

2017

# The Influence of Corporate Social Responsibility and Star Rating on Chinese Hotels' Occupancy Rates

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*Walden University*

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# Walden University

College of Management and Technology

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Walden University  
2017

Abstract

The Influence of Corporate Social Responsibility and Star Rating on Chinese Hotels'

Occupancy Rates

by

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MSc, University of Portsmouth, 2009

BA, University of Bedfordshire, 2008

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2017

## Abstract

Some small business owners are unaware of the possible long-term benefits of engaging in corporate social responsibility (CSR). A business undertaking CSR can benefit from long-term financial benefits. Hotel businesses can benefit from developing long-term relationship with visitors and higher occupancy rates. The purpose of this causal-comparative study was to examine the potential influence of family-owned hotel owners' attitudes towards CSR and star ratings on hotel occupancy rates. The study's population comprised owners of family-owned hotels within Yanqing Zhen, Yanqing County, in Beijing, China. Bowen's formulation of CSR constituted the theoretical framework. Independent variables were hotels owners' attitudes towards CSR and the star ratings of their properties; the dependent variable was hotel occupancy rate. Data were collected using a web-based, Likert-scale survey, which was administered to 583 hotel owners and then analyzed using multiple linear regression modeling. Owners' attitudes towards CSR and their hotels' star ratings were positively related. Each independent variable also significantly predicted occupancy rates  $p = .000$  for owner attitudes and  $p = .016$  for star ratings. The coefficient for interaction influence between star rating and owners' attitudes was not statistically significant ( $p = .641$ ). With better understanding of the potential benefits from addressing CSR, small hotel owners could increase hotel occupancy rates and improve their image and reputation as well as their employees' engagement, resulting in potential positive social change. Local governments can also develop more informative CSR-related guidelines and policies that benefit local Chinese communities.

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## Dedication

I dedicate this study to my great husband George, for all the love, support, and encouragement he provided throughout the entire process. Also, I dedicate this study to my dear father and mother. They taught me never to quit until I complete the job, they taught me always stay positive, and they taught me to go for the life I want to have. Moreover, the dedication expands to my two lovely children, Oliver and Olivia. They taught me to be patient. They make me relax and make me laugh every day.

## Acknowledgments

I want to express my gratitude to my chair, Dr. Cheryl McMahan, without her, I would never have completed my doctoral study. Dr. McMahan provided me with encouragement, support, and kind words throughout my entire doctoral journey. I also wish to thank Drs. Alen Badel and Al Endres for their comments and guidance that were critical to my success. I would also like to acknowledge Drs. Freda Turner, Yvonne Doll, and Reginald Taylor for the valuable feedback and support they provided during the intensive writing session in Dallas. I am glad I attended that session and met them in person and could talk to them one-to-one. Finally, I sincerely appreciate all the owners of family-owned hotels in Yanqing Zhen, Beijing, China. Without their response, I would not have completed my data collection.

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## Section 1: Foundation of the Study

Corporate social responsibility (CSR) is important in the hospitality industry because of its potential added financial (e.g., increased profits) and nonfinancial benefits (e.g., positive business image and reputation; Abaeian, Yeoh, & Khong, 2014; Caven & Nomathemba, 2014). Albahussain, El-Garaihy, and Mobarak (2014) concluded that CSR helps businesses gain competitive advantage by improving customer satisfaction and corporate image. By embracing CSR, hotel business owners may be able to build a positive image and workplace environment that enhances their bottom line. Al (2015) observed that a hotel owner based in Jordan was able to improve the property's occupancy rate by engaging in CSR. Businesses can achieve increased profits, higher customer appreciation, positive image, and reputation as benefits from participating in CSR activities (Caven & Nomathemba, 2014).

### **Background of the Problem**

Tourism is an important driver of economic, social, and cultural development in many countries (Al, 2015). The tourism sector is the largest generator of jobs worldwide and is the main national economic recovery tool for countries with significant tourism resources (Gherco & Trandafir, 2014). Tourism in China has received a major expansion since the 1980s. China began to rebalance its economy in 1990 by developing its tourism sector and decreasing exportation to other countries (R. Jain, 2014). According to World Travel and Tourism Council (2014) statistics, in 2012, the travel and tourism sector's direct contribution to China was 2.6% of the total GDP, and the industry directly supported 3% of total employment. L. Wang et al. (2013) noted that the number of

tourists to China was expected to reach 771 million by the end of 2015. This tourism activity was valued at \$18.4 billion USD and was projected to account for direct employment for 989 million people and indirect employment for 36.8 million people in China. Tourism has become one of the fastest growing economic sectors in China (L. Wang et al., 2013).

CSR plays a major role in every industry including the tourism industry. Ahamed, Almsafir, and Al-Smadi (2014) confirmed that corporations' profit strategies encourage companies to be socially responsible because of an anticipated benefit (e.g., reputation enhancement). For example, CSR initiatives have positive effects on business performance, as sustainability is a crucial point in the tourism industry (Whitfield & Dioki, 2012). Abaeian et al. (2014) identified hospitality organizations, especially hotel chains, as innovators involved in CSR initiatives and policies. T. Porter and Miles (2013) concluded that CSR activities could increase the profitability of tourism-related businesses. Besides engaging in CSR activities, M. Wang, Lu, Chi, and Shi (2015) determined that the star rating system as a general classification of hotel quality is a major factor affecting hotel booking and occupancy rates. I examined whether hotel owners' attitudes toward CSR and hotel star ratings can affect hotel occupancy rates in this study.

### **Problem Statement**

Hotel owners who experience a decline in their hotel occupancy rates face reduced profitability (Abdul & Mohd, 2012). For example, Singh, Dev, and Mandelbaum (2014) found that a 7.4% decrease in hotel occupancy rate resulted in an 18.9% decrease

in hotel revenue per room. The general business problem was that some hotel owners did not understand how their attitudes regarding CSR and hotel star ratings might affect their occupancy rates and profitability. The specific business problem was that some Chinese family-owned hotel owners in Yanqing, Beijing, seemed unaware of how CSR and star ratings might affect the occupancy rates.

### **Purpose Statement**

The purpose of this quantitative causal-comparative study was to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. The targeted population consisted of owners of family-owned hotels located in Yanqing Zhen (town), Yanqing District, Beijing, China. The two independent variables were hotel star ratings and hotel owners' perceptions toward CSR. The dependent variable was hotel occupancy rate. Implications for positive social change include increasing hotel owners' participation in CSR activities, which may improve these properties' corporate image and also positively affect society and the environment by charitable contributions, reduce waste, and use of renewable resources.

### **Nature of the Study**

Researchers use three research methodologies: quantitative, qualitative, and mixed methods (Parylo, 2012). Turner, Balmer, and Coverdale (2013) suggested that a quantitative method is appropriate when the purpose of the study is to examine relationships among variables. Quantitative researchers statistically analyze numeric data (Turner, Balmer, & Coverdale, 2013). In contrast, the purpose of qualitative research is to explore people's experiences, which researchers do by using focus groups, observations,

content analysis, field notes, and interviews (Tracy, 2012). According to Tacq (2011), a qualitative researcher collects data from a relatively limited sample size, and the findings are based on people's experiences. A quantitative research method was appropriate for this study because data for testing my study's hypotheses were from surveys and not interviews, and collected data required statistical analysis.

The mixed research method is the third research method. Garcia and Gluesing (2013) noted that researchers using the mixed method gather and analyze both quantitative and qualitative data in a single study or series of studies. A researcher can use both approaches iteratively or simultaneously to generate a research result that can be stronger than if researcher used only one method (Malina, Nørreklit, & Selto, 2011). However, Golicic and Davis (2012) said that using mixed research method requires more time for data collection, analysis, and interpretation, which results in higher research costs. I did not use the mixed research method because I did not use qualitative data in my study.

I used a causal-comparative study design for this study. Kaur, Singh, and Inderpreet (2013) stated that researchers use causal-comparative designs with existing data without experimentally manipulating data. Gravetter and Forzano (2009) pointed out that a comparative study does not involve manipulating or controlling variables. I did not consider a correlational design because the purpose of correlational studies is to determine the extent to which two or more variables are related, but not examine their differences (Gravetter & Forzano, 2009). Using a causal-comparative design provides a

way to examine group differences when causal inference is not the primary purpose of the research (Kaur, Singh, & Inderpreet, 2013).

### **Research Questions**

Main research question: What is the influence of star ratings and family-owned hotel owners' attitudes towards CSR on hotel occupancy rate?

Subresearch question: Is there a significant interaction effect between star rating and a family-owned hotel owner's attitude towards CSR on hotel occupancy rate?

### **Hypotheses**

$H_01$ : There is no influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

$H_{a1}$ : There is an influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

$H_02$ : Star ratings and family-owned hotel owners' attitude towards CSR interaction is not significant to hotel occupancy rate.

$H_{a2}$ : Star ratings and family -owned hotel owners' attitude towards CSR interaction is significant to hotel occupancy rate.

### **Theoretical Framework**

I based this study on CSR theory (Bowen, 1953). Researchers used the term *social responsibility* until Bowen used the term *corporate social responsibility* to refer to the obligations of business people to pursue policies, make decisions, and take action in line with socially desirable objectives and values. Many definitions of CSR have been offered since it was developed in the 1950s.

CSR has become an important way for corporations and businesses to create a positive impact on society, the environment, and the business community (Akanbi & Ofoegbu, 2012). Adopting CSR helps corporations attract and retain not only customers but also motivate employees, which may ensure the long-term survival of a corporation (Tyagi & Gupta, 2012). Davis (1960) said that CSR helps companies improve their brand image, build a relationship with the community and government officials, attract more talent, and explore profitable markets. The primary intent of this study was to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates.

### **Operational Definitions**

*Corporate social responsibility*: “The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life in ways that are good for business and development” (World Business Council for Sustainable Development, 2004, p. 3). CSR includes corporate governance, environmental protection, employee protection, and public relations exercise. Being sustainable, surpassing legal requirements, and responding positively to a country's social and environmental needs are all CSR values. Such actions can help business owners reap a positive image, attract high caliber staff, increase sales, and attract quality customers and suppliers (Anadol, Youssef & Thiruvattal, 2015).

*Family-owned hotel*: Agyapong and Boamah (2013) stated that a family hotel business requires a specific family owns and controls it, and family members participate

in management and decision-making process. Moreover, one family unit has complete ownership, and business members strive to achieve, maintain, and increase intraorganizational family-based relatedness.

*Occupancy rate:* Occupancy rate was calculated by  $(\text{number of rooms occupied} / \text{number of rooms available}) \times 100\% \times \text{number of days in the period}$  (M. H. Chen, 2015).

I will refer to this equation as equation 1 in the following the text.

*Small and medium enterprises (SME):* SME is defined as entities with fewer than 100 employees (Steenkamp & Kashyap, 2010).

*Stakeholder:* The term *stakeholder* included two categories: internal stakeholders who have a direct connection to management activities and whose opinions and trends can make an impact on firm strategy and operations, and external stakeholders affected by the consequences and outcomes of an organization's decisions (Choi & Park, 2014).

### **Assumptions, Limitations, and Delimitations**

This subsection presented the assumptions, limitations, and delimitations of this study.

#### **Assumptions**

Leedy and Ormrod (2012) defined assumptions as a researcher's presuppositions. These presuppositions may result in misunderstanding for readers. I assumed that every participant understood every question in this study and provided honest and truthful responses to the questionnaire. I assumed that participants responded to questions without any personal bias. I also assumed that hotel owners made the majority of business decisions for their properties.

**Limitations**

Limitations are conditions and influences a researcher cannot control. Babbie (2007) defined limitations as potential weaknesses or problems that are outside a researcher's control within the research process. For this study, I conducted this study only in the Yanqing Zhen area. The hotel owners in this field operate hotel businesses to make a living because the local government forced them to sell their farmlands cheaply in the 1990s for tourism development (Zhao, 2012). Thus, these owners had little or no prior business experience before opening their hotels. They might have misunderstood my survey questions. Another limitation relates to the timeframe in which I collected data and my use of an online survey format; participants had 14 calendar days to respond. Potential participants may not have been able to participate due to their work schedules and inability to access the Internet.

**Delimitations**

Delimitations are intentional boundaries researchers set for the data collections and analysis process (Bartoska & Subrt, 2012). Several delimitations affected my research design. The first delimitation was my use of hotel star rating as an independent variable. I did not consider other factors that influence hotel occupancy rates such as location, price, and the environment. Other factors may lead to a different study outcome. A second delimitation was my use of specific criteria for sample selection. Participants had to be owners of small size family-owned hotels at Yanqing Zhen. The third delimitation was that I only included closed-ended Likert scale responses. I did not include additional open-ended responses in my survey instrument.

## **Significance of the Study**

### **Contribution to Business Practice**

Findings from this study may be significant to the practice of hospitality business. Cherapanukorn and Focken (2014) suggested that involvement in CSR activities creates a competitive advantage for a company. The findings from this study may help hotel owners understand that engaging in CSR may improve hotel occupancy rate, image, and reputation. The results of the survey may contribute significantly by determining if family-owned hotel owners have a positive or negative perception of CSR and its potential implications for their occupancy rates.

### **Implications for Social Change**

Hotel owners in Yanqing Zhen could learn benefits of engaging in CSR and be encouraged to voluntarily integrate social and environmental concerns into their strategies and business operations. Senior businesses leaders could make a positive contribution to society while integrating CSR into their business strategy and daily tasks to make long-term survival and gain competitive advantages (Abdullah & Rashid, 2012). Hotel owners may use the findings from this study to increase their awareness for CSR in the hospitality sector. This knowledge may also benefit local society by encouraging hotel owners to invest in CSR activities to improve the health and welfare of society. Abhishek, Roy, and Singh (2014) concluded that businesses have a significant and long-lasting impact on people, the planet, and holistic development.

## **A Review of the Professional and Academic Literature**

### **Literature Search Strategy**

The primary sources for the literature review included peer-reviewed journal articles, conference papers, published doctoral dissertations, textbooks, and professional organizations and government websites. I accessed published articles through the following databases: Business Source Complete, ProQuest Central, AIB/INFORM Global, and ScienceDirect. To search the databases, I used the following keywords and phrases: social responsibility, corporation social responsibility, CSR, business performance, tourism, small and medium scale business, social performance, tourists, hotel occupancy rate, lodging business, hotel, hospitality industry, family business, China, developing country, lodge, lodging, accommodation, overnight stay, stakeholder theory, star ratings, Expedia travel, booking rate, and hotel booking. I found 152 peer-reviewed references from the literature search. Most sources were in the English language. Only three sources, all of which were published on Chinese government websites, were in the Mandarin language. I used 170 sources in total. These included 152 peer-reviewed (89%) articles, 144 (85%) of which were published between 2012 and 2016.

In this review, I address the evolution and development of CSR from an international perspective. I then shift my focus to CSR development in China. A discussion of CSR disclosure and reporting procedures is followed by information on stakeholders, financial, and ethical motivations spurring businesses to engage in CSR. Then, I discuss previous research on my three study variables (family-owned hotel owners' attitudes towards CSR, star ratings, and hotel occupancy rate). At the end of this heading, I present brief background information on the impact of tourism. I also provide details about my research setting.

## **Application to the Applied Business Problem**

The purpose of this quantitative causal-comparative study was to examine the influence of the family-owned hotel businesses owners' attitude towards CSR and hotel star ratings on hotels' occupancy rates. I examined the following hypotheses:

*H<sub>0</sub>1*: There is no influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

*H<sub>a</sub>1*: There is an influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

*H<sub>0</sub>2*: Star ratings and family-owned hotel owners' attitude towards CSR interaction is not significant to hotel occupancy rate.

*H<sub>a</sub>2*: Star ratings and family -owned hotel owners' attitude towards CSR interaction is significant to hotel occupancy rate.

## **CSR**

I introduce CSR's development, definitions, and trends in this heading. CSR has become an important business practice since the 1990s (Cai, Jo, & Pan, 2012; Ker-Tah, 2012; Otubanjo, 2013). Many companies are now actively involved and engaged in integrating social and environmental issues into their business strategies and operations (J. Yin & Zhang, 2012). Sustainable development and responsible business practices are becoming important in the tourism and hospitality industries, as well. The tourism sector potentially contributes to conservation and protection of nature because tourism depends on natural assets, and businesses depend on sustainable management practices to have long-term survival (Cherapanukorn & Focken, 2014). CSR serves an important role in

tourism and hospitality industries; more and more businesses owners realize the benefits of engaging CSR.

**Social responsibility.** CSR has a diverse development history, according to Carroll (1999). Bowen (1953) argued that social responsibility is not a remedy for business. Rather, it is a fundamental concept that companies must integrate into daily operations. Davis (1960) pointed out that social responsibility is business leaders' decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest. Midttun, Gjølberg, Kourula, Sweet and Vallentin (2015) posited that a company should voluntarily improve society. C. H. Kim and Scullion (2013) suggested that the term *social responsibility* is attracting more and more attention in the business world.

**The evolution of corporate social responsibility.** In the last few decades, scholars have developed several definitions of CSR (Yu, 2012). Carnegie (1989) declared that CSR consists of two parts: the accumulation of wealth and the distribution of such wealth to society. Carnegie's definition was the first appearance of CSR as a term in the academic domain. Carnegie said that businesses should offer part of their profits back to the society. According to Frederick (1987), the evolution of CSR occurred in three phases: rise and extension (the 1950s to 1970s), further expansion (1970s to 1980s), and full-fledged proliferation (1980s to present). I introduce and explain each phase in the subheadings below

***First stage – rise and extension (the 1950s to 1970s).*** Individuals used the term SR until CSR gained more acceptance and a broader meaning (Kim, Kwak, & Koo,

2010). Bowen (1953) established the preliminary definition of SR in his book *Social Responsibility of the Businessman*. He referred to the responsibilities of entrepreneurs to pursue those policies, to make those decisions, or to follow those lines of action that are desirable regarding the objectives and values of society. Frederick (1987) posited that from the 1950s to 1970s, profit was the main purpose for CSR. The early stage of CSR suggests the wealthy should share their fortune with the poor people (Yu, 2012). One of the first and most influential scholars of CSR concept, Davis (1960) defined CSR as a “businessman’s decision and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest” (p. 70). Davis (1960) noted that social responsibility is a vague concept, but owners should include it in a managerial context. In 1963, McGuire noted that addressing CSR requires businesses to make economic contributions, comply with legal requirements, and also take certain responsibilities beyond these obligations, for example, to set broad goals for social contributions. Since 1963, CSR is not only about contribution to economies, but also benefit to environment and society.

***Second stage - further expansion (the 1970s to 1980s)***. In the 1970s, scholars started to pay attention to CSR, and several scholars established definitions of the concept that incorporated different viewpoints (J. B. Kim et al., 2010). To truly illustrate CSR, a business should not only pursue large profits for its stockholders but also balance a multiplicity of interests as well as care about employees, suppliers, dealers, local communities and the nation (H. L. Johnson, 1971). In H. L. Johnson’s definition, the concept of *stakeholders* appeared for the first time. Mainardes, Alves, and Raposo (2012)

identified stakeholders as including shareholders, managers, employees, creditors, suppliers, retailers, consumers, government, and the community. In 1972, Manne and Wallich explained the meaning of CSR:

...business expenditure or activity must be for marginal returns to the corporation are less than the returns available from some alternative expenditure, must be purely voluntary, and must be an actual corporate expenditure rather than a conduit for individual largesse. (p. 4-6)

Between 1970 and 1980, scholars had started to connect CSR with other concepts. Sethi (1975) posited that business undertaking their social responsibility led to bringing corporate behavior up to a level where it was congruent with the prevailing social norms, values, and expectations of performance. Carroll (1977) noticed that corporate social performance (CSP) started to appear with CSR in literature since the 1970s. Carroll (1979) argued that the economic component is an economic responsibility for the business. At the second stage, business people and scholars focused CSR on economic responsibility and benefit.

***Third stage - full-fledged proliferation (the 1980s to present).*** Since the start of the 1980s, Scholars have added more elements to CSR such as workforce; equal opportunities; efficient use of land, water, and energy; and good governance (Porter & Kramer, 2006). Most importantly, scholars and businesses paid more attention to the aspect of moral and ethic during this phase (Frederick, 1987). A. Carroll (1991) categorized CSR as having four different aspects. The first aspect is economic responsibility, which includes making a profit to meet customers' demands and needs,

creating jobs, and providing a return on investment to owners and shareholders. The second aspect is legal responsibilities, which encompasses the notion that companies and businesses should comply with laws and regulations defined by federal, state, and local governments to ensure that consumers are under protection. Ethical responsibilities are the third aspect. These responsibilities symbolize those standards, norms, or expectations that consumers, employees, shareholders, and the community regard as fair or respectful of stakeholders' moral and civil rights. The final characteristic, philanthropic responsibilities, means that businesses should voluntarily undertake beneficial services for the country and society where they operate and struggle to improve the standard of living (İyigün, 2013). In the third stage, business people and scholars started to pay attention to morality and ethic. Businesses are encouraged to integrate social and environmental issues into their business objectives.

For Carroll (1999), CSR involves an enterprise making a public contribution to society's economic and human resources and owners using those resources for the entire society, not only for private persons and firms. In 2006, Dahlsrud summarized five components in CSR that every business should consider integrating into their daily tasks. The five elements are the environment, social obligations, economic obligations, stakeholders, and volunteerism. Theorists had developed the concept of CSR that covers every aspect at this stage. An international organization like The World Business Council for Sustainable Development (2004) defined CSR as businesses making continuing positive contributions to economic development while improving the quality of life of the workforce and their families and their communities. The Council's definition covers the

economy, society, employees and their families, and the community; it does not mention the environment. The European Commission (2014) defined CSR in a simple sentence. It encouraged every business leader to consider social, environmental, ethical human rights, and consumer concerns in their daily business processes and relationships with their stakeholders.

**CSR in China.** Companies in developed countries are adopting environmentally friendly management practices (Earnhart, Khanna, & Lyon, 2014). However, in developing countries, business owners are less willing to accept the benefits from executing environmental friendly policies. Government officers did not enforce environmental regulations strictly enough, and social pressures to comply are weak. China has emerged as one of the world's largest and most interconnected economies (Luethge & Han, 2012). The world focuses on the CSR performance of enterprises in China because the country had transformed from a negligible player in international trade to the world's second-largest exporter (Guan & Noronha, 2013). Since 1978, when China adopted an *open-door* policy that aimed to enhance global trade and to promote China's welfare and sovereignty, China's economy has transitioned from a state-controlled to a socialist market economy (J. Yin & Zhang, 2012). China became the world's second largest economy by nominal GDP in 2011 (Tabassum & Ahmed, 2014).

China as the *world factory* presents a significant economic growth and modernization globally, but environmental issues have happened frequently (Du, Jian, Zeng & Du, 2014). J. Wang, Song and Yao (2013) stated that fast economic growth has resulted in several social and environmental problems such as environmental degradation,

resource depletion, inferior product quality and safety, social injustice, child labor, poverty, and lack of employee/labor protection. Chinese government and businesses started to pay attention to these social issues caused by the rapid economy development.

An increasing number of businesses and firms in China have caused numbers of damage to society (J. Wang et al. 2013). For example, Jia, Luan, Huang, Li, and Rozelle (2014) reported in 2008 that one of China's largest dairy firms, Sanlu Group, recalled its infant feeding formula after doctors found 59 kidney stones in infant cases in the Gansu province in China. Lack of basic food safety and supervision resulted in a formula that was tainted with melamine, and more than 300,000 babies became sick, with at least six deaths (Ji, Wong, Cai, & Liu, 2014). At Taiwanese-owned Foxconn Technology Group, which manufacture Apple's products including iPods and iPhones. Foxconn Technology Group is a member of the Electronic Industry Citizenship Coalition (Xu & Li, 2012). In 2010, 14 employees committed suicide and four attempted suicide (Lucas, Kang & Li, 2013). The company thwarted 20 further attempts (Lucas, Kang & Li, 2013). The reasons behind this matter were the harsh working conditions and environment at Foxconn and psychological vulnerability of the largely migrant workforce (Lucas et al., 2013). Both events became high-profile cases and gained considerable attention from international media (J. Wang et al., 2013). These cases suggest that many Chinese firms are not heeding the tenets of CSR, according to J. Wang et al. (2013).

The Chinese government views CSR as a business-related activity to the promotion of socialism and harmonious society (Chahoud, 2011). Chahoud (2011) divided CSR development into four phases in China, as follows:

1. Start-phase. From 1992 to 1995, companies refused to engage in CSR activities to protect their short-term profits. Individual Western brand manufacturers settled the first agreements with their Chinese suppliers on compliance with social and ecological product and process standards.

2. The introduction of social audits phase. From 1996 to 2000, CSR auditors began to supervise human rights and working conditions.

3. Expansion and development phase. From 2001 to 2004, entrepreneurs accepted CSR as a common approach from Western enterprises and international institutions to individual western brand manufacturers. The Chinese government and the public acted as observers.

4. Beginning of China's participation. From 2004 until the present, the Chinese government started to encourage businesses to participate in CSR activities to resolve social and environmental issues and improve the social and environmental standard.

Recognizing the long-term benefit from CSR can improve a company's reputation and image (Q. Li, Luo, Wang, & Wu, 2013). Therefore some companies have integrated CSR into their strategic planning and daily management tasks. Du et al. (2014) noted that, compared with businesses in developed countries, Chinese-listed firms are at preliminary and exploratory stages regarding establishing environmental practices. Chahoud (2011) suggested that the global competitiveness of Chinese enterprises can no longer be guaranteed primarily by technological innovations (i.e., hardware competition) and good corporate governance. Competitiveness requires corporate responsibility as an efficient tool for competition.

Shengtian and Li (2014) purposed although the concept of CSR originated in the West and had a comparatively short history in China. The fundamental principles of CSR can be traced back more than 2,500 years ago to Zi Gong (520–475 BC), who is the inventor of the *Confucian Trader*. Zi Gong applied the Confucian virtue of *yi* (righteousness) and *xin* (sincerity) to his business, pursuing a harmonious and responsible business relationship (L. Wang & Juslin, 2009). Shareef, Arunachalam, Sodique, and Davey (2014) posited scholars considered Confucian traders to have characteristics such as morality, sincerity, credit, fairness, and benevolence. Shengtian and Li (2014) suggested Chinese civilization addresses ideals of character and the constituting traits or virtues, which results in CSR policy in China. Therefore, entrepreneurs developed and embedded CSR in the nation's cultural and historical tradition (Chahoud, 2011). CSR's development in China is slower compared to Western countries, Chinese society focuses on family rather than community life, and community is an important concept in Western society (Shengtian & Li, 2014).

Lange and Washburn (2012) developed an opposing theory to the corporate social responsibility theory, which they named *corporate social irresponsibility* (CSI). CSI theory represents attributions of social irresponsibility in the minds of the companies' observers. Spiess, Müller, and Lin-Hi (2013) defined CSI as the failure of businesses to respond to the expectations of society. Popa and Salanță (2014) stated irresponsibility is in various forms such as corruption, bribery, environmental degradation, and social injustice, frequently happen in areas with fewer social resources or educational opportunities. In the business world, CSI refers to discrimination in the workplace, unfair

treatment of employees, violation of human rights, providing false or partial product information to customers, fraud of any kind, price-fixing strategies, dishonesty to business partners, and harm to the environment (Spiess, Müller, & Lin-Hi, 2013). Washburn and Lange (2013) described three core pieces of information to judge corporate irresponsibility from public perceptions: a harmful effect, an innocent victim, and a responsible organization. Jahdi (2014) suggested when customers believe companies have poor corporate governance from a CSI perspective, managers of companies seek to compensate in other areas of social performance.

Popa and Salanță (2014) claimed corporations must find ways to reduce and eliminate CSI in the international market because it is easier for the public to know what is wrong with the help of social media and the Internet. Antonetti and Maklan (2014) noticed stakeholders have moral anger and outrage reaction to corporate social irresponsibility. Romani, Grappi, and Bagozzi (2014) discovered consumers have negative moral, emotional responses to corporate infractions instigate, for example, contempt, anger, and disgust. Skarmeas and Leonidou (2013) concluded in their study many consumers doubt the extent to which companies live up to their professed standards.

**CSR disclosure and reporting.** A growing number of enterprises engaged in disclosing their environmental and social impact (Michelon, Pilonato, & Ricceri, 2014). Marais (2012) believed upper management accomplished corporate legitimacy when businesses operate within the norms and expectations of society and are involved in voluntary disclosure to obtain legitimacy for maintaining or fixing legitimacy with relevant stakeholders. Patten and Zhao (2014) suggested companies use CSR reports as a

potentially powerful tool for communicating with stakeholder groups about social exposures that include a variety of issues such as labor relations, community impact, and supply chain concerns. CSR information disclosure effectively reduces the information gap between the firm and stakeholders and helps company lower capital costs (Vilar, & Simão, 2015). J. Wang, Song, et al. (2013) indicated corporate social responsibility might bring reporting companies two advantages. CSR report disclosure may improve corporate reputation through gaining trust and support from various stakeholders, and reporting may allow stakeholders to assess the congruence between the social value corporate activities suggest and social norms. Bayoud, Kavanagh, and Slaughter (2012) examined 135 organizations and found a positive relationship between CSR disclosure (CSR D) and corporate financial performance.

Patten and Zhao (2014) stated that management voluntarily bases CSR reporting on the company's willingness to disclose their environmental performance, and the completed reports are often in different forms such as a separate report, a section of an annual report, or an online version of the company's website. Tschopp and Nastanski (2014) argued that specific government bureaucrats have required social and environmental issue reports for regulatory purposes since the start of financial reporting. Bhatia (2013) noted that no matter the motivation behind the corporate willingness to engage in CSR discourse, the corporation may have taken the actions to meet their obligations towards society.

Global Reporting Initiatives' (GRI) G4 and the United Nations (UN) Global Compact's Communication on Progress (COP) are two internationally accepted CSR

reports (Tschopp & Nastanski, 2014). The Coalition for Environmentally Responsible Economies (CERES), which is a group of environmental organizations and social investors (Milne & Gray, 2013), established a multi-stakeholder process and independent institution, GRI, in 1997. Yilmaz (2013) explained the objective of GRI is to develop and disseminate globally applicable Sustainability Reporting Guidelines, and their first version of the guideline known as *G1* was published in 2000 and updated to the newest version known as *G4* published in 2013. In 2000, the UN Global Compact became the world's largest voluntary corporate responsibility initiative (Coulmont & Berthelot, 2015).

J. Yin and Zhang (2012) indicated since 1990; the Chinese government has taken several steps to integrate sustainability to profit making. The Chinese government introduced CSR to enterprises and business through business conferences, forums, and workshops. In recent years, an increasing number of Chinese businesses have started to engage and participate in CSR activities. Some companies are voluntarily disclosing their information regarding CSR (J. Wang et al., 2013). Guan and Noronha (2013) stated the Chinese society has shown a growing awareness of CSR and academic discussions have promoted the corporate practice. Guan and Noronha (2013) reported the earliest initiative to motivate listed businesses to engage in CSR reporting was in 2006. At that time, the Chinese government issued the following guideline to encourage Chinese enterprises to engage in CSR: *Shenzhen Stock Exchange Social Responsibility Instructions to Listed Companies and Environmental Information Disclosure Act 2007* (Noronha, Tou, Cynthia, & Guan, 2013). This act forced Chinese companies to make environmental disclosures.

Noronha et al. (2013) wrote the Shanghai Stock Exchange (SSE) Notice on Strengthening Listed Companies' Assumption of Social Responsibility (Shanghai CSR Notice) and the Guidelines on Listed Companies' Environmental Information Disclosure (Shanghai Environmental Disclosure Guidelines). Companies on the Shanghai Exchange should take their social responsibilities, pay attention to their stakeholders' interests, and promote sustainable economic and social development (Guan & Noronha, 2013). State-owned Assets Supervision and Administration Commission of the State Council in 2009 published "China Corporate Social Responsibility Reporting Guidelines" to provide a standard CSR reporting framework (Guan & Noronha, 2013). Since Chinese companies' owners and managers gained a greater understanding of environmental, social and governance issues, the owners and managers have dramatically enhanced the quality of these firms' CSR reports (J. Wang et al., 2013).

Shen (2014) stated that management had improved the CSR reports meeting international standards with advanced experience, more normative report preparation, more comprehensive report content, more extensive disclosure information, and a complete reporting structure. However, Du et al. (2014) argued the official guidelines and regulations provide only broad guidance and lack details. For example, "The Guide to Environmental Information Disclosure for Listed Firms in Shanghai Stock Exchange" stated companies should reveal total energy use, but did not provide detailed guidance on governance structure, stakeholder involvement, and environmental spending (Du et al., 2014).

Zhao (2012) noted China has a unique political environment resulting in different consequences of promoting CSR. In Zhao's study, researcher Zhao examined the impact of CSR disclosure on the market value of companies in China based on 466 CSR reports from the China Corporate Responsibility Website. Zhao found company market value increased after disclosure levels of CSR enhanced, and government policies or significant social events were the main reason for businesses in the current period to engage in CSR reporting. Zheng, Balsara, and Huang (2014) collected 5,334 listed firms in China as a sample to investigate the relationship between external regulatory pressure and CSR reporting decisions and comprehensiveness and the relationship between block ownership and CSR. Zheng, Balsara, and Huang revealed a positive but weak association between centrally controlled state-owned enterprises and CSR reporting practices; block ownership firms were more likely to participate in CSR reporting.

**Motivations for engaging in CSR.** Gazzola (2014) suggested companies recognize the importance of CSR and need to consider different perceptions including moral and ethical programs, social responsibility, and equity, and try to develop and fulfill these concepts in their organizational culture. Supanti, Butcher, and Fredline (2014) found there is a strong connection between the development and adoption of CSR strategy in companies and efficient environmental performance. Skudiene and Auruskeviciene (2012) believed the creation of favorable social climate relates to a company's values and CSR culture. People believe businesses that engage in CSR are voluntarily managing the social, environmental, and economic aspects of their business in a responsible manner to satisfy all stakeholders (Hadfield-Hill, 2014).

Hadfield-Hill (2014) posited that CSR is an essential tool for companies functioning in a faster, progressively more globalized and competitive world. In recent literature, scholars have discussed the question if a company should spend shareholders' funds without any return, and have identified different motivations for companies to engage in CSR including stakeholder-driven (Planken, Nickerson, & Sahu, 2013; Poetz, Haas, & Balzarova, 2013; Vlachos, Panagopoulos, and Rapp 2013), pure profit-driven (Kitzmueller & Shimshack, 2012; Hadfield-Hill, 2014), and moral-driven (Rupp, Shao, Thornton, & Skarlicki, 2013). I will discuss three specific motivations in the following paragraphs.

***Stakeholder's motivation.*** Planken, Nickerson, and Sahu (2013) stated increased global competition means that corporations need to find innovative ways to engage primary stakeholders. Freeman (1984) identified stakeholders as any group or individual who can influence or be affected by the organization achieving its goals. Garriga (2014) suggested stakeholders should create and add value for companies. O'Riordan and Fairbrass (2014) defined stakeholder engagement as any activity a company undertakes to involve stakeholders in a positive manner. Sen and Cowley (2013) suggested managers pay attention to different of stakeholders (environmental lobbyists, local community, and competitors) to make the company perform well. Firms are forced to provide information to their stakeholders on the common strategic choices (e.g. innovation, internationalization, etc.), as well as on their CSR commitment (Marais, 2012). Calabrese, Costa, Menichini, Rosati, and Sanfelice (2013) also found stakeholders' recognition of a

company's social and environmental conduct can significantly affect the business returns of CSR initiatives.

Researchers, including Deng (2012) and Hur, Kim, and Woo (2014) concluded consumers prefer companies that are socially responsible with a good reputation. J. Lee and Y. Lee (2015) discovered basic corporate social responsibilities, for instance, economic and legal responsibility affected consumers' purchase intention directly while high-level responsibilities such as ethical and philanthropic responsibility are relatively weak to influence consumers' purchase decision. Servaes and Tamayo (2013) found that CSR and substantial value positively related to companies with high customer awareness. S. Kim and Lee (2012) identified another reason to engage in CSR activities is that involvement in CSR activities convinces consumers that a company produces a better quality product because they indicate greater management competency. Marais (2012) argued that societal stakeholders may drive companies to reinforce their CSR commitment, and customers may express no sensitivity to this concern.

Among all stakeholders, employees have sufficient power, legitimacy, and urgency to become salient stakeholders (Tyagi & Gupta, 2012). Increasingly companies invest in CSR activity to attract and retain the best workforce (Tyagi & Gupta, 2012). Turker (2009) identified that the impact of CSR on employees includes the increased perceived reliability of an organization; a job seeker lacking any previous connection with the organization will assume CSR positively related to organizational commitment. Skudiene and Auruskeviciene (2012) found that CSR positively affects employee turnover, recruitment, satisfaction, retention, loyalty, and commitment, but the type of

motivation influenced by CSR is not clear. Vlachos et al. (2013) suggested that employees' concerns for the adequate treatment of social responsibility actions stem from instrumental-based needs like the satisfaction of control needs, relational-based needs including satisfaction of belongingness needs, and morality-based needs indicating a meaningful existence.

Skudiene and Auruskeviciene (2012) divided motivation into *external motivation* and *internal motivation*. External motivation associated with the compensation system encompassing various rewards such as competitive salary, fringe benefits, and bonuses to help an employee perform more efficiently (Skudiene & Auruskeviciene, 2012). Internal motivation is essential for every employee (a) to gain satisfaction, (b) to enjoy the task, (c) to meet challenges, (d) to have management recognize their accomplishments, (e) to receive appreciation and positive recognition, (f) to have management and colleagues treat them in a caring and considerate manner, (g) to receive feedback, and (h) to participate in decision-making (Agarwal, Yadav & Acharya, 2015).

Edmans (2012) believed the integration of social, environmental, and economic improvement through CSR creates enjoyable and pleasant workplaces. People believe that organizations involved in CSR and social responsibility to be taking better care of their employees and continuously seeking to improve their working conditions and well-being (Buciuniene & Kazlauskaite, 2012). Tyagi and Gupta (2012) stated that by providing an employee-friendly workplace and developing the internal marketing strategies, companies gain higher productivity and satisfaction among employees. Buciuniene and Kazlauskaite (2012) also confirmed that CSR activities could have a

positive impact on organizational performance outcomes, and it is significant for organizations to promote CSR among employees, as the implementation of CSR policies and practices is highly dependent on employees' reciprocation and collaboration. Tyagi and Gupta (2012) suggested the quality of products or services of a company relies on the extent of the motivation of its employees. Vlachos et al. (2013) pointed out that the manner in which management treats employees and external stakeholders affect employees' work attitudes. Investing in CSR activity and developing CSR for employees also helps employees to develop positive attitudinal and behavioral characteristics (E. M. Lee, Park, Lee, 2013).

***Financial profit motive.*** Mwangi and Jerotich (2013) posited a causal relationship exists between CSR and corporate financial performance. Jahdi (2014) suggested that research results from majority CSR studies showed a correlation between CSR and different indicators of financial performance. Raza, Ilyas, Rauf, and Qamar (2012) conducted a study on 76 companies to examine the relationship between CSR and company financial performance and noted a positive correlation for the authors' sample enterprises. Raza, Ilyas, Rauf, and Qamar (2012) noted companies investing in CSR activities could increase profits. S. Lee and Park (2009) mentioned CSR investment could improve both short-term and long-term financial performance of businesses. Wu and Shen (2013) confirmed increased participation in CSR activity has a positive impact on businesses' financial performance. Ahamed et al. (2014) disclosed in their study that corporations intend to engage in CSR activity to improve financial performance and corporate reputation. Garay and Font (2012) concluded that CSR activities could increase

tourism-related companies' profitability, and noted that CSR has a positive impact on business's financial performance. Tang, Hull, and Rothenberg (2012) companies benefit more when they adopt a CSR engagement strategy that is consistent.

In contrast, some researchers found no relationship between CSR and financial performance. For example, Skudiene, V., McClatchey, C., and Kancleryte (2012) used panel data of 86 large European banks and insurance companies, their study results suggested Corporate social performance (CSP) did not have an impact on Corporate financial performance (CFP). Iqbal, Ahmad, Basheer, and Nadeem (2012) argued businesses try not to be involved in CSR activity because such activity increases costs and reduces profits. Khanifar, Nazari, Emami, and Soltani (2012) also believed socially or environmentally responsible corporations will certainly increase costs to the company that in turn reduces the level of business profitability.

***Ethical motives.*** Guliani (2014) posited ethics are methods of principal and have rules applied to businesses to accomplish and maintain a healthy society. Moral capital, as an intangible resource for a company, and represents the outcome of an organization's philanthropic judgments and ethical activities (Jo & Na, 2012). Martínez García de Leaniz and del Bosque (2013) stressed a company should engage in CSR activities to develop trust and to build moral capital to diminish consumer skepticism. Guliani (2014) emphasized the application of business ethics with internal stakeholder including consumers, employees, managers, and the corporation is essential to the success of management.

Jo and Na (2012) argued companies devoted to CSR initiatives to create positive moral capital and to support companies' characteristic intangible assets such as credibility and reputation. Melo and Garrido-Morgado (2012) and Hur et al. (2014) confirmed companies benefit from engaging CSR not only by obtaining favorable consumer awareness, attitude, and a sense of attachment but also by building positive corporate image and good reputation. Hur et al. (2014) confirmed that consumers tended to believe a company would continue to engage in CSR activities and keep its promises in the long term. Torres, Bijmolt, Tribo, and Verhoef (2012) stated management should consider CSR activities to develop a trusting relationship between the consumers and the company.

### **Small Businesses and CSR**

Campin, Barraket, and Luke (2013) and Sharifi (2014) stated that micro-businesses are the most prolific of all businesses and thus play a significant economic and social role in communities worldwide. Garcia (2014) and Wit and Kok (2014) considered small and medium-sized enterprises (SMEs) as a prime sector to effect economic growth, contribute to gross domestic product and service, decrease unemployment and activate the local economy. Aragón, Narvaiza, and Altuna (2015) concluded SMEs tend to be (a) independent, (b) multitasking, (c) having limited cash flow, (d) based on personal network and informality, (e) actively managed by the owners, (f) highly personalized, (g) largely local in their area of operation, (h) largely dependent on internal sources for finance growth. Varum and Rocha (2013) identified SMEs as largely responsible for obtaining their capital, being usually located near their owners' residences, and utilizing

local resources. Jarosz-Angowska and Angowski (2014) stated SMEs contribute to the improvement of the living conditions of local communities, and create new jobs, therefore helping to improve the economics of the region. Sen and Cowley (2013) concluded small companies have different organizational structures and management styles compared to large organizations. SME's owners are often members of the management team, use their personal experience and intuition to make business decisions, and are responsible for the major tasks and decision making (Sharifi, 2014).

Sen and Cowley (2012) noted SMEs are under less pressure to pursue secondary objectives that involve social and environmental concerns and have relatively more pressure on survival and profitability. Parnell, Long, and Lester (2015) and Arend (2014) argued SMEs are not able to engage in social and environmental activities because many SMEs are struggling to survive because such entrepreneurial ventures have a high failure rate.

In contrast, Park and Ghauri (2015) stated that companies seek to maximize profit, but are increasingly acknowledging the value of CSR, and use CSR as a strategic tool to obtain potential benefits from engaging in corporate responsibility activities. De Clercq, Thongpapanl, and Voronov (2014) noted many small businesses integrate responsibilities with community wellbeing extensively into their operations. Hallak, Brown and Lindsay (2013) confirmed that small businesses have a positive impact on local communities. Arend (2014) stated SMEs often depend on local support and are more sensitive to social and environmental concerns than large, national, multinational corporations. Turker (2015) and Williams and Schaefer (2013) suggested SMEs address social and

environmental issues survive and to do well because these matters are attracting increasing attention in the US and globally.

Sen and Cowley (2013) concluded motivations of CSR in SMEs, beside legitimacy with stakeholders, include (a) increasing trust, (b) building a business reputation, (c) gaining community support, (d) promoting long-term survival, (e) improving business performance, (f) responding to external influences (cultural, institutional and political). Sen and Cowley (2013) determined most participants (SMEs owners) in their study identified building a business reputation as their primary objective to engage in CSR activities.

Arend (2014) implied CSR means companies should pursue policies, make decisions, and follow lines of action valuable to society. K-H. Lee, Herold, and Yu (2015) noted that most small and medium-sized enterprises (SMEs) are incapable of communicating to external stakeholders regarding CSR-related activities. Sen and Cowley (2013) believed that business owners should understand CSR in SMEs through the applications of social capital theory (SCT), which refers to social networks, the exchanges that arise from them, and their value within the business environment. Sen and Cowley (2013) suggested network ties provide SMEs access to resources and information that help them survive competition by compensating for their relative weakness such as smaller size, lower economies of scale, and lower security.

Chong, Ooi, Bao, and Lin (2014) and Sen and Cowley (2013) suggested the lack of knowledge and involvement of SME by owners-managers in daily activities affects owners-managers' ability to engage in social activities. Fuller and Tian (2006) also

concluded that business owner's value social capital expanded through community events, but management focuses the majority of such activities on their major stakeholders. Sen and Cowley (2013) noted that primary stakeholders have a financial stake in the business and have a greater influence on CSR decisions than discretionary stakeholders.

### **Independent and Dependent Variables**

**Independent variable: Hotel owners' perceptions toward CSR.** The opinions and attitudes of business owners are important because owners are the only group of stakeholders who enter into a contractual relationship with other stakeholders (Hill & Jones, 1992). Owners are also the only group of stakeholders with direct control over the decision-making process of the firm (Hieu, 2011). Hieu (2011) argued increased responsibility pressures such as profitability incentive goals, significant creditors, and community pressures affect owners' attitudes and perceptions. Yacob and Moorthy (2012) stressed on that businesses owners' attitudes of environmental friendly concepts are important because consumers' environmental awareness caused business owners to seek green products.

Özkan and Tanç (2012) conducted research to determine the awareness levels of the mentioned principles in the hotel business. Özkan and Tanç collected 74 surveys from hotel managers about the awareness standards of the social responsibility and accountability using a 5-point Likert scale (1 = *strongly disagree*; 2 = *Disagree*; 3 = *neither agree nor disagree*; 4 = *agree*; 5 = *strongly agree*). Yacob and Moorthy (2012) conducted research on managers' and consumers' awareness on CSR, and found managers having a high level of knowledge towards CSR may not ensure that enterprises

will accomplish their CSR responsibilities and requirements. Researchers and scholars use owners' and managers' attitudes and perceptions as a common variable in SME CSR studies. Munasinghe and Malkumari (2012) collected data from 50 SME owners to gain an original insight into nature, perception, and the extent of the application of the CSR concepts in small and medium enterprises in Sri Lanka. In the Munasinghe and Malkumari (2012) study, findings indicated a majority of business owners noted they should pay attention to CSR; the main motivation factor behind engaging in CSR activities was to improve businesses' reputations. Lack of funds and believing no short-term benefit existed were the main problems stopping small businesses' owners from engaging in CSR.

Several scholars have used different metrics to measure perceptions of CSR. Öberseder, Schlegelmilch, Murphy, and Gruber (2013) developed 48 in-depth survey questions about consumers' perceptions of CSR (*CPCSR*). Öberseder et al. (2013) conducted a pilot test of exam content validity judgment, and purification, 42 items remained in the *CPCSR* survey. Öberseder et al. (2013) distributed the online survey link to each company's customers; 323 consumers from 483 customers responded to the survey. The study results indicated that *CPCSR* had a positive relationship with business evaluations and customer-company identification. Athanasopoulou (2012) employed qualitative interviewing and document analysis with 24 managers from three international UK-headquartered organizations. Athanasopoulou used 14 core questions and 14 follow-up questions to study managers' CSR attitudes. Athanasopoulou recognized that organizational culture and an organization's position in the nonprofit/for profit continuum

were key contextual influences on managers' CSR attitudes. Farooq, Farooq, and Jasimuddin (2014) used 31 items in a survey to measure CSR; Farooq et al. (2014) performed confirmatory factor analysis (CFA) for all the elements to test dimensionality and validity. Farooq et al. (2014) had 378 participants from lower or nonmanagerial workers from 11 grocery, food, and personal care products companies in Pakistan respond to the survey and the findings showed employees are sensitive not only to a firm's actions focused on them but also to CSR actions related to other stakeholders.

Shafer (2013) adopted Singhapakdi, Vitell, Rallapalli, and Kraft's Perceived Role of Ethics and Social Responsibility (PRESOR) scale, which contained two dimensions, the stockholder and stakeholder views. Shafer examined the relations among industry accountants' perceptions of the ethical climate in their organization, their opinions toward the importance of corporate ethics and social responsibility, and earnings management decisions. Shafer sent 700 surveys to over 20 companies in Hong Kong; 211 respondents returned their surveys. Shafer (2013) reported perceptions of moral climate, usually presumed to reflect the *tone at the top* of the organization, led accounting professionals to rationalize earnings management decisions by adjusting their attitudes toward the importance of corporate ethics and social responsibility. In my study, participants' possible responses for a first independent variable, CSR attitude, will include five responses, *strongly disagree, disagree, neutral (either agree or disagree), agree, and strongly agree*.

**Independent Variable: Hotel Star Rating.** Hotel star rating is a general classification of hotel quality (M. Wang et al., 2015). Öğüt and Taş (2012) stated that star

rating is necessary and beneficial for the hotel owner because star rating represents the hotel's intrinsic quality; customers can differentiate high-star hotels from low-star hotels and pay more as a return for higher quality service. Researchers have used hotel star ratings as a variable in previous studies. M. Wang et al. (2015) investigated the relationship between room price, star rating, word-of-mouth, and online booking and sales performance. M. Wang et al. used Expedia.com hotel rating to indicate the hotel's star rating. Results revealed star rating was a significant factor affecting online hotel booking. Ögüt and Taş (2012) used online customer review ratings to denote star ratings. Ögüt and Taş analyzed the similarities and differences between domestic and international visitors' online hotel booking behaviors and concluded customers' ratings had a positive impact on online bookings, and concluded higher star rating was not significantly associated with higher online bookings. Cezar and Ögüt (2014) collected data from 665 London hotels and 769 Paris hotels from December 2011 to February 2011. In their study, Cezar and Ögüt evaluated ratio-scaled variables including the number of domestic and international bookings, average room price per night, average star rating, the number of customer reviews, and average customer rating. Cezar and Ögüt (2014) observed service and star ratings were positively correlated with domestic hotel booking rates. In this study, for the second independent variable, star rating, I will consider only *0 stars, 1 star, and 2 stars* in this study. Based on Yanqing Zhen hotel star rating data from Yanqing County Statistical Information website (2015), family owned hotels in the research area above 2 stars are rare, most family-owned hotels have 0 or 1 star ratings,

and very few have 2 star ratings. Therefore, the second independent variable star rating includes three groups, 0 stars, 1 star, and 2 stars.

**Dependent Variable: Lodging Business Occupancy Rate.** Hotel quality is a primary concern for tourists (Alrousan & Abuamoud, 2013). The hospitality industry is a competitive industry, and hotel owners need to be observant and aware of customers' needs and demands (Abdul & Mohd, 2012). Scholars (Abdul & Mohd, 2012; Putcha & Liu, 2015; Putcha, Sloboda, Putcha, Khani & Tabba, 2015) have discussed the importance and the forecast of hotel room occupancy rates. Abdul and Mohd (2012) suggested that room occupancy rate is a hotel profit indicator. Lei and Lam (2015) recommended occupancy rate as a widely accessible, reliable variable to monitor hotel performance. Customers are becoming more demanding while the tourism industry is growing rapidly (Alrousan & Abuamoud, 2013), and customers' have an increasing number of hotels from which to choose (Abdul & Mohd, 2012).

M. H. Chen (2015) defined occupancy rate as  $\text{occupancy rate} = \frac{\text{number of rooms occupied} \times 100}{\text{number of rooms available} \times \text{number of days in the period}}$ . To be specific in my study, I used available data of family-owned hotels in research location from the government online source from the year 2006 to the year 2014. Lei and Lam (2015) collected data on 39 hotels from 2008 to 2011 in Macao, China and revealed hotel occupancy rate was significantly affected by five major factors: (a) average room rate (ARR), (b) total available rooms (TAR), (c) tourist arrival (TA), (d) casino facility (CF), (e) consumer price index (CPI). Alrousan and Abuamoud (2013) contended the tourism

industry affects global warming; hotels make a positive contribution to global environment protection attracted customers and stakeholders of hotels.

Hotel occupancy rates depend on external and internal factors. The economic condition is the primary external factor in determining occupancy in the lodging industry (O'Neill & Carlback, 2011). Other external factors include technologies, politics, legislations, and demographics (Abdul & Mohd, 2012). For example, Chinese tourism had significant business losses because of Severe Acute Respiratory Syndrome (SARS) in 2003. The disease of SARS-affected tourism industry immediately because people were unwilling to travel (Yang & Nair, 2014). Internal factors include service quality, hotel management, price and rate, variety and quality of accommodation, food, entertainment, facilities, and the location of the hotel (Abdul & Mohd, 2012).

### **CSR and Tourism Impact**

Tourism has enormous economic impact on all spheres of society to become one of the fastest growing industries globally (Ndanusa, Harada, & Islam, 2014). Alrousan and Abuamoud (2013) noted that the tourism sector is significant through revenue and foreign exchange, a preserver of cultures and historical heritage, a promoter of national development, and a vital and crucial factor of employment opportunities. According to the World Tourism Organization (2012), Asia had the largest number of tourist arrivals compared with the other regions in 2011. In The United Nations World Tourism Organization (UNWTO) Tourism Highlight 2014 Edition, China moved to 4th in arrivals (\$56 billion USD) and remains 4th in receipts in 2013 (\$52 billion USD).

Tourism's role is considered crucial for the development and growth of all countries, particularly the developing countries, creating a positive impact on the economic and social situations in the target country (Falade-Obalade & Dubey, 2014). Ray, Das, Sengupta, and Ghosh (2012) noted that visitors and travelers are not only rejuvenated from these visits but also directly contribute to the growth of the local economy through the hospitality industry, handicraft industry and secondary occupations including tourists guide and carriers. Stetic (2012) posited that being able to develop the tourism industry in rural area successfully relies on the capability of local communities as well as the tourism sector to appeal to as many tourists as possible and preserving resources for future generations.

The decline of traditional rural industries such as agriculture, mining, and forestry since the 1900s has required many rural communities to explore alternative means to broaden their economic base (Popescu, Badita, & Mazilu, 2014). To mitigate economic difficulties, many rural communities have adopted tourism as a new economic development strategy (Látková & Vogt, 2012). de la Torre, Hidalgo, and Fuentes (2014) noted rural tourism is a tool for further regional development where there is a socio-economic imbalance. Local people suffer high rates of unemployment and need to diversify their income and focus their production on economic activities directly related to the primary sector and (de la Torre et al., 2014). Rural markets and tourism both gain their opportunities due to relations and influence of each other in the national economy (Li & Yanbin, 2012). Teare, Bandara, and Jayawardena (2013); Kachniewska, (2015); Nair and Hamzah (2015) concluded the purpose of rural tourism is for (a) sustainable

development through promoting productivity in rural zones, (b) increasing employment rates, (c) improving income distributions, (d) preserving village environments and local cultures, and (e) raising host participation.

Community involvement is an important aspect of CSR (A. Jain, Keneley & Thomson, 2015). Sebele (2010) noted that the concept of community development was a common approach to rural development in the 1950s and 1960s. Lee (2013) addressed that many local communities use tourism as community development to promote community economic development. Chaudhary and Lama (2014) noted community members work as a team to ensure tourism facilities and tourist resources in an appropriate manner. Many communities promote tourism development as a valuable resource to improve the quality of life of residents (K. Kim, Uysal & Sirgy, 2013).

Tourism has grown rapidly in China since the inauguration of the *open door* policy in 1978 (Xu & Sofield, 2013). H. Li and Yanbin (2012) suggested rural tourism development in China is required to optimize the economic structure by combining sightseeing, leisure, vacation, and another service such as transportation. Eshliki and Kaboudi (2012) noted that this sudden exposure raises significant questions concerning host-guest relationships and tourism planning.

Saufi, O'Brien, and Wilkins (2014) concluded that host communities (or destination residents) involvement, particularly in developing countries, is significant to the success of tourism development. Magigi and Ramadhani (2013) confirmed community participation in the tourism industry is important in increasing national income, personal and household income and, therefore, improving the standard of living

of the poor people in both developing and developed countries. Su and Wall (2014) conducted research to explore community participation in tourism at Mutianyu Great Wall, China, Su and Wall noted that community involvement is crucial for successful heritage tourism and community development.

Though income and employment can help prompt changes in what people do, Moscardo, Blackman, and Murphy (2014) concluded there is insufficient evidence for concluding community participation is an effective tool for improving the well-being of destination communities. Tourism development can transform local cultures into commodities with little value and in some cases modifies the culture to suit the needs and expectations of tourists (Mhizha, Mandebvu, & Muzondo, 2012). Coria and Calfucura (2012) observed residents from tourism attraction sites usually pay the social and environmental costs of conventional forms of tourism, and seldom partake fairly in the benefits. Wood (2002) stated when people shift entirely from other income sources; they become vulnerable to boom-bust cycles and seasonal fluctuations of the tourism market. Another challenge of new revenues is managing social conflicts that emerge from unequal earnings and increased gaps between rich and poor (Deiwiks, Cederman, & Gleditsch, 2012). Ho, Chia, Ng, and Ramachandran (2013) believed economic leakages existed on Tioman Island in Malaysia while tourism is growing and developing rapidly. These examples include the (a) removal of assets due to nonlocal ownership, (b) infrastructure or running costs, (c) the provision of transport operations by external operators, and (d) the isolation of tourists from the local economy by all-inclusive itineraries, which all can result in leakages of as much as 80% of all tourist expenditures.

Sinclair-Maragh, Gursoy, and Vieregge (2015) stated that tourism could lead to increased commodities prices that residents may not be able to afford.

### **Geographic Location**

Yanqing District is 60 miles northwest of Beijing. The Yanqing Government owns more than 20 main tourist destinations (e.g., Badaling Great Wall, Guai Ju, Kangxi grassland, Miniature Garden of Old Beijing, Beijing Aolin Fire Range, Badaling Caritive Great Wall Natural Scenic Area, and Songshan Forest) including 11 different types nature reserves (for example, Songshan Nature Reserve, Yudushan Nature Reserve, Yeyahu Wetland Nature Reserve) (Yanqing Tourism, 2013). According to Yanqing tourism commission (2013), Yanqing County became one of the most popular tourist destinations among 18 districts and counties in Beijing. In 2005 9.5 million tourists visited Yanqing District and the tourism revenue was \$18 million USD; in 2013, the number of tourists increased to \$18.55 million and income from tourism was \$82 million USD (Yanqing Tourism, 2013).

### **Transition and Summary**

CSR has developed from executives' idiosyncratic philanthropic activities to widespread acceptance as a valuable component of stakeholder management. Business owners have integrated CSR into strategic planning (M. T. Liu, Wong, Shi, Chu, & Brock, 2014). Section 1 contained 11 subheadings: (a) the background of this study, the (b) foundation of the problem, (c) the purpose of this study, a (d) brief introduction to research method and design, (e) research questions, (f) hypotheses, (g) theoretical framework, (h) assumptions, (i) the definition of terms significance of this study, and (j)

an extensive literature review. I provided a deep and comprehensive perspective of the problem and previous academic research and covered the gaps for further study. Section 2 includes detailed discussions of justifications, processes, measurements, designs, instrumentation, data collection technique, data analysis, and study validity. In section 3, I present and explain study results and findings, application to professional practice, implications for social change, recommendations for action and further study, and conclusions stemming from self-reflection of the research experience.

## Section 2: The Project

Section 2 provides additional information about the research design and my role as the researcher. I explain participant selection, research method and design, population, and sampling in this section. The section also includes a discussion of ethical and validity issues related to my investigation and an overview of my data analysis procedures.

### **Purpose Statement**

The purpose of this quantitative causal-comparative study was to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. The targeted population consisted of owners of family-owned hotels located in Yanqing Zhen (town), Yanqing District, Beijing, China. The two independent variables were hotel star ratings and hotel owners' perceptions toward CSR. The dependent variable was hotel occupancy rate. Implications for positive social change include increasing hotel owners' participation in CSR activities, which may improve these properties' corporate image and also positively affect society and the environment by charitable contributions, reduce waste, and use of renewable resources.

### **Role of the Researcher**

Unluer (2012) stated that it is important for social researchers to clarify their roles to make their research credible. In a quantitative study, the researcher is ideally not existed (Simon & Goes, 2012). I had no direct relationship with the participants. In this study, participants responded independently to survey questions.

The U. S. Department of Health and Human Services discussed ethical research principles and guidelines in the Belmont Report in 1979. The report summarized ethical

principles and guidelines for research involving human subjects. I complied with Belmont Report principles and guidelines such as respect my participants, minimize risk to my participants, and well-considered procedures were conducted fairly to ensure that I respected each participant's privacy. I did not use any participants' information without their permission. No other party sponsored me in any way. Each prospective individual made the decision to participate or not. In addition, every participant voluntarily completed the survey instrument without any compensation or reward. Participants had an opportunity to receive a brief summary of my final study in Chinese after I completed the research. A participant could contact me if she or he experienced any issue during the data collection process. I encouraged participants to ask questions regarding how to complete the survey, though I asked them not to ask questions that may affect their responses.

### **Participants**

I limited participants to local small family hotel owners in Yanqing Zhen, Beijing, China. I followed Steenkamp and Kashyap's (2010) definition of a small business as one that has 100 or fewer employees to define the size of the hotel. Moreover, Chinomona (2013) also defined SMEs as having no more 100 employees. Yacob and Moorthy (2012) suggested that it is important to evaluate owners' perceptions and attitude towards environmental friendly concepts. Hieu (2011) stated that business owners have the direct control over the decision-making process of the company. Participants were the owners of hotels who can make important business development decisions.

Wiid, Cant, and Niekerk (2014) stated that an online survey is an efficient means to collect data. They used an online survey to gather data from SME owners in South Africa. To effectively gather data, I invited participants to take an online survey. I sent the survey link to participants using WeChat, an instant individual and group messenger, and email. Mao (2014) pointed out WeChat users use the service to maintain and promote personal and business relationships with acquaintances. WeChat provides multimedia communication with text messaging, hold-to-talk voice messaging, broadcast (one-to-many) messaging, photo/video sharing, location sharing, and contact information exchange (Liu, 2014). Z. Liu (2014) concluded that WeChat supports social networking by shared streaming content feeds, and location-based social plug-ins ("Shake," "Look Around" and "Drift Bottle") to chat with and connect with WeChat users. As of June 31, 2014, WeChat had 5 billion users in China most are middle age and young people and 1 billion users outside of China (Lien & Cao, 2014).

Researchers should develop and maintain a working relationship with, and have ongoing communication, with participants (Schneider, 2015). Hatch (2010) stated that building good working relationships is the researcher's responsibility. Researchers should make a plan to assist participants in understanding involvement process and research design implementation process. As Schneider (2015) suggested to build a working relationship with participants, I fully respect their rights and decisions, I maintain their information confidentiality, and share research findings with them. DeWalt and DeWalt (2010) wrote that every researcher should have the goal of establishing a working relationship that can be beneficial to all parties involved in the study. I provided a formal

statement on the first page of each consent form (see Appendix A) noting that I am a doctoral candidate at Walden University. Prior the survey page, I also included information about the purpose of the study and participants' rights. Each participant had an opportunity to review the informed consent form and ask questions before proceeding to the survey.

I did not collect any participant's name or personal information on the survey. Participants needed to write their hotel name on the survey to find their hotel's occupancy rate and star rating information. Participants' identities and their hotel names are completely confidential. Participants' answers were evaluated by number, and findings were decoded from number to statements during data analysis to protect participants' identities. Codes were used to reduce the risks of exposure. I stored data on an external hard drive with password protection, which was locked inside my home study room for safe keeping. After the year of 2022, I will dispose of data by shredding all paper records and deleting all electronic records.

## **Research Method and Design**

### **Research Method**

I used quantitative research method for my study. The quantitative research method is more suitable than a qualitative method for discovering individuals' opinions and perceptions in the social study (Turner et al., 2013). Goertz and Mahoney (2012) wrote that quantitative research is rooted in inferential statistics and probability and statistical theory while qualitative research is often implicitly grounded in logic and set theory. Tracy (2012) suggested that quantitative researchers stress testing hypothesis and

theories. Furthermore, Muijs (2011) stated that researchers use the quantitative research method to collect numerical data and then mathematically analyze to examine relationships and differences among variables.

To save time and reduce cost, I collected data through an online survey. Barnham (2012) suggested that quantitative methodology is appropriate for online statistical research. Other researchers and scholars previously measured the three variables used in this study. For example, Özkan and Tanç (2012) collected information on 74 hotel managers about their attitude and hotel room occupancy rates. Munasinghe and Malkumari (2012) examined SMEs owners' attitudes on CSR. M. Wang et al. (2015) and Ögüt and Taş (2012) used hotel star ratings as an independent variable in their studies.

Merriam (2014) stated that the purpose of qualitative research is to understand a phenomenon. Iyvbjerg (2011) posited that qualitative research method is appropriate for a phenomenological study when the researcher wants to understand the phenomenon from the participants' points of view. Merriam (2014) described that qualitative research is an exploratory research method and researchers use words and their meanings in different contexts and for summarizing themes. I intended to examine the potential influence on hotel occupancy rate of hotel star rating and the owners' attitude towards CSR, and therefore, the quantitative research method was appropriate for this study.

### **Research Design**

Molina (2015) stated that researchers could not control, manipulate or alter the predictor variable or participants in the nonexperimental design, but manipulate variables in both quasi-experimental and experimental designs. I intended to learn whether there

are any significant differences among my study groups; I did not manipulate any variable in my study. The experimental design was inappropriate for my study. I selected the causal-comparative research design to determine the influence from engaging in CSR activity and the star ratings on family-owned hotel and hotel occupancy rates. Kaur et al., (2013) suggested that a causal-comparative study is an ex-post facto study because both independent variables and dependent variables have already occurred. Lohmeier (2010) stated the purpose of comparative design is comparing two or more groups and determining significant differences statistically. Scallan et al. (2011) indicated that causal-comparative designs are appropriate if a possible ex-post facto cause-and-effect relationship exists between dependent variables and treatment or test. Gravetter and Forzano (2009) suggested that the purpose of the correlational study is to determine the extent to which two related factors, not the degree to which one factor causes changes in another factor. I did not select correlation research design for this study because the purpose of this study is not to determine whether two variables are related but to determine how owners' attitudes towards CSR and star ratings could influence their hotels' occupancy rates.

I used a survey to collect data in this study. López-Guzmán and Sánchez-Cañizares (2012) noted that surveys are a useful means for gathering data from a random sample. To use SPSS to analyze my data, I coded the survey results. After analyzing the data, I decoded the calculation results and explained the meaning of results. I could obtain comprehensive and accurate information from the survey responses to conduct data analysis to test the hypotheses.

### Population and Sampling

Yanqing District had a jurisdiction with over 11 towns and four townships. Yanqing had a population of 317,000 people including an agricultural population of 163,000 people and a non-agricultural population of 154,000 people (Yanqing Overview, 2013). The population was owners of family-owned hotels (less than 100 employees) within Yanqing Zhen, Yanqing County, Beijing, China. Based on the 2015 Yanqing statistical information bureau, 2,061 family-owned small hotels were located in Yanqing Zhen (Yanqing Statistical Information Net, n.d.). There was no limitation on gender, years in the business, and education. Participants must be over 18 years old; 18 years old is a legal adult age in China. I collected data on hotel CSR engagement status, hotel owners' attitudes of CSR, current star ratings, and occupancy rates from the year 2006 to the year 2014.

To estimate the appropriate sample size, I used *G\*Power's Means Tests* test family, and the ANOVA fixed effects, special, main effects, and interactions statistical test. Faul, Erdfelder, Buchner, and Lang (2009) developed the G\*Power calculation software. I had three groups from hotel star rating include *0 stars*, *1 star*, and *2 stars*, five groups from hotel owners' attitudes from the survey, *strongly disagree*, *disagree*, *neutral (either agree or disagree)*, *agree*, and *strongly agree*. To obtain the number of groups, I calculated  $3$  (hotel star ratings)  $\times$   $5$  (attitudes) =  $15$  groups. To obtain the numerator's df, I calculated  $(3-1) \times (5-1) = 8$ .

According to Cohen (1988), for F-test ANOVA, a small effect size is 0.1, a medium effect size is 0.25, and a large effect size is 0.5. In previous PRESOR studies,

researchers (Bunch, 2015; Shafer, 2013) suggested using medium effect size  $f = 0.25$ .

Using a power level at 0.95 (Bunch, 2015), effect size  $f = 0.25$ , and alpha  $\alpha = .05$ , the

G\*Power software output indicated a minimum sample size of 372 participants.

Increasing the sample size to 494 would increase power to .99. Therefore, I sought between 372 and 494 participants for my study. In tourism-related research, response rates could approximate 80%. For example, in Assante, Wen, and Lottig's (2012) study conducted in Hawaii, the response rate reached to 86.6%; Lim Poh Ling, Johari, Myint and Nazatul Shima (2012) researched in Georgetown and had 92.7% response rate. In China, response rates are lower compared to other countries, for instance, Wang, Bickle, and Harrill (2009) received 52% return rate in Shandong, China. Based on the response rate from previous tourism-related research, for this study I expected a response rate of 50% from a total sample of 1,200 potential participants to reach the required 494 larger sample size. I received 584 responses including 538 valid surveys.

I used the simple random sampling method to enable me to employ statistical methods to analyze my data (Stat Trek, n.d.). I labeled each hotel with a number, and I used a random number generator to obtain a simple random sample of 1,200 hotels. I distributed the survey link via WeChat app and email addresses provided by hotel owners based on the random number generator results to ensure each unit in the population has an equal opportunity to participate and respond to my survey. Monette, Sullivan, and DeJong (2014) stated that in simple random sampling, each element in the population has an equal probability of inclusion in the sample. Defusco, McLeavey, Pinto, Runkle, and Anson (2011) suggested that the probability sampling method provides an equal

opportunity for sample selection from a population. Cleveland (2014) used simple random sampling and stated that a simple random sample is a subset of a larger set.

### **Ethical Research**

Researchers have responsibility for ethical conduct while doing human research (Seppet, Paasuke, Conte, Capri, & Franceschi, 2011). To ensure no unethical issues occur in this study, every participant received a consent form (Appendix A) that included the purpose of the study, procedures, and background information regarding this study. I included possible risks and benefits from participating in the study, assuring the privacy of participants, the process to withdraw from the study, and my contact information. Clancy, Balteskard, Perander, and Mahler (2015) noted that they gave all participants written, and oral information signed consent forms and informed them that they could withdraw from the study at any time. Qu and Dumay (2011) stated that researchers should inform the participants of their basic rights, including that they may withdraw their consent at any time. Each participant had the right to withdraw from completing the online survey at any time by contacting me via my cell phone or in person. I would immediately shred the survey from a participant who quits from my study. I did not use participants' names, gender, age, business status, or other information in the study to identify individuals; I coded and decoded all profile data in the study.

I received IRB approval before conducting the survey (approval number, 05-18-16-0267942). I did not offer any form of incentive or compensation to participants. Participants responded to my survey voluntarily. I included a short overview of the study and agreement to participate in the study on the cover page of every survey, and

participants could decide to proceed further or not. I did not use any name of individual business or individuals in this study, and I kept participant and hotel names anonymously. I stated on the survey that I would keep all data for five years after which I will shred all data. R-K. Yin (2012) suggested that researchers keep information from the survey confidential. I did not disclosure participants' profiles and information. I closed the survey link after 14 calendar days. I am the only person has access to the dataset and safeguard all data on a password-protected external drive kept in my home in Texas. As Hoile, Banos, Colella, and Roux (2011) recommended, I will delete electronic data using CyberShredder software after five years. Cybershredder software is free software for people to download and use to destroy electronic data.

### **Data Collection Instrument**

The means of collecting data for this study will be an online survey (Appendix C). The name of the instrument is PRESOR developed by Dr. Singhapakdi, Dr. Kraft, Dr. Vitell, and Dr. Rallapall; the survey was used as-is. Permission to use the survey from PRESOR's author was in Appendix B. The first section of the survey instrument contained general information, including the participant's demographic profile, such as gender, age, and education background. I used the perceptions of the role of ethics and social responsibility (PRESOR) (Singhapakdi et al., 1996) that includes questions on attitudes toward CSR and business performance in the second section of the survey. I collected data on independent variable hotel owners' attitudes towards CSR. (See Table 1 for conceptual and operational definitions of the study's three variables.)

Table 1

*Conceptual and Operational Definitions of Study Variables*

Variable name	Conceptual definition	Operational definition
Hotel owners' perception towards CSR	Hotel owners' attitude about CSR (e.g., positive, negative, or neutral).	Obtained in section 2 in the survey by responses to 16 statements, on a scale of 1 to 5, with most statements where 1 means strongly disagree and 5 means strongly agree. Except statements 2, 5, 8, and 13, where 1 means strongly agree, and 5 means strongly disagree.  I will add the 16 responses from each participant and then use the sum as the value for determining whether they hold positive, negative, or neutral attitudes.
Hotel star ratings	general classification of hotel quality	Hotel star rating is a general classification of hotel quality.  Obtained from ctrip.com websites.
Hotel occupancy rate	number of rooms occupied/ number of rooms available) × 100% (per year)	Obtained from government official Yanqing Statistics website  <a href="http://yq.bjstats.gov.cn/tjsj/jdsj/20150120140141248786/index.htm">http://yq.bjstats.gov.cn/tjsj/jdsj/20150120140141248786/index.htm</a>

Singhapakdi et al. (1996) utilized an ordinal scale for the perceptions of the role of ethics and social responsibility (PRESOR) to measure perceptions on CSR. I adopted the PRESOR scale in my study. In PRESOR, the scale's factors included two dimensions, the stockholder view, and the stakeholder view. The instrument contained 16 items (Wurthmann, 2013). The original purpose of PRESOR was to examine the relationships among industry accountants' perceptions of the ethical environment in their business,

their views toward the importance of corporate ethics and social responsibility, and earnings management decisions (Shafer, 2013).

This study had two independent variables, hotel star ratings and hotel owners' perceptions of CSR, and one dependent variable, hotel occupancy rate. Previous scholars had measured the three variables, hotel star ratings, owners' perceptions of CSR, and hotel occupancy rates in their studies. Öberseder et al. (2013) measured perception of CSR to examine how consumers perceive CSR. Athanasopoulou (2012) presented managers' views on CSR by using the variable attitude of CSR. André (2013) examined stakeholder perceptions of CSR in his study. Hotel star rating is an important variable in hospitality studies. Hung and Lin (2012) concluded that the hotel star rating system is misevaluated in Taiwan and requires reassessment. Kim-Soon, Rahman, and Visvalingam (2014) investigated what customers thought of the quality of service of different starred hotels. More recently, M. Wang et al. (2015) suggested that room price and hotel star ratings could have negative and positive effects on hotel online booking rates. In their study, Abdul and Mohd (2012) determined that the internal success factors with the greatest effect on hotel occupancy rate include price, location, facilities, and cleanliness. Litvin, Pan, and Smith (2013) studied how the festival and special events affect hotels' occupancy rates. Singh et al. (2014) investigated that the relationship between top-line measures of hotel operating performance (occupancy, average daily rate and revenue per available room) and bottom-line measures of profitability (gross operating profit and net operating income), before and during the first decade of the 21<sup>st</sup> century. Hotel occupancy rate was a common variable in hospitality studies.

Dukes (2014) stated that Rensis Likert designed and developed the Likert five-point scale to assess attitudes. I collected and categorized the independent variable: hotel business owners' attitude of CSR as ranging from *Strongly Disagree* (1) to *Strongly Agree* (5) in Section 2 of the survey instrument. Croasmun and Ostrom (2011) suggested that the Likert Scale is easy for respondents to answer the questions based on their perceptions. There were five negatively keyed items of the PRESOR items including statements numbers 2, 5, 8, 13, and 14 and were reversed scored. I added all values of each participant's responses to determine their total score so that higher total values for responses to this scale indicated the respondent has a *positive* attitude towards social responsibility.

I collected the independent variable hotel star ratings from hotel booking website. I used the website of ctrip.com to identify star rating of participated hotels. An example from the website is in Figure 1.

The screenshot shows two hotel listings on ctrip.com. The first listing is for a hotel in Yanqing District, Gaoji Street No. 58, with a 4.5/5 rating and prices starting at 132. The second listing is for Beijing Changcheng Inn, with a 4.3/5 rating and prices starting at 240.

房型	床型	早餐	宽带	政策	房价(含服务费)
特惠双床房 (双床)(内窗)(无窗) 预订满意度: 84%	双床	无	无	免费取消 1.5小时内确认	¥132
标准双人房 (内窗)(如家暑期专享) 预订满意度: 95%	双床	无	免费	免费取消	¥135
大床房 (内窗)(大床) 预订满意度: 84%	大床	无	无线免费	免费取消 1.5小时内确认	¥142

房型	床型	早餐	宽带	政策	房价(含服务费)
山景房 [含早] 预订满意度: 85%	多床	三早	无线免费	限时取消	¥248

Figure 1. ctrip.com star rating for Yanqinghotels. From “Yanqing Station” by ctrip.com Copyright by ctrip.com

I measured the dependent variable occupancy rate on a ratio scale value by using the following equation:  $\text{occupancy rate} = \frac{\text{number of rooms occupied} \times 100}{\text{number of rooms available} \times \text{number of days in the period}}$ . Official government website Yanqing Statistical information net provided annual hotel occupancy rate data from 2006. I collected nine years of data from 2006 to 2014.

The first section of response items on the survey, socio-demographic information, was on a nominal scale because values assigned to variables represented a descriptive category and had no inherent numerical value on magnitude. Cicchetti (2014) stated that nominal scales of measurement are composed simply of two or more categories of classification. These variables were qualitatively different; each of the variables measures a common underlying concept, and the variables measure different constructs. The second section of survey items was a nominal scale of measurement because the results will be either *positive attitude*, or *negative attitude*, or *neutral attitude*. Cezar and Ögüt (2014) considered that hotel star rating as a nominal variable in their study because of rating star as a label for each hotel. Brehm, Scholtes, Dallmeijer, Twisk, and Harlaar (2012) stated that in ratio-scale measurement there is always an absolute zero that is meaningful. Hotel occupancy rate had a clear definition of 0.0, meaning there was no guest who stayed in a hotel in the particular period.

PRESOR was an appropriate instrument for this study because members of the target population were hotel owners. PRESOR served the purpose of examining hotel owners' views regarding CSR. Singhapakdi et al. (1996) tested PRESOR with a sample size 153 from a population of more than 1000 and the items' internal consistency and

estimated the instrument's internal reliability as 0.7a. From the hotel owners' answers to PRESOR items, I expected to learn whether the owner holds a positive, negative or neutral perception towards CSR. The raw data were stored in a file containing each respondent's survey response with 17 rows and six columns. I received a total of 538 valid surveys, resulting in a composite data file containing a 9,146 rows and 3,228 columns. Although I did not include the raw data file in the appendices, I will provide the raw data file to any requests to me (via email) for the raw data.

Several researchers have used PRESOR as an instrument in previous CSR studies. Shafer, Fukukawa, and Lee (2007) employed the PRESOR scale to examine the effects of nationality (US vs. China) and collected personal values on managers' responses, and data from practicing managers in particular part-time MBA programs in the U.S. and China. Wurthmann (2013) used PRESOR as an instrument and examined the relationships between ethical educations and moral attentiveness in business students.

Shafer et al. (2007) stated that PRESOR has an accepted reliability and validity. Singhapakdi et al. (1996) and Etheredge (1999) used construct validity to test PRESOR's validity. Etheredge (1999) examined PRESOR's construct validity for Hong Kong managers who had clear differences in ethical attitudes and perceptions from those in the United States. Etheredge (1999) stated that PRESOR has acceptable internal consistency reliability in a wider range of populations. Each of the three independent variables, socially responsible attitude, idealism, and relativism was a significant predictor of at least one dimension of PRESOR, which provided support for the predictive validity of this scale. Internal reliability of the PRESOR subscales has ranged from 0.6 to 0.7

(Singhapakdi et al., 1995, Singhapakdi et al., 1996). The PRESOR instrument consisted of two dimensions of ethical ideology, which Forsyth (1980) developed. Hunt, Kieker, and Chonko (1990) developed the four-item socially responsible attitudes instrument. Forsyth (1980) confirmed the two dimensions have moderate test-retest reliabilities ( $\gamma = 0.67$  and  $\delta = 0.66$ ), and have satisfactory internal consistency reliability ( $\alpha = 0.8$  and  $0.7$ ). For this study, I selected measures directly from the literature from other studies for which previous researchers established the validity of PRESOR.

Participants volunteered to participate and answer all the questions via an online survey website known as Survey Monkey in Chinese language (<https://zh.surveymonkey.com/>). Family-owned hotels' owners in Yanqing Zhen received the survey link by WeChat or work/personal e-mail. The survey website was opened for 14 calendar days to allow participants enough time to complete my instrument. I closed the website after 14 calendar days.

Shafer's et al. (2007) used the Likert scale and examined people's attitudes; they summed the scores from survey questions of each participant to evaluate each participant's attitude. If a participant's overall score was greater than the reference score (total score from neutral attitude), the participant had a *positive* attitude; if lower than the reference score, the participant had a *negative* attitude; if equal to the reference score, the participant had a *neutral* attitude. I used the same method to evaluate each participant's attitude. After participants had answered each question, I coded their answers. For example, if the response to question 1 was strongly agreed, the score of the answer was 5. Because a response to *neutral* represented 3 points and there were total 16 questions, the

total points for *neutral* responses would be 48 points. A total score of a participant's survey under 48 represents the participant had a negative attitude towards CSR. When the total score of a participant's survey was greater than 48, the participant had a *positive* attitude of CSR. An image of an e-mail communication showed permission to use PRESOR instrument from the original developer in Appendix B. Due to a large amount of raw data in this study; the file is available on request.

### **Data Collection Technique**

I posted a link to the consent form along with the survey through most popular social media in China, WeChat, to ask lodging business owners at Yanqing Zhen to complete the consent form and survey online. To increase the number of potential participants, I also sent an email including a brief of the study, survey link, and an introduction of myself to hotel owners who did not have a WeChat account but post their email address on their contact info page of their hotel websites.

Tencent, one of China's largest Internet service portal companies, owns WeChat. As of the fall of 2014, WeChat, the all-you-can-use mobile service had more than 270 million monthly users; WeChat doubled its user base in a year (Beech, 2014). Beech (2014) stated WeChat also has the feature of improved Facebook experience by permitting easy photo posting. A more private comments scheme contained only those people users are friends with, not random friends of friends who can clutter a user's feed. Group chats allowed convivial and efficient communication. WeChat was a convenient tool for me to reach small hotel business owners because the majority of business owners in China use WeChat as an advertising media. I could easily find the business contact

information including WeChat ID and added them to a contact list and start instant communication.

Participants completed the survey online. I stated the purpose of my study and include the survey link to hotel owners on WeChat. I also sent emails including the purpose of the study, and the survey link, to hotel owners to increase the response rate. Owners had an opportunity to review and understand this study's purpose and chose whether they would like to participate in the survey. Wright (2005) noted online surveys attract large numbers of people, and hundreds of thousands of people participate in discussions on almost every conceivable issue and interest. Chang and Vowles (2013) suggested using an online survey can assist researchers contacting certain groups and populations, and noted that online surveys are cost effective. Jin (2011) stated participants could complete online survey quickly and efficiently. Chang and Vowles (2013) noted potential disadvantages of online surveys are Internet accessibility limitation (certain populations lack adequate access, physically or mentally, to the Internet) and respondent truthfulness (participants may provide false information for various reasons).

## **Data Analysis**

### **Research Questions and Hypotheses**

Main research question: What is the influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rate?

Sub-research question: Is there a significant interaction effect between a family-owned hotel owner's attitude towards CSR and star ratings on hotel occupancy rate?

## Hypotheses

$H_01$ : There is no influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

$H_a1$ : There is an influence of star ratings and family-owned hotel owners' attitude towards CSR on hotel occupancy rate.

$H_02$ : Star ratings and family-owned hotel owners' attitude towards CSR interaction is not significant to hotel occupancy rate.

$H_a2$ : Star ratings and family -owned hotel owners' attitude towards CSR interaction is significant to hotel occupancy rate.

The purpose of employing an ANOVA was to examine the significance of mean differences by one or more categorical independent variables (Green & Salkind, 2011). In my study, two independent variables, family hotels' owners' attitude, and star ratings were both categorical, and the dependent variable occupancy rate was continuous. I used a two-way ANOVA to analyze participants' response data. Green and Salkind (2011) stated researcher uses  $F$  tests (ANOVA) on the main effects of the two independent variables and the interaction between the two independent variables. Skidmore and Thompson (2013) stated that ANOVA is a parametric statistical technique, and researchers use ANOVA to examine mean differences on a single response variable across two or more groups on each of one or more factors. Using two-factor ANOVA enables researchers to add a second dimension to the comparison of means across treatment groups not possible from using a single factor ANOVA (Bentoiu, Gogu, Ghic, & Moraru, 2013). Using a two-way ANOVA was appropriate for this study because there

were two independent variables and one dependent variable. I grouped output from the independent variable attitude towards to CSR into five groups: *strongly disagree*, *agree*, *neutral*, *agree*, and *strongly agree*. The independent variable hotel star rating contained three levels, hotels with no star, with one star, and with two stars. The dependent variable occupancy rate was a ratio-scale variable. Therefore, I combined data of occupancy rate into nine group- years based from 2006 to 2014. To test each hypothesis, I intended to examine the significance of the factors in the ANOVA summary table. If the p-value was less than the critical .05 level, I would have rejected the associated null hypotheses.

**Additional methods for hypotheses testing.** Regression analysis is a statistical method to examine a possible quantitative relationship among variables (D. E. Johnson, 1989), and potentially determine the causal effect of one variable upon another (Sykes, 1992). Braun and Oswald (2011) noted that regression analysis is for estimating the relationships among variables, and scientists often use regression analysis for prediction and forecasts. The purpose of the study was to test whether there are significant *differences* in hotel occupancy rates; I chose two-way ANOVA over regression analysis as primary data analysis. However, because I received an unbalanced response from participants, I used multiple regression analysis modeling as a secondary statistics analysis tool to examine data, test the hypotheses, and compare the results with those from ANOVA. Gelman (2005) suggested that using ANOVA can help researchers capture the key features of complex and hierarchical data structures or study designs and presenting the key results.

Researchers should conduct data cleaning and screening before conducting statistical analyses and ensure the data are, usable, reliable, and valid. Badara and Saidin (2014) stated that data screening has a significant positive effect on improving the quality of any analysis result. Tabachnick and Fidell (2007) considered that data screening as an essential means for achieving consistency and accuracy in any analysis. Ringim, Razalli, and Hasnan (2012) also stressed the importance of data screening, and that the quality of research results in multivariate analysis depends on the initial data screening. I conducted data cleaning and screening, find missing data and the normality of data, Karanja, Zaveri, and Ahmed (2013) noted that missing data are a common occurrence in survey-based research studies. SPSS software provided a simple analysis to check for missing data by clicking on the button of *analyzing – descriptive statistics – frequencies*. The procedure showed missing data, and I checked the original data sheet to find out if there was an entry error or if the respondent left a blank. If the missing data were left blank, I would use “replace missing values” function in SPSS to replace the blank cells. Karanja et al. (2013) suggested SPSS provides a simple solution to replacing missing values by using some techniques such as series mean, the median of nearby points, linear interpolation, and linear trend.

Campbell and Thompson (2012) defined a variable’s ANOVA effect size as the percentage of variance in the dependent variable that is attributable to an independent variable. Green and Salkind (2011) defined a *partial*  $\eta^2$  as the proportion of variance of the dependent variable related to a particular main or interaction source, excluding the other main and interaction sources. Green and Salkind (2011) defined 0.01 as a *small*

partial  $\eta^2$ , 0.06 as a *medium* partial  $\eta^2$ , and 0.14 as a *large* effect on partial  $\eta^2$ . I used SPSS version 22.0 two-way ANOVA to calculate effect size in this study. Hair, Celsi, Money, Samouel, and Page (2011) noted that there are two types of estimates of population parameters: point estimates, and confidence interval estimates. Gupta (2012) stated that confidence level is usually set at 95%, meaning 95% of such intervals are expected to contain the true value of a population parameter.

**Addressing parametric assumptions for ANOVA.** Employing a two-way ANOVA requires verifying the following three assumptions: (a) the dependent variable is normally distributed for each of the population groups, (b) the population variances of the dependent variable values are the same for all cells, (c) the cases represent random samples from the populations, and the scores on the dependent variable and the cases are independent of each other (Green & Salkind, 2011). To test the homogeneity of variances assumption, I used SPSS's options to test the normality and homogeneity-of-variance assumptions (Two-way ANOVA in SPSS Statistics, 2013).

If one or more of the assumptions for ANOVA are not valid, SPSS's Bootstrapping feature within ANOVA is a method for developing robust estimates of standard errors and confidence intervals for estimates such as the mean, median, proportion, odds ratio, correlation coefficient, or regression coefficients (IBM, 2013). Bootstrapping is a technique for resampling with replacement from the original sample to estimate the sampling distribution of an estimator. I used SPSS's Bootstrapping feature to test all the hypotheses and develop confidence intervals. Brunelli (2014) confirmed that Bootstrapping is a robust technique for estimating the standard errors and confidence

intervals of population parameters. I used Bootstrapping to identify and address any violations of normality and homoscedasticity assumptions.

### **Study Validity**

#### **External Validity**

Punch (2013) categorized that validity into the external validity and internal validity. Bhattacharjee (2012) suggested that external validity is the ability to consider the applicability of outcomes of the sample to another population. Prowse and Camfield (2013) stated that assuring external validity allows for the extrapolation and application of data to a wider population. Threats to external validity included the limitations of the research findings for generalization to other industries, regions across the world, and different global economic circumstances (Punch, 2013). For other researchers to determine my study results' generalizability, I provided an in-depth description of research procedures, and details of data about groups of people, locations, and time periods.

#### **Internal Validity**

DeForge (2010) stated that internal validity reflects the validity of causal relationships among variables within experiments. Bleijenbergh, Korzilius, and Vershuren (2011) proposed internal validity involve credibility of the variable development and developing causal and logical deductions. Because this study was nonexperimental, internal validity is not relevant.

#### **Statistical Conclusion Validity**

McCormack, Vandermeer, and Allan (2013) noted that Type I error is the probability of incorrectly rejecting the null hypothesis. For my study, I used a significance level of 0.05. Researchers including Shafer et al. (2007), Etheredge (1999), and Litvin, Pan, and Smith (2013) tested PRESOR instrument's reliability and confirmed the PRESOR instrument had accepted reliability. Hair et al. (2011) stated that independent variables must be categorical-scaled variables for the ANOVA test. To ensure statistical conclusion validity, the sample size needs to be sufficiently large to detect a relevant effect size existing in datasets (Petrocelli, 2010). I used G\*Power (Faul et al., 2009) sample size calculator to calculate the minimum sample size requirement to assure the minimum sample size 372 with medium effect size ( $f = .25$ ) for a specified alpha 0.05 and power 0.95 for G\*Power's Means the ANOVA fixed effects, special, main effects and interactions statistical test.

I collected data from a middle-sized town in the developing country of China and limited respondents to the owners of family-owned hotels. The results of this study may, or may not be, generalizable to a different population because the participants are representative of the certain population in certain geography during the certain time frame. Researchers may be able to generalize the research findings to middle-sized towns with similar economic development and environment in China.

### **Transition and Summary**

Section 2 provided details on how I conducted this nonexperimental quantitative research. The purpose of this quantitative causal-comparative study was to examine the significance of the hotel businesses owners' attitude towards CSR and hotel star ratings

on hotels' occupancy rates. I avoided personal interaction with participants to reduce bias. I randomly chose participants from family-owned small size hotels in Yanqing Zhen, Beijing. I distributed surveys to selected hotel owners randomly. I used both SPSS's two-way ANOVA and multiple regression analysis software to analyze the survey data. In Section 3, I present study results and findings, application to professional practice, implications for social change, recommendations for action and further study, and conclusions stemming from self-reflection of the research experience.

### Section 3: Application for Professional Practice and Implications for Social Change

#### **Introduction**

The purpose of this quantitative causal-comparative study was to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. The population of this study included owners of family-owned hotels with fewer than 100 employees within Yanqing Zhen, Yanqing County, Beijing, China. I collected a total of 538 valid completed surveys using an online survey that was administered between May 25, 2016, and June 2, 2016. The number of responses exceeded the minimum required sample size of 372.

I could not use a two-way ANOVA to analyze data because data violated the assumption that the population variances of the dependent variable values are the same for all cells. I therefore used multiple linear regression to test the hypotheses. Findings from the multiple regression analysis study indicate that both star rating and owners' attitudes toward CSR positively influence hotels' occupancy rates. There was no significant interaction effect between star ratings and owners' attitude on hotel occupancy rate ( $p < .05$ ). Over 85% of respondents held a positive attitude towards CSR. More than 75% of the respondents' hotels were 0 stars. From the multiple linear regression analysis, I rejected the first null hypothesis that there is no influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. I could not reject the null hypothesis that the interaction is not significant to hotel occupancy rates.

#### **Presentation of Findings**

##### **Data Collection and Preparation**

The purpose of this quantitative study was to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. The research question was: What is the influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rate? The sub-research question was: Is there a significant interaction effect between a family-owned hotel owner's attitude towards CSR and star ratings on hotel occupancy rate? After receiving IRB approval (approval number 05-18-16-0267942), I contacted 2,000 owners of family-owned hotels located in Yanqing Zhen, China via WeChat and email. I input survey questions on Survey Monkey and set up starting and ending times for completing the survey. I sent online survey invitations and the survey link via WeChat. After nine days of collection, I received 538 valid surveys. I then used SPSS multiple linear regression to process and analyze all data.

The null hypotheses of this study are: (a) there is no influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rate and (b) family-owned hotel owners' attitude towards CSR and star rating interaction is not significant to hotel occupancy rate. As shown in Table 2, I coded demographic variables and variables of hotels owners' responses then used SPSS software test the data.

Table 2

*Codes Used in SPSS*

Codes for variables	Response options	Code used in SPSS
Gender	Male	1
	Female	2
Age	18-39	1
	40-59	2
	Over 60	3
Education	High school or under	1
	College or graduate school	2
Born in Yanqing	No	1
	Yes	2
Residency length	Less than 10 years	1
	More than 10 years	2
Total score of attitude	Strongly Disagree	1
	Disagree	2
	Neutral	3
	Agree	4
	Strongly Agree	5

### **Descriptive Statistics**

Findings include summary descriptive statistics of respondents' demographic characteristics and the dependent variable occupancy rate. From the data results, 76.4% respondents were male, and 23.6% were female. For age, 81.8% of respondents were between 18 and 39, 15.4% were 40-59 years old, and only 2.8% were over 60 years old.

For education, 79.8% of respondents had completed college or graduate school education while 20.2% had a high school education or below. For Question 4 in the personal profile section of the survey, 84% of respondents reported that they were born in Yanqing Zhen and 16%, outside of Yanqing Zhen. Regarding the length of time lived in Yanqing, 85.2% said they had lived in Yanqing Zhen more than 10 years and 14.8%, fewer than 10 years. I found that 46.9% of participant hotels were 0 star hotels, 43.2% were 1 star hotels, and 9.8% were 2 star hotels. Regarding their attitudes towards CSR, 5.8% participants had a strong positive attitude towards CSR, 18.6% had a positive attitude, 54.9% had a neutral attitude towards CSR, 19.5% had a negative attitude, and only 1.3% had a strong negative attitude towards CSR.

Table 3 shows relevant descriptive statistics for the sample's star ratings. The minimum star rating is 0 stars while the maximum is 2 stars in my study. The mean star rating was 0.63, and the standard deviation was 0.656, which indicates that the data points are close to the mean of 0.63 as shown in Figure 3. The minimum point for hotel owners' attitude towards CSR was 1, and the maximum is 5. The mean was 3.08, and the standard deviation was 0.811, suggested scores of owners' attitudes were close to the mean of 3.08 as shown in Figure 4. The dependent variable occupancy rate had a minimum point 40 and maximum point 72. The mean value was 54.21, and the standard deviation was 4.090, which showed the occupancy rate data points were spread out over a wide range of values as shown in Figure 5.

Table 3

*Descriptive Statistics of Hotel Star Ratings*

	N	Minimum	Maximum	Mean	Std. Deviation
Star_rating	538	0	2	.63	.656
Attitude	539	1	5	3.08	.811
Occupancy_rate	539	40	72	54.21	4.090
Valid N (listwise)	539				

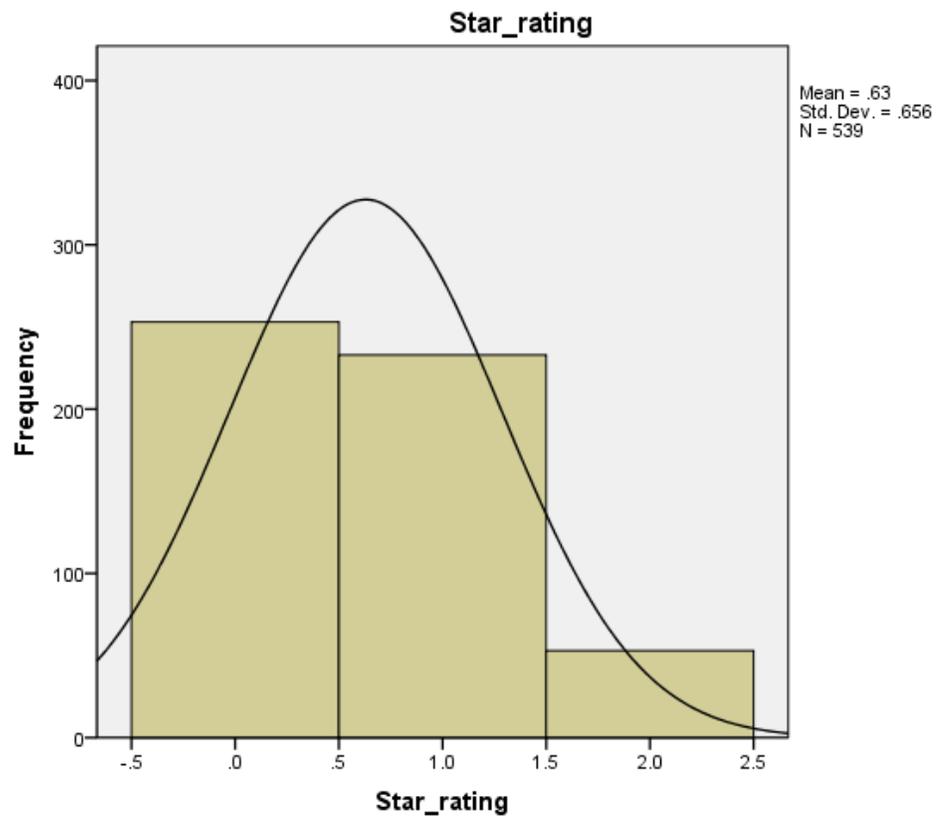


Figure 2. Histogram of hotel star ratings.

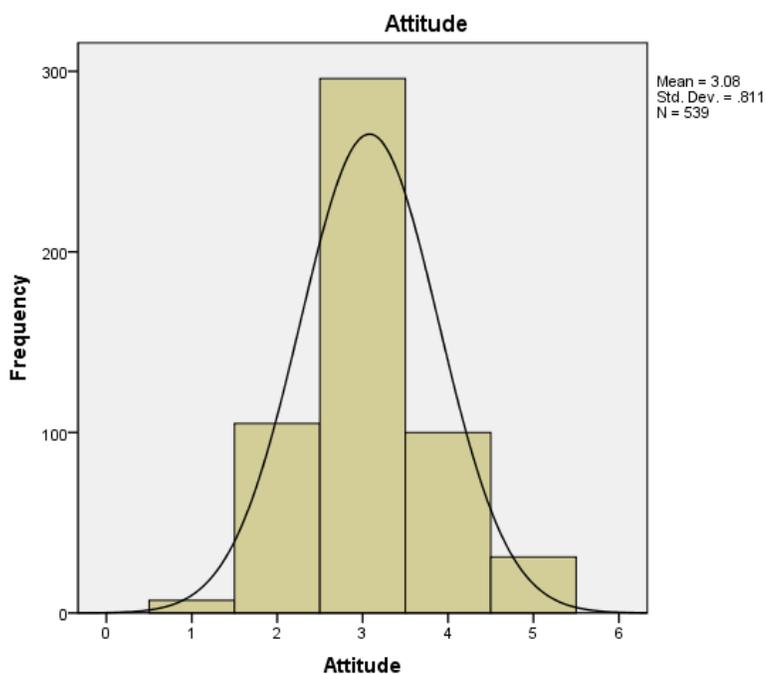
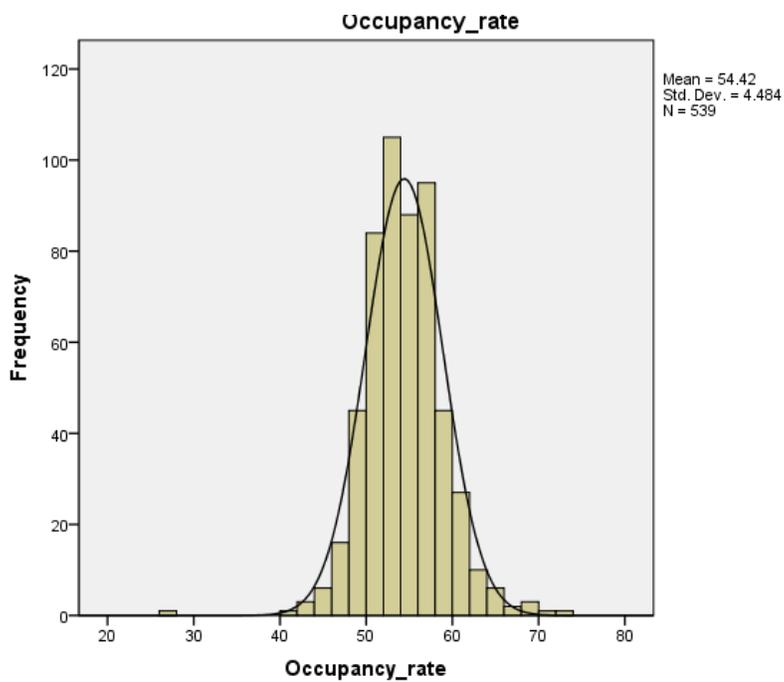


Figure 3. Histogram of hotel owners' attitude



*Figure 4.* Histogram of hotel occupancy rate.

### **Evaluation of Statistical Assumptions**

**Missing data.** Hair et al. (2011) stated missing data can impact the validity of a study. I used SPSS software to check for missing data by using the buttons for analyzing – descriptive statistics – frequencies. There were missing data in one cell from question 2, two cells from question 5, two cells from question 6, three cells from question 8, one cell from question 9, one cell from question 10, two cells from question 11, three cells from question 12, two cells from question 13, one cell from question 14, one cell from question 15, and two cells from question 16. A total of 21 cells of 87,500,000 cells were missing data or less than 0.000024%. There is a risk that means substitution could underestimate variance (Schlomer, Bauman, & Card, 2010), but this risk appears minor. I used SPSS replace missing value function series mean method to replace the 21 cells missing data.

**Assumptions.** According to Green and Salkind (2011), random-effect multiple linear regression has three assumptions: (a) the variables are multivariately normally distributed in the population, (b) the scores on variables are independent of other scores on the same variables, and (c) no significant multicollinearity. I used 1-Sample Kolmogorov-Smirnov (K-S) tests to determine if the variables had a normal distribution. The K-S test results in Table 4 demonstrate that the results were not significant for any variables, and I could not reject the assumption of the variables' normality. For this study, the hotel occupancy rate data were continuous ratio-scale. The relationship between the independent and dependent variables appeared to be linear. Furthermore, I conducted Durbin-Watson testing to identify any autocorrelation among residuals. The resultant

Durbin-Watson was  $d = 1.867$ , and according to Durbin and Watson (1951), because  $1.5 < 1.87 < 2.5$  there is no evidence of significant evidence of auto-correlation in the multiple linear regression data. Finally, I tested for potential multicollinearity among the star rating and owners' attitude. As shown in Table 5, Variance Inflation Factor (VIF) of star rating is 1.031, VIF of owners' attitude is 1.023. According to Cleophas and Zwinderman (2016), because the test statistic's value was less than 10, I determined that there was no significant collinearity among the independent variables.

Table 4

*One-Sample Kolmogorov-Smirnov Test*

		Star_Rating	Attitude	Occupancy_Rate
N		538	538	538
Normal Parameters <sup>a,b</sup>	Mean	1.00	2.98	54.22
	Std. Deviation	.254	.493	3.548
Most Extreme Differences	Absolute	.028	.037	.030
	Positive	.028	.018	.030
	Negative	-.012	-.037	-.027
Kolmogorov-Smirnov Z		.638	.852	.693
Asymp. Sig. (2-tailed)		.810	.463	.723

a. Test distribution is normal.

b. Calculated from data.

Table 5

*Collinearity Statistics*

Model		Collinearity Statistics	
		Tolerance	VIF
1	Star_rating	.970	1.031
	Attitude	.977	1.023

a. Dependent Variable: Occupancy\_rate

**Statistical Analysis**

Examining the test results for the validity of the homoscedasticity assumption (Table 6) revealed that the significance level of star rating .166 is larger than .05, but the significance of owners' attitude .021 is less than .05, indicating there is a heteroscedasticity problem in data of owners' attitude. Therefore, the data violated the second assumption for ANOVA that the population variances of the dependent variable values are the same for all cells. I therefore used multiple linear regression with SPSS's bootstrapping feature to analyze the response data. I tested three assumptions for multiple linear regression: (a) the variables are multivariately normally distributed in the population, (b) the scores on variables are independent of other scores on the same variables, and (c) no or little multicollinearity. There was insufficient evidence to conclude that any of the assumptions were not valid.

Table 6

*Test for Homoscedasticity*

Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients Beta		
1	(Constant)	2.151	.633		3.398	.001
	Star_Rating	-.478	.345	-.060	-1.386	.166
	Attitude	.410	.178	.099	2.307	.021

a. Dependent Variable: AbsUt

Table 7 contains the multiple linear regression model summary and overall fit statistics. The adjusted  $R^2$  of my model is .136 with the  $R^2 = .131$ ; that meant the linear regression model explains 13.1% of the variance in the occupancy rate data. Table 8 contains the F-test results, which show the independent variables statistically significantly predict the dependent variable  $F(3,535) = 28.009, p < .0005$ . Cohen's  $f^2$  is

one of several effect size measures for use in multiple regression. According to online effect size calculator (Soper, 2016), Observed  $R^2 = .136$   $f^2$  effect size is 0.157. Based on G\*Power a priori power analysis for linear multiple regression, Fixed model,  $R^2$  deviation from zero calculation, effect size  $f^2 = 0.157$ , and alpha  $\alpha = .05$ , the power level is 95%, and the G\*Power software output indicated a minimum sample size of 102 participants. I collected 538 valid responses and therefore exceeded the minimum sample size.

Table 7

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.368 <sup>a</sup>	.136	.131	4.180	1.930

a. Predictors: (Constant), Attitude, Star\_rating, interaction

b. Dependent Variable: Occupancy\_rate

Table 8

*F-test of the Multiple Regression Model*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1468.191	3	489.397	28.009	.000 <sup>b</sup>
	Residual	9348.068	535	17.473		
	Total	10816.259	538			

a. Dependent Variable: Occupancy\_rate

b. Predictors: (Constant), Attitude, Star\_rating, and their interaction

Table 9 contains the results of multiple linear regression analysis for answering the research questions. For the main effect, the coefficient for star rating is positive and statistically significantly different from zero  $p$ -value = .016. The coefficient for owners' attitude is positive and statistically significant because its  $p$ -value is .000, which is smaller than .05. The coefficient for interaction influence star rating and owners' attitude

is not statistically significant because its p-value is .641, which is larger than .05, indicating there is a no significant interaction effect between a family-owned hotel owner's attitude towards CSR and star ratings on hotel occupancy rate.

Table 9

*Multiple Linear Regression Models' Coefficients Estimates and Their Significance*

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	44.254	1.284			34.452	.000
Star_rating	3.447	1.420	.351		2.428	.016
Attitude	2.383	.409	.299		5.834	.000
Interaction	-.194	.415	-.072		-.467	.641

a. Dependent Variable: Occupancy\_rate

Table 10

*Bootstrap for Coefficients Multiple Linear Regression Estimates*

Model	B	Bias	Std. Error	Sig. (2-tailed)	Bootstrap BCa 95% Confidence Interval	
					Lower	Upper
1 (Constant)	44.254	-.066	1.800	.002	40.813	47.684
Star_rating	3.447	.142	1.664	.032	.238	7.320
Attitude	2.383	.019	.531	.002	1.226	3.486
Interaction	-.194	-.042	.469	.651	-1.069	.596

a. Unless otherwise noted, bootstrap results are based on 538 bootstrap samples

As was concluded from Table 9, the bootstrapped estimates and confidence intervals in Table 10 indicate that both hotels' star ratings and owners' attitudes toward CSR are positive and influence the hotels' occupancy rates. Furthermore, since the p-value for interaction term in Table 10 (.596) was larger than .05, I accepted the second

null hypotheses: family-owned hotel owners' attitudes towards CSR and star rating interaction is not a significant predictor of hotel occupancy rates.

### **Guiding Theoretical Framework and Comparisons with Previous Studies**

The results from this study confirmed hotel star rating has a positive and statistically significant influence on hotel occupancy rate. Furthermore, the results correlate to previous studies. For example, M. Wang et al. (2015) collected data from Expedia without location limitations. Cezar and Ögüt (2014) did a study in London and Paris. M. Wang et al. (2015) and Cezar and Ögüt (2014) presented findings of a positive relationship between hotel star ratings and hotel occupancy rate. The results from my study confirmed the positive correlation between star ratings and occupancy rate. For the second independent variable, the hotels' owners' attitudes towards CSR also have a statistically significant influence on hotel occupancy rate. These results confirmed previous studies conducted by Munasinghe and Malkumari (2012) in Sri Lanka. Shafer (2013) in Hong Kong that managers with positive attitudes of CSR positively influenced the companies' reputations and performance.

The CSR theory and social capital theory (SCT) are relevant theories in this study. The general assumptions of the CSR concept suggest a secret agreement exists between business and society (Ahenkora, Banahene, & Quartey, 2013). Social capital theory (SCT) refers to social networks, the exchanges that arise from them, and their value within the business environment (Cowley, 2013). Findings from this study showed a positive correlation between hotel owners' attitude towards CSR and hotel occupancy rate, which confirmed most respondents believed the ethics and social responsibility of a firm are

essential to its long-term profitability. The majority of participants agreed that satisfying their stakeholders including local communities, local governments and employees are their priority. Small hotel business owners can use CSR to help them build a positive image to increase hotel occupancy rate and improve business performance; the findings confirmed Akanbi and Ofoegbu's (2012) study result that CSR helps companies to affect their business performance positively. Hotel business owners could use CSR engagement to attract customers and employees, to earn stakeholders' trust, and conform to social norms to ensure the long-term survival of business (Tyagi & Gupta, 2012, Cowley, 2013). Based on above analysis, the findings from this study align with the CSR and SCT theories.

### **Applications to Professional Practice**

The findings of the study confirmed a positive correlation between hotel owners' attitude towards CSR and hotel occupancy rate, a positive relationship between hotel star ratings and hotel occupancy rate, and the interaction term does not associate with hotel occupancy rate. Subasic, Reynolds, Reicher, and Klandermans (2012) stated CSR relates to changes in social relationships, political affairs, and economic concerns, and the concept of CSR is a central topic in the purpose of businesses and companies. Results of the study might prove valuable to current and future family-owned hotels' owners of the importance of CSR concept. Family-owned hotels' owners can improve their hotels' occupancy rates by learning and applying knowledge from this study. The study findings can help family-owned hotel owners avoid potential misunderstanding of CSR. Sen and Cowley (2012) confirmed SMEs have a higher pressure on survival and profitability, and

most SMEs' owners paid little attention to engaging CSR activities. Results from this study confirmed CSR activities could increase family-owned hotels occupancy rates, and as Garay and Font (2012) noted, family owners could be encouraged to overcome the financial barrier and engage CSR activities in an efficient manner. Results from this study showed both hotel star ratings and hotels' owners' attitude towards CSR could influence hotels' occupancy rates. Family-owned hotels' owners can manage a successful business by learning the benefits of engaging CSR activities and generating positive publicity and media opportunities.

### **Implications for Social Change**

Business owners could use findings of this study to help improve the family-owned hotel's occupancy rates, business performance, and survival rate. SME businesses account for a significant proportion of all businesses. Omri and Frikha (2011) emphasized the significance of small businesses regarding contributions to the national economy and job creation. The main reason for SMEs' high business failure is a lack of knowledge of the appropriate survival strategies (Shirokova, Vega, & Sokolova, 2013). The findings of the study may help to fill in the gap of knowledge of the influence of CSR on the family-owned hotel business success. Small business owners can now understand and apply the new strategies to improve business performance. Family-owned hotels' owners could learn benefits of engaging in CSR and be encouraged to voluntarily integrate social and environmental concerns into their business strategies and operations. For governments, the study results could prove valuable to policy planners and makers. Local governments can assist local family-owned hotel businesses by providing CSR

knowledge, training events, human resources, and rewards for involvement in CSR activities. Improving local small business success rates could help society decrease wasting resources including financial, labor and environmental resources, and encourage businesses to operate in a more environmentally effective and efficient way.

### **Recommendations for Action**

Using this study's findings, the owners of family-owned hotel businesses can take several steps to increase their hotel occupancy rates. Hotel owners should learn their attitude towards CSR can positively influence their hotels' occupancy rates. To help potential readers understand my study's findings, conclusions, and recommendations, I will summarize and translate my study's results and findings to Chinese language and will share the results by sending them via WeChat or Email to hotel owners, governments, and scholars who might be interested in my study. Hotel business owners need to consider the cost of CSR activities and learn how they can benefit from CSR engagement in the long term. The key step for owners of family-owned hotels is to understand embracing CSR can help them differentiate from competitors, increase customer retention, and attract and maintain a positive working environment for employees.

Business owners should understand that addressing their ethical and socially responsibilities are important for their business in both the short-term and long-term. Sharifi (2014) stated small businesses owners typically use their personal experience and intuition to make business decisions, and they are responsible for the major tasks and decision making. Small business owner's decision making determines the future of the business. By reading my study and other materials available in public libraries, owners of

family-owned hotels should ensure they fully understand the term CSR, what activities are included in CSR, how to operate a business in an ethical and efficient way, and include CSR in their business plan and objectives. Constant communication with stakeholders is crucial in CSR; survey results revealed keeping an open communication with local communities and employees can be ignored or considered the least important for owners of family-owned businesses. My intention is to publish my study in ProQuest and share findings with owners in the hotel industry, universities, and forums where business leaders participate in a discussion of business growth and survival strategies.

### **Recommendations for Further Study**

I conducted a quantitative causal-comparative study and examined the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. The study results and findings are based on 538 responses from an online survey. The population was limited within Yanqing Zhen, Yanqing County, Beijing, China. Including only one geographic location is a key limitation for this study's potential relevance. To generalize the findings, future researchers can expand to different geographic locations such as different cities, provinces, or countries. The site of this study is in a rural area, and researchers can choose populations in urban areas. Moreover, I considered only small family-owned hotels with fewer than 100 employees. Researchers can collect data from medium or large size hotels' owners. Furthermore, I collected data from hotels' owners; future researchers should consider including hotel managers and employees as potential participants for similar studies. Additionally, future researchers can examine different independent variables such as price, location, customer review

based rating, environment, and service quality. Researchers can also choose different types of family-owned small businesses related to the tourism industry, for example, retail, restaurant, transportation, souvenir manufacturing, or other services. Furthermore, future researchers can use the qualitative research method to explore customers' star ratings and hotels' owners' attitudes towards CSR. Future researchers should also consider additional statistical methods, in addition to multiple linear regression analysis, that can assist in confirming the finding on owners' attitudes toward CSR, and star ratings on both hotels' occupancy rates and profitability.

### **Reflections**

Before conducting this research study, I reviewed business and academic literature on a topic of personal interest, literature with implications for the future, and of potential interest to other researchers and scholars. In this study, I examined the influence of family-owned hotel owners' attitudes towards CSR and star ratings on hotels' occupancy rates. I had the opportunity to learn the hotels' owners' attitudes towards CSR. The findings of this study provide evidence to support the influence of owners' positive attitude of CSR and increasing their hotels' occupancy rates.

When I started my doctoral study, my understanding of CSR was limited to actual actions and activities such as donations to local community and local environment protection. However, as I read, researched, and worked on my study, my knowledge and scope of CSR were broadened. I learned that in addition to financial donations and environment protection, a business could be involved in CSR through two-way communications with stakeholders, employee volunteering, engaging with local

communities, and engaging in ethical labor practices. Moreover, I learned developing a good working relationship with participants is critical. Without a solid and well-built working relationship, potential participants would be less likely to respond and complete surveys. I spent time explaining my study's purpose, the participants' rights, potential benefits they could receive from this study and made them feel comfortable to participate in an online survey. Before the research, I did not expect data analysis would take me much time. However, because of violations of parametric assumptions, I could not use two-way ANOVA and had to use multiple regression analysis with bootstrapping to test the hypotheses for addressing my research question. Before this study, I thought people paid more attention to star rating rather than whether the business is ethical in a developing country like China. However, findings from this study support a significant positive relationship between hotel owners' attitude of CSR and hotel occupancy rate. As more businesses leaders realize the importance and benefits of CSR and develop business strategies incorporating CSR considerations, small family-owned hotel businesses can benefit from higher occupancy and increasing survival rates.

### **Conclusions**

Scholars and researchers are paying more attention to CSR and its influence because of the indirect effect of CSR on organizations, communities, and stakeholders (Fatma, Rahman & Khan, 2014). More and more businesses expand their strategies and operations to include social and environmental concerns (Izzo, 2014). The purpose of this quantitative causal-comparative study was to examine the potential influence of family-owned hotel owners' attitudes towards CSR and star ratings on hotels' occupancy rates. I

conducted this research using an online survey instrument and employed SPSS's multiple regression analysis programs to test two hypotheses for addressing my research question. The findings indicated hotel star ratings and hotels' owners' attitude of CSR positively influence hotel occupancy rate because the p-values are smaller than .05 without any significance interaction. From these results, owners of small family-owned hotels can learn consumers prefer businesses engaged in social responsibility programs to those who do not. Owners of family-owned hotels should start to be involved in CSR activities and take responsibility for their companies' effects on environmental and social wellbeing.

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## Appendix A: Survey Participant Consent Form

You are invited to take part in research study of local family-owned hotel owners' attitudes and actions towards corporate social responsibility (CSR) in Yanqing town, Beijing, China. The researcher is inviting owners and managers of local family-owned hotel within Yanqing town to be in this study. This form will explain to you the purpose of the study, risks, and benefits from this study, and withdraw process to allow you to understand this research before deciding whether to take part.

This study will be conducted by the researcher Che Wang, a doctoral student in Business Administration at Walden University, U.S.A.

### **Background Information**

The purpose of this study is to investigate the relationship between family-owned hotel occupancy rate and the businesses' CSR engagement. Businesses involve in CSR activities bring multiple benefits to the company and local communities. The researcher seeks to find out whether hotels' owners' attitude towards CSR and star ratings have effect on their occupancy rate.

### **Procedures**

To participant to this study, you must be the owner of a hotel business in Yanqing town and over 18 years old. If you agree to be in this research, you will be asked to complete two pages of survey, including a profile section and an attitude section. It will take about 20-30 minutes to complete the survey. You are asked to answer the questions honestly.

### **Voluntary Nature of the Study**

This study is completely voluntary. You have the right to not participate and can withdraw anytime during or after the study by contacting the researcher's cell phone. If you decide to withdraw your survey, your survey will be destroyed immediately and your information will be no longer included in this study.

### **Privacy**

Any information you provided will be confidential. Your profile information will be not used for any other purpose or study. Surveys will be kept safe at researcher's home; no one else has access to the surveys, and surveys will be destroyed after 5 years.

### **Risks and Benefits**

You may feel stress to participate in the research because there are questions regarding age, management, profits, and business strategy. There is no risk to your safety or wellbeing by participating in this research.

The study report might be read and reviewed by scholars, tourists, visitors, investors and government. Government and non-government organizations interested in CSR might promote the idea of engaging with CSR and spread the word of the benefit engaging in CSR.

### **Contacts and Questions**

If you have any question, you can contact the researcher by email [redacted], or by cell phone [redacted] (Chinese cell phone number) or [redacted] (US cell phone number).

## Statement of Consent:



I have read the above information, and have received answers to any questions I asked. I consent to take part in the study.

Your Signature \_\_\_\_\_

Date \_\_\_\_\_

Your Name (printed) \_\_\_\_\_

## Appendix B: Permission to Use PRESOR Scale

Professor Singhapakdi,

I am a Doctoral of Business Administration candidate at Walden University. I am working on my doctoral dissertation. My topic is "Influence of Owners' Corporate Social Responsibility Outlooks and Star Ratings on Hotel Occupancy Rates". The purpose of this quantitative causal-comparative study is to examine the potential influence of family-owned hotel owners' attitude towards CSR and star ratings on hotel occupancy rates. My study population are limited to local small hotel owners at Yanqing Zhen, Beijing, China, and the hotel business must be a small business as having fewer than 100 employees. I am very interested to know their attitude towards corporate social responsibility and how their attitude affect their business performance. I have read your article "The perceived importance of ethics and social responsibility on organizational effectiveness: a survey of marketers." I think PRESOR scale will be perfect for my study.

To use and reprint PRESOR scale which developed by you and Dr. Kraft, Dr. Vitell, and Dr. Rallapall, my university requires a formal permission from original developer and author. If you may reply my email and state you permit me to use and reprint PRESOR for my doctoral research, I deeply appreciate your time and consideration. Your permission is vital for my study, I cannot finish my dissertation and degree without it.

Thank you very much in advance.

Best Regards,

DBA student, Che Wang

November 30th, 2016

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Singhapakdi, Anusorn  
to me ▾

6:07 AM (2 hours ago) ☆ ↩

Dear Che,

Yes, you have my permission to use and reprint the PRESOR scale for your doctoral research. Good luck with your research.

Best wishes,

Anusorn Singhapakdi, Ph.D.  
Professor of Marketing

### Appendix C: Survey Instrument

I am a candidate of Doctor of Business Administration study at Walden University in the US. This survey is an important part of my doctoral study. The aim of this research is to examine whether family-owned hotel occupancy rate is affected by the hotel star rating and owners' attitudes towards corporate social responsibility. All your information and answers will be held in strict confidence and used only for this research's purpose.

Many thanks for your time and cooperation!

## Personal Profile (Please tick in the square)

1) Gender:

Male  Female 

2) Age:

18-40  40-60  Over 60 

3) Education Degree:

High school or under  College or graduate school 

4) Were you born in Yanqing County, Beijing:

Yes  No 

5) How long time are you residing here:

less than 10 years  more than 10 years

## Attitude about ethics and social responsibility

(Please Circle the Appropriate Number)

<i>Number</i>	<i>Question</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
<i>1</i>	<i>Being ethical and socially responsible is the most important thing a firm can do.</i>	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>
<i>2</i>	<i>While output quality is essential to corporate success, ethics, and social responsibility is not.</i>	<i>(5)</i>	<i>(4)</i>	<i>(3)</i>	<i>(2)</i>	<i>(1)</i>
<i>3</i>	<i>Communication is more important to the overall effectiveness of an organization than whether or not it is concerned with ethics and social responsibility.</i>	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

<i>Number</i>	<i>Question</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
4	<i>Corporate planning and goal setting sessions should include discussions of ethics and social responsibility.</i>	(1)	(2)	(3)	(4)	(5)
5	<i>The most important concern for a firm is making a profit, even if it means bending or breaking the rules.</i>	(5)	(4)	(3)	(2)	(1)
6	<i>The ethics and social responsibility of a firm are essential to its long-term profitability.</i>	(1)	(2)	(3)	(4)	(5)

<i>Number</i>	<i>Question</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
7	<i>The overall effectiveness of a business can be determined to a great extent by the degree to which it is ethical and socially responsible.</i>	(1)	(2)	(3)	(4)	(5)
8	<i>To remain competitive in a global environment, business firms will have to disregard ethics and social responsibility.</i>	(5)	(4)	(3)	(2)	(1)
9	<i>Social responsibility and profitability can be compatible.</i>	(1)	(2)	(3)	(4)	(5)
10	<i>Business ethics and social responsibility are critical to the survival of a business enterprise.</i>	(1)	(2)	(3)	(4)	(5)

<i>Number</i>	<i>Question</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
11	<i>A firm's first priority should be employee morale.</i>	(1)	(2)	(3)	(4)	(5)
12	<i>Business has a social responsibility beyond making a profit.</i>	(1)	(2)	(3)	(4)	(5)
13	<i>If survival of a business enterprise is at stake, then you must forget about ethics and social responsibility.</i>	(5)	(4)	(3)	(2)	(1)
14	<i>Efficiency is more important to a firm than whether or not the firm is seen as ethical or socially responsible.</i>	(1)	(2)	(3)	(4)	(5)
15	<i>Good ethics is often good business.</i>	(1)	(2)	(3)	(4)	(5)

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<i>Number</i>	<i>Question</i>	<i>Strongly</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly</i>
		<i>Disagree</i>				<i>Agree</i>
<i>16</i>	<i>If the stakeholders are</i> <i>unhappy, nothing else</i> <i>matters.</i>	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

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Thank you very much!