

Orphans, broken-family children, abandoned children, are given a better life and future with the same care they would receive in a typical Thai family. Phuket Sunshine Village Foundation was officially opened on 29<sup>th</sup> June 2007. There are currently 95 children in the village and 20 pre-school children from nearby poor communities.

The Foundation receives 15 - 20 children directly from government agencies, Phuket shelters and shelters from neighboring provinces each year. The Foundation also receives 8 -12 Children from other NGOs such as Child-Watch Phuket Association each year.

Our Foundation provides care for up to 120 Children including 20 young children in Day Care classes.

 [www.phuketsunshinevillage.org](http://www.phuketsunshinevillage.org) 



Universiti Utara Malaysia

## Objectives, Contact Details & Master Plan

### Every Foundation must officially declare its objectives, these are ours:

- To prevent & protect children from physical, mental and sexual abuses.
- To provide assistance to children facing risk of danger in a systematic, timely and professional way.
- To inform children and the general public about their legal rights.
- To provide education and hygiene services to less fortunate children.
- To cooperate with other charitable organizations for public benefits.
- To abstain from any political activities.

### Contact the Phuket Sunshine Village Foundation:

15/20 Soi Namnungjaidiew, Moo 1, Tiampracha Uthit Road,  
Koh Sira, T. Rassada, A. Muang, Phuket 83000, Thailand  
Phone & Fax: ++ 66-76-814118  
E-mail: info@phuketsunshinevillage.org  
Web: www.phuketsunshinevillage.org

### Donation Account:

Bank: Kasikorn Bank, Branch: Phuket City, SWIFT CODE: KASITHBK  
Account Name: Phuket Sunshine Village Foundation  
Account No: 102-2-00125-4

Online donation are accepted by PAYPAL or Credit Card though our website

### Master Plan of Phuket Sunshine Village



[www.phuketsunshinevillage.org](http://www.phuketsunshinevillage.org)

## Facilities

Phuket Sunshine Village is located on Koh Sireh, a small island connected to Phuket Town via a bridge. The village is built on 3,300 sqm of land and consists of one main building, 12 semi-detached bungalows, a dining area for up to 150 children, a manager house, a maintenance room, a parking area, a garden and a large playground. Just lately we purchased an extra 1,600 sqm of land to develop an adjacent playground and sports facilities.



Main Building & Sign Board



Playground & Garden



Dining Area at Sala



Kitchen



Library and Playing Area



Computer Room

[www.phuketsunshinevillage.org](http://www.phuketsunshinevillage.org)



