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Relationship Between Corporate Social Responsibility, Environmental Management, and Profitability

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Walden University

College of Management and Technology

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Daisy Valentin

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Walden University
2018

Abstract

Relationship Between Corporate Social Responsibility, Environment Management, and
Profitability

by

Daisy Valentin

MS, Capella University, 2011

BS, Hodges University, 2006

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Walden University

April 2018

Abstract

The U.S. hospitality industry's profitability has been shifting to environmental management and corporate social responsibility (CSR) practices. Hospitality industries accounted for 5% of the global market in 2015 and are expected to increase by 130% in 2035. Grounded in stakeholder theory, this correlation study examined the relationship between corporate sustainability officer (CSO) CSR, CSO environmental management, and hospitality business profitability. Secondary data were collected from 97 hotel websites of the Minneapolis-St. Paul, Minnesota area from 2014 to 2016. The multiple linear regression combinations of CSR and environmental management (EM) measured significantly related to the profitability index, $F(3, 93) = 4.67, p < .001, \text{adj. } R^2 = .13$. The sample multiple correlation coefficients were .36, indicating approximately 13% of the variance of the profitability index. The multiple linear regression combinations of CSR measures significantly related to the profitability index, $F(2,94) = 6.05, p < .001, \text{adjusted } R^2 = .11$. The sample multiple correlation coefficients were .34, indicating approximately 11% of the variance of the profitability index. The linear combination of EM measures were not significantly related to the profitability index, $F(2,94) = 2.91, p < .001, \text{adjusted } R^2 = .06$. The sample multiple correlation coefficients were .24, indicating approximately 6% of the variance of the profitability index. The implications for positive social change include the potential to identify hospitality industry leaders involved in environmental management who have a CSR to promote social change in their communities.

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Dedication

I dedicate this doctoral study to my husband and children, Omar E. Valentin, Iris Z. Smith, Victor E. Gatjens, and Omar D. Valentin. Second, I dedicate this journey to my mom and brother, Norma I Aviles and Dr. Luis A. Bonilla, for always showing me hard work pays off. I pray GOD's strength and wisdom shine bright enough through me, so you will never give up on expanding your minds. If I can reach higher grounds and achieve my goals, so can all of you. With GOD all things are possible we must believe there is a purpose and a reason for everything if we only believe.

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Section 1: Foundation of the Study

The hospitality industry's environmental contribution to economic change brings into question the accountability of the hospitality industry regarding corporate social responsibility (CSR) and environmental management (EM) sustainability. The hospitality industry is an essential component of energy consumption, waste, and greening on a global level (Hays & Ozretić-Došen, 2014). Analyzing EM in the hospitality industry and the risk factors of sustainability in businesses today. My primary goal in the research study was to understand the topic on how corporate sustainability officers (CSOs) within hospitality industries know or are not aware of the relationship between CSR and EM affect their business practices daily. Identifying the research question allows acknowledging the information for the significance of the study. My focus was on understanding whether the CSR and EM practices affect the economy and the company's profits.

Background of the Problem

The hospitality industry in the United States is currently trying to fit in the academic research. Wijesinghe (2014) explored CSR and EM in the hospitality industry as part of sustainability. Researchers specifically involving CSR in the hotel industry have increased studies such as those examining organizational identity of the hospitality industry's (Martinez, Perez, & del Bosque, 2014) and EM risks (Casey & Grenier, 2015).

The CSOs in hospitality industries have been lacking in taking responsibility in applying environmental and social practices to their missions and vision statements regarding environmental and social issues in their day-to-day operations. Enterprises take up responsibility in increasing the corporate social responsibility, and EM could enhance profitability (Rhou, Singal, & Koh, 2016). Hospitality industries accounted for 5% in 2015 of the global market and expected to grow in profitability by 2035 (Aragon-Correa, Martin-Tapia, & de la Torre-Ruiz, 2015).

Problem Statement

CSR and EM practices can negatively affect the profitability of an organization, if not managed properly (Rhou et al., 2016). In accordance to KLD statistical reports, the expatriate failure rate of U.S. business involving CSR and EM increased from 13% in 2008 to 14% in 2011 (Casey & Grenier, 2015). The general business problem was CSOs were unable to project how changing CSR and EM practices within a business can affect profitability. The specific business problem was that some CSOs in the hospitality industry do not understand the relationship between CSR, EM, and hospitality business profitability.

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationship between CSO CSR, EM, and hospitality business profitability. The targeted population included chief sustainability officers in hospitality businesses with 5 years of experience in an industry located in the Hennepin County, Minneapolis-St. Paul, Minnesota, area. The independent variables were CSO CSR and CSO EM practices. The

dependent variable was hospitality business profitability from 2014 through 2016. The implications for social change include the potential for CSOs to make decisions regarding social issues by implementing proper CSR and EM practices.

Nature of the Study

Quantitative researchers use numerical measurements and statistical analyses to test hypotheses (McCusker & Gunaydin, 2015), whereas qualitative researchers use rich textural data that cannot be generalized to a larger population (Rovai, Baker, & Ponton, 2013). Researchers have used a mixed-methods approach to look for *how and why* answers, rather than explaining the outcome of their results (Yin, 2014). The quantitative approach is used when the researcher needs to test the efficacy of constructs in predicting the relationship between variables and using numerical data to make inferences from the results of the analysis (Yilmaz, 2013). The quantitative approach was appropriate for this study.

The correlational study design is appropriate when measuring the degree and pattern of relationships between the study variables (Yilmaz, 2013). A key focus of correlational designs is testing a theory consisting of dependent variables that are measured with and analyzed using a function of one or more independent variables (Yilmaz, 2013). The objective of the study was to examine the relationship between variables representing CSR and EM. Researchers use experimental and quasi-experimental designs to seek cause-and-effect relationships (Gupta, 2014). My purpose in this study was not to seek cause and effect; thus, the experimental and quasi-experimental designs were not appropriate for this study.

Research Question

The central research question for this study was: What is the relationship between CSO corporate social responsibility, CSO EM, and hospitality business profitability?

Hypotheses

H_01 : There was no statistically significant relationship between CSO corporate social responsibility, CSO EM, and hospitality business profitability.

H_{a1} : There was a statistically significant relationship between CSO corporate social responsibility, CSO EM, and hospitality business profitability.

Conceptual Framework

Freeman (1984) mentioned the creation of stakeholder concept in 1963 from the Stanford Research Institute. Freeman used the stakeholder theory to explain strategic management based on the premise leaders can increase profitability and enhance business environment performance. Freeman mentioned CSR and environmentalism were essential constructs in stakeholder theory. Freeman identified the following key constructs underlying stakeholder theory: (a) corporate social responsibility, (b) environmental management, and (c) business profitability. As applied to the study, stakeholder theory holds the expectancy of the independent variables (corporate social responsibility and environmental management construct), measured by secondary data for corporate social responsibility data, to predict chief sustainability officers' intentions. The application of a survey study provides a rationale for answering the research question since both variables (corporate social responsibility and environmental management) can be measured through individual responses to describe trademarks of a larger and similar

population (Freeman, 1984). Stakeholder theory is an employed tool to help researcher design instruments and testable hypothesis regarding CSR, EM, and business profitability (Freeman, 1984).

Operational Definitions

Corporate Social Responsibility (CSR): A process in which organizations implement social and environmental applications into their business practice aligns with their stakeholders for an interest in the operations (Casey & Grenier, 2015; Kim, Park, & Wen, 2015, Martinez et al., 2014).

Environmental Management: The process of strategic practices with a business reinforces positive performance and increase the awareness of the environmental issues (Aragon-Correa et al., 2015; Krause, 2015; Rosalind Jenkins & Karanikola, 2014).

Social Responsibility: The role of business corporations to support and ethical responsibility within the community while maintaining the perspective of legitimate business practices (Islam, Ahmed, Ali, & Sadiq, 2016).

Stakeholder theory: Stakeholder theory states making decisions in the business firm to potentially establish the value for the shareholders and increase profits (Diemont, Moore, & Soppe, 2016). Freeman (1984) defined stakeholder theory to explain strategic management based on the premise that leaders can increase profitability and enhance business environment performance.

Sustainability: The ability to sustain the current needs of business without jeopardizing the goal and endpoint of the future generations (Galpin, Whittington, & Bell, 2015; Jones, Hillier, & Comfort, 2016).

Assumptions, Definitions, and Limitations

Assumptions

An assumption is making statistical references regarding the implementation of the results of the analysis. Assumptions provide validity on the appropriateness of the assumption. The underlying model of assumptions and how the deviations from those assumptions affect the data collection within the study (Moy & Murphy, 2016). A few assumptions referenced in this study include the following. First, the participants provided personal knowledge and expertise maintaining confidentiality within the study. Second, the constructs instruments were appropriate for this study. Third, the research focused on the relationship between the CSR and EM is clear and logical to permit the generation of the hypotheses of the study.

Limitations

A limitation is a particular area deemed to only one concept (Byron & Thatcher, 2016). Many factors could limit the usefulness of the findings of this study. First, the results of this study may not be generalizable beyond the hotel industry. Second, the limited variables of this study show other valuable variables may have been omitted from the regression models. Third, the accuracy of the secondary data might not be viable. Finally, the limitations implement future research was built on other areas of CSR and EM in the hospitality industry.

Delimitations

The primary delimitation of this study focused on the U.S. hospitality industry. Delimitations refer to the outer lines outside the boundaries of a study (Avram & Avasilcai, 2014). I examined the effects on the CSR and EM of hospitality industries in the central United States. The focus of the CSR and the EM is social and environmental goals relates to the hospitality industry. GÜNzel and Holm (2013) stated an innovation within a central research topic in the CSR and EM allows an understanding of the business practices. CSOs of hospitality industries should seek economic and social practices to help develop the future of their organizations (GÜNzel & Holm, 2013).

Significance of the Study

Contribution to Business Practice

CSOs of the hospitality industries must increase profitability (Lo & Fu, 2016). Some hospitality industries' chief sustainability officers seek to minimize environmental issues to improve profitability and maintain CSR within their organizations (Jones et al.,

2016). Hospitality industry leaders might consider the findings and conclusions from this study as a contributory guide by providing valued information to hospitality industry's chief sustainability officers, managers of organizations, and other stakeholders. An outcome could be improvement between CSR, EM practices, and business profitability. Leaders could contribute to the hospitality industry by establishing strategic decisions in their organizations affecting profitability. Leaders researching the relationship between CSR, EM, and the measure of corporate profitability in the U.S. hospitality industry could learn and understand effective business practices.

Implications for Social Change

The implications for positive social change include the potential to identify hospitality industry leaders involved in EM have a corporate social responsibility to create social change in their communities (Rosalind Jenkins & Karanikola, 2014). Hwang (2014) stated social change makes a difference within a community by providing improvement in the social economy. Some hospitality industry chief sustainable officers have begun to take an interest in climate change and environmental practices contribute to our economy and establishing a CSR for all involved in the process (Park & Levy, 2014). The improved acknowledgment of the CSR-EM relationship may add knowledge to the literature, aid optimal resource allocations by hospitality leaders, and thus establish a positive social change.

A Review of the Professional and Academic Literature

The various literature in the business sector of CSR and EM on profitability within the hospitality industry is inconclusive and controversial. The different effects of

resources elements affect the social performance of business profitability in the hospitality industry. In this study, I examined the effects of the CSR and EM on the hospitality business profitability performance measured by the cost of sustainability. In this section, I reviewed the theoretical literature relevant to this study. First, I reviewed the concepts of stakeholder theory and was discussed and examined through the lens of theorists. Second, I compared CSR and EM, and how researchers investigated the link between CSR and EM. Third, I examined the independent variables (CSR and EM), and dependent variables (hospitality business profitability). I provided control variables and confirm the current literature on the influence of the CSR-EM relationship.

In this section, I conducted the literature review strategic analysis research primarily using management databases within Walden University Online Library. I used the following database, including ABI/INFORM Complete, Business Source Complete, Emerald Management, Google Scholar, ProQuest Central, PsycArticles, PsycInfo, Sage Research Premier and Research Methods Online, Science Direct, Scholar Work, Thoreau-Multi-Database, Hospitality, and Tourism Complete. The research strategy I used related to the relevant literature and began with the following keywords: *stakeholder theory, CSR, EM, social responsibility, economic, hospitality, profitability, and sustainability*.

I conducted an extensive review of the literature using stakeholder theory as my theoretical framework. Comprehensively, the literature review includes the exploration of widely diverse applications of stakeholder theory. I documented my literature sources in the EndNote software, which enabled me to ensure the sources chosen met the minimum

of 85% peer reviewed within 5 years of the publication date requirement. I utilized Microsoft EXCEL to create a summary of all sources used in this study.

Table 1 contains a summary of 109 total sources, of which 86% represent 102 scholarly and peer-reviewed sources. As required by Walden University's 85% rule, 102 of the scholarly and peer-reviewed sources represent 85% of sources published less than 5 years ago, with CAO approval. Other literature sources represent 13% of total sources. Table 2 is a summary of all sources by publication year.

Table 1

Summary of Sources

Reference type	Total	< 5 years	%	> 5 years	%
Scholarly and peer-reviewed journals and articles	102	102	86		0
Seminal books	12	0	0	12	10
Books	4	2	2	2	2
Total	118	104	88	15	13

Table 2

Summary of Sources by Year

2017	2016	2015	2014	2013	Earlier years	Total/%
15	29	25	25	9	15	
		94			15	118
		87%			13%	100%

Stakeholder Theory

Freeman (1984) mentioned the creation of the stakeholder concept in 1963 from the Stanford Research Institute. Stakeholder theory provides the values of managing a business and addressing ethical and morals of organizational management (Sonenshein, 2016). Walliser, de Visser, and Shaw (2016) and Freeman identified shareholders or stockholders of businesses having an obligation financially to business owners by putting their needs first to increase value for them. Scholars argued there are other interests at stake with business practices, including government entities, political parties, trade associations, trade unions, communities, bankers, suppliers, employees, and consumers (Peršič, Markič, & Peršič, 2016). Freeman applied stakeholder theory to benefits to stakeholders and Friedman (1970) to the interest of the people involved in the business not so much the stakeholders.

The CSOs strategic analysis in choosing the proper stakeholders is to increase the value of the company. Sustainable strategy within the company does not make mistakes with the consumers. Harmonizing the strategic goal through providing the proper musical fact, which evaluates the focus of the shareholders of the enterprises (Freeman, 1984). The basic idea of strategic analysis for a noble cause basis is making a difference in the world (Todd, Leask, & Ensor, 2017). Companies lack making a difference in CSR or EM in the economy (Freeman, 1984; Sonenshein, 2016). Strategy for stakeholders start with the idea of purpose or creating value for a broad group of stakeholders (Freeman, 1984). The stakeholder theory value is at the center and understanding the business model when identifying the key stakeholders. Stakeholders differentiate by asking management or

shareholders what is important and how they can affect the business. Stakeholders who are affected may relate to their profitability. Based on the various variables, it should be brought to different stakeholders, but the issue depends on the business model for the enterprise.

CSOs do not know the underlying of the economics of CSR and EM (Saeidi, Sofian, Saeidi, Saeidi, & Saeidi, 2015). Stakeholders are categorized by groups social impact, and the economic consequences are likely to miss the interact which differentiates the stakeholders. CSOs spend too much time identifying which stakeholders are not valuable for the company (Strand, 2013). Stakeholders rely on real businesses and real stakeholders interacting with each other (Ali Köseoglu, Ross, & Okumus, 2016). The literature on stakeholder theory is a basis for colleges, but not as a point of view of business management (Freeman, 1984). Amin-Chaudhry (2016) argued stakeholder theory should provide enough guidance for their activities in ethical aspects. Ali Köseoglu (2016) stated stakeholder theory is a good idea on how business works to obtain sustainability. Rodgers, Söderbom, and Guiral (2015) identified stakeholder theory as created value in ethical strategies analysis. Stakeholder theory permits diversity of capitalism. In many ways, to run a business ethically, a company requires responsibility and attention to shareholders (Bellantuono, Pontrandolfo, & Scozzi, 2016). Bellantuono et al. suggested an idea needs to be inclusive rather than exclusive regarding stakeholder theory.

Todd et al. (2017) indicated that ethics entered stakeholder theory due to stakeholders having a purpose in their organization and reevaluating the ethical analysis

of doing business. The importance of stakeholder theory is about individuals involved in the capitalism it provides. CSR and EM of businesses use company resources to interact with activities related to increasing profits (Adams, Font, & Stanford, 2017). In an openly and freely competitive environment, there is a requirement in communicating stakeholder theory, without causing deception or fraud in reaching profitability (Mullins & Schoar, 2016). Qiu, Shaukat, and Tharyan (2016) agreed with Freeman's analysis that firms should only have a responsibility to enhance profits for the benefit of their shareholders. Friedman and Huang and Watson (2015) identified the other obligations, which have good moral reasons regarding stakeholder theory. Stakeholders have responsibility to the business and the business must take into consideration their interests as well as their own (Huang & Watson, 2015).

Friedman (1970) and Dabic, Colovic, Lamotte, Painter-Morland, and Brozovic (2016) emphasized CSR and EM affect the location of the company and the jobs of top management when not managed appropriately. To some degree, a firm's CSR is an obligation to their communities (Dabic et al., 2016). CSOs could relate to this study by looking at how they should establish business stakeholder theory to provide strength for their companies. CSOs could also review how stakeholder theory affects the global economy in which business processes relate. Diemont et al. (2016) stipulated stakeholder theory is the responsibility of firms to act on *how* it could affect other businesses in the community. CSR has been identified by scholars as a view for corporations through the lens of good mentors in the community (Sonenshein, 2016). The individuals in business have the responsibility to fall into four categories: (a) economic responsibility, (b) legal

liability, (c) ethical responsibility, and (d) philanthropic responsibility (Freeman, 1984). Stakeholders financial responsibility rests with a business to make money (Freeman, 1984). Ethical responsibility is to do the right thing even when neither the spirit nor the letter of the law applies to the situation (Freeman,1984). Philanthropic is the contribution to society projects even when they are independent of the business.

In stakeholder theory, CSOs are the obligation of a corporation to the society that it lives within the community (Strand, 2013) and companies must consider the interest of many different groups of people (Friedman, 1970). Stakeholder theory focuses on sustainability and requires a company weigh its activities on three levels. The first tier is managing a business and addressing the ethical morals of an organization (Freeman, 1970). The second line is identified the interest of the stakeholders in the company (Friedman ,1970), and the third level is understanding effects in the community (Mackay & Spencer, 2017). Many organizations do not realize economic status and environment go hand in hand. The economic, social, and environment are part of global warming and affect the profitability of businesses in the hospitality industry (Mackay & Spencer, 2017). The impact hospitality industries play is important in the economic consequences and environment.

Ocasio and Radoynovska (2016) acknowledged the extent of stakeholder theory discussed by Freeman (1984), and how the economic perspective of recognizing the factors of stakeholder theory affects a firms' decisions. Ocasio and Radoynovska referenced in theory and in practice that most companies review the need to strategically create their relationships with their stakeholders, such as customers and partners.

Stakeholder theory's development in strategic management stands mostly limited to accounting for the possible creation of bringing stakeholders from the outside on the company's strategic goals. Jones et al. (2016) established stakeholder theory goals are defined by the economic terms of creating value and applications to increase financial profitability. Ocasio and Radoynovska suggested firms consider strategic long-term goals and objectives, and attention to how value is viewed and identified by multiple stakeholders in different business models. Mullins and Schoar (2016) addressed how Freeman established stakeholder theory as an approach for upper management to focus on the shareholders, and how they see their role and responsibility in their companies. Mullins and Schoar proposed many organizations' CSOs may adapt naturally to a stakeholder view with regard to having a reputation with the company in other ventures.

Freeman (1984) stipulated firms could maximize stakeholder credit and can be rooted in stakeholder theory. Line and Wang (2017) agreed that service leading companies could maximize by implementing stakeholder theory in their day-to-day operations. Stakeholder theory, as an illustrative mechanism, proposed that organizations are interdependent, and a competing interest could affect a business's activities (Line & Wang, 2017).

Kim et al. (2017) studied the influence of stakeholder theory with customers and how businesses seriously take CSR. As it relates to the hospitality industry, Kim et al. (2017) added that although Freeman (1984) and Friedman (1970) compared stakeholder theory in various directions for business purposes, stakeholder theory leads to the same consideration of CSR. Todd et al. (2017) indicated stakeholder theory in the hospitality

industry is supposed to stimulate the stakeholders to increase or advance management settings. Despite Freeman's suggestion on how active management is relied upon, understanding the relationship of the concepts with the interested parties, either singly or within groups, affected organizations (Todd et al., 2017). Acknowledging how and when these obligations occur is consistent with building upon existing stakeholder theory and how it can be applicable to hospitality management literature.

In agreement with stakeholder theory, companies must account for their acquaintances with the key stakeholders in their outside environments and examine the distinctions of these stakeholders to promote business performance (Lin, 2016). The objectives of the stakeholder theory are to help firms visualize and evaluate the attributes of other enterprises impacting or being affected by the company's behaviors (Lin, 2016). Alonso and Sakellarios (2017) concluded Freeman's (1984) definition of *stakeholder theory* includes any individual or party that could affect the fulfillment of a firm's objectives. Various studies have applied stakeholder theory in hospitality research to a variety of stakeholders. Some analysts have either only examined stakeholder theory or have connected it with another framework to studies one body of stakeholders (Adams et al., 2017; Line & Wang, 2017; Ocasio & Radoynovska, 2016).

Concept of CSR

There are many definitions of corporate social responsibility in literature. Cherapanukorn and Focken (2014) stated CSR evaluated the hospitality industry geared toward sustainability and influencing environmental community social interactions. Whereas, Huang and Watson (2015) referenced CSR as contributing to the growth and

financial performance, with relation to the environmental aspects of their performance. He and Lai (2014) posited CSR has an influence on influences brand image or performance regarding the reputation of a company. Although Cherapanukorn and Focken, Huang and Watson, and He and Lai defined CSR differently, they all agreed CSR can perform positive impacts and change to the company's profitability.

Martinez et al. (2014) attributed a study to hospitality industries identifying CSR and how it affects organizations. Brown and Forster (2013) and Turcsanyi and Sisaye (2013) applied the underlying change to individual hospitality industries of business who are socially responsible. The hospitality industry should reinforce communication among various departments in the organization. The alignment could integrate with CSR processes among the entire company (Martinez et al., 2014).

DesJardins (1998) conducted research on corporate environmental responsibility theory and how it adapts to CSR, justifying the sustainability development of company's strategic goals. DesJardins referenced, due to neglecting the environmental and ecological issues, it affects company profitability goals. DesJardins and Taghian et al. (2015) stated organizations should be focusing on establishing proper procedures to influence EM and social responsibility. DesJardins explained how CSR is about utilizing resources for increasing profits. DesJardins and Hays and Ozretić-Došen (2014) mentioned corporate environmental responsibility theory expands on the concerns of environmental responsibility in organizations. DesJardins failed to address the issues related to EM practices.

Park, Jeong Kim, and McCleary (2014) argued CSR has become a critical issue for the hospitality industry and other businesses regarding EM practices. Park et al. (2014) stated the level of CSR employees in the hospitality industry seem to have an influence on the profitability and sustainability of the company. He and Lai (2014) argued CSR use is to control the consumer, along with creating brand loyalty for the company through strategic marketing. Martinez et al. (2014) attributed CSR aligning with the hospitality industry's mission and recognizing the importance of the community. Casey and Grenier (2015) agreed with Martinez et al. regarding how CSR is a key factor in managing social and environmental issues and establishing a value to profitability in the long run. Yu (2012) attributed CSR among operations in the hospitality industry adopting a process gaining value.

Karim, SangHyun, Carter, and Mo (2015) defined CSR as a positive impact on business practices. Rai and Bansal (2015) defined CSR as developing ethical business practices for the benefit of shareholders. Karim et al. and Rai and Bansal both agreed CSR used in business practices could help the company grow and establish the community. Karim et al. referenced CSR could help businesses understand the environmental issues of the economy and enforcing CSR to help the business to become more profitable. Rai and Bansal and Karim et al. both came to the same conclusion regarding CSR, with the implementation in India and United Kingdom hospitality and tourism industries.

Although Wildowicz-Giegiel (2014) defined CSR as an affect in financial performance of an organization in giving back to their community, Ferus-Comelo (2014)

noted CSR is about giving back to the community and establishing respect for the economy and environment. Nath and Ramanathan (2016) suggested EM practices, environmental technology practices, and CSR created innovations essential to successfully implementing reporting in company financials. Wildowicz-Giegiel and Ferus-Comelo agreed CSR reporting in organizations is crucial to the company profitability, whereas Nath and Ramanathan agreed CSR and EM go hand in hand when a corporation's profits are in jeopardy.

Corporations of all industries have been keeping a close eye on CSR and how it affects the stakeholder involvement (Tingchi Liu, Anthony Wong, Rongwei, & Tseng, 2014). Per Murkherjee and Ghosh (2015), CSR's movement has been around for more than 80 years. The increased development of CSR strategic analysis could sustain a company to become profitable.

Farrington, Curran, Gori, O'Gorman, and Queenan (2017) stated CSR continues to increase in the hospitality industry through various academic literature. The hospitality industry has many contradictions from carbon offsetting to greening practices in different sectors of the country. Farrington et al. agreed with Friedman (1970) regarding the CSR obligations business leaders should make as they implement to avoid fraud. Decisions and increased goals follow the actions of desirable values and objectives designed to increase profits without deception or fraud. Farrington et al. added an ethical approach to CSR strategic perspective could increase the emphasis on establishing relationships between CSR and financial performance. Understanding the practical effects of CSR

within the hospitality industry is of much importance when dealing with ethical responsibilities in the economy (Farrington et al., 2017).

Kim, Song, Lee, and Lee (2017) revealed CSR initiatives dealing with the hospitality industry had been an issue about satisfaction and behavioral intentions contributing to society. Kim et al. (2017) explained how Martinez and del Bosque (2014) showed the importance CSR in hospitality businesses and how CSR could deliver significant economic, social, cultural, and environmental respect. CSR strategies for many firms in the 21st century has revolved around the importance of management, which in turn is not sustainable with the standards of needs relating to stakeholders (Kim et al., 2017).

Preuss, Barkemeyer, and Glavas (2016) applied CSR to a different approach focused on developing countries, but the concept related to business purposes still agrees with Kim et al. (2017) attributes of CSR in the business world. Preuss et al. proclaimed the perception of firms have a CSR to their outcome in society beyond the issues spreading across the country economically. Farrington et al. (2017) identified cautionary significance of CSR within the hospitality industry should be an interminable commitment to developing ethical standards in business practices. Farrington et al. (2017) stated social and environmental issues in CSR affect the quality of life in the local community. Kalargyrou and Costen (2017) stipulated top management in the hospitality industry had a duty to ensure appropriate recognition and dignity in the system using CSR practices.

Fish and Wood (2017) stipulated strategic business focus seeks to maintain a means whereby CSR plays an essential part in the findings and principles of top leadership groups. The emphasis of business personnel in host environments seek competitive leverage. Lead management teams fail to gain a distinction and attention to the depositary responsibilities in CSR and EM (Fish & Wood, 2017). Fish and Wood addressed to achieve both CSR and EM practices firms should apply those depositary responsibilities. The full range approach to analyzing the strategies of CSR and EM responsibilities provide the underlying motivation and core factors in business. Marques-Mendes and Santos (2016) attributed to Fish and Wood analysis regarding the perspective on how businesses strategic focus relates to the practices and decisions made by upper management. CSR exploration represents one of the key corners of research with hospitality management in recent decades.

Farrington et al. (2017) argued the cost of CSR and EM practices in the U.S. affect hotels profitability in greenwashing activities, which like findings across the world. Casey and Grenier (2015) reported 13% of CSR and 14% of EM reports in the United States relied on historical information from international firms. According to Ogunyemi and Laguda (2016), business issues relate to ethics and sustainability in the hospitality industry. In addition to CSR, researchers have noted a strong correlation between EM practices and business profitability. Many community members have expressed frustration about the lack of sustainability support for the environment. Ogunyemi and Laguda reported CSR and EM in the hospitality industry is currently dealing with the challenges related more to integrity and sustainability.

Concept of EM

Aragon-Correa et al. (2015) defined the effects of environment and management in the hospitality and tourism industry. The hospitality and tourism industry should reinforce positive performance and increase the awareness of environmental issues. Aragon-Correa et al. used various works in the sustainability for leading hotel industries regarding EM. Kim et al. (2015) definitions were similar to Aragon-Correa et al. with how EM makes a significant contribution to the hospitality industry. Kim et al. argued general managers were not committed to EM capability in the hotels which affected the positive or negative in the hypothesis testing. Upper management practices affected the company's profitability when implementing environmental practices (Kim et al., 2015).

Bronfenbrenner (1979) discussed ecological environment, which focuses on the human or researcher's ability to include environmental aspects into the firm's sustainability development. Aragon-Correa et al. (2015) and H.J. Kim et al. (2015) both referenced the issues of EM practices influence sustainability within the hospitality industry. Hays and Ozretić-Došen (2014) expressed how environmentally conscious the hospitality industry established the green movement through environmental practices. Hazra, Ghosh, and Sengupta (2015) added to Aragon- Correa et al. and Kim, H. J. et al. regarding the movement in the sustainability issues surrounding hospitality industries. Hazra et al. expressed a great need for further research on each area of the hospitality industry, with regard to EM practices in various areas of organizational and upper management. Understanding the different areas of research needed to provide a social change can establish a positive outcome.

Hart (1995) suggested resource-based theory would allow businesses to consider the natural environment. Wernerfelt (1984) noted resource-based theory also increases the natural environment with the increase of profitability. Hart, Wernerfelt, and Hemmati, Feiz, Jalilvand, and Kholghi (2016) acknowledged the competitive advantage of having an EM practice in their firms could be valuable.

DeLacy, McGrath, and Law (2015) and Zou, Zeng, Lin, and Xie (2015) referenced EM as a tool to compete and increase management personal finances, but not the profitability of the business itself. DeLacy et al. mentioned technology systems provide a means for improving the environment. Zou et al and Murakami and Kimbara (2015) referenced top executives using the EM practices for their personal gain. Taghian, D'Souza, and Polonsky (2015) and Krause (2015) warranted stakeholders to stop making it a priority and to implement the proper CSR processes to increase profitability should improve the company image.

Pereira-Moliner et al. (2015) considered EM in the business sector as the holy grail of development to improve profitability. Pereria-Moliner et al. stated in increasing the probability could enhance the company in joining the *green movement*. Stipanovic and Rudan (2014) agreed with Pereira-Moliner et al. EM analysis added innovation in logistic systems to create a way to track the *green movement* not taking into consideration the cost is higher than expected. Many corporations, including hospitality industries, try to market the *green movement* by implementing systems look good from the outside. Although reviewing the model from the CSR perspective, the green movement's purpose is not improving the environment at all. People who are very conscious about their eco-

system purchase products to help keep the environment safe and friendly (Mukherjee & Ghosh, 2015).

S-H. Kim et al. (2017) referenced green practices increasing in the past four years in the hospitality industry and other sectors. Kim, S.-H. et al. stated the concept of how green practices in the hospitality industry can add value to business strategy and help the hospitality industry engage in EM practices. Stipanovic and Rudan (2014) agreed on the logistic systems used to create a green business. Chan and Hsu (2016) and S-H. Kim et al. found employee hesitation applying responsibilities related to green practices less evasive or eliminated under an ISO 14001 EM practice. Many companies have been practicing EM with regard to hospitality but did not specify or indicate the areas need improvement across the industry. Hospitality management has not implemented EM practices because of the lack of secure resources related to green practices (Kim, H.-S. et al.). Fish and Wood (2017) alleged environmentalism in business has shapes and sizes based on the strategic elements of CSR. Marques-Mendes and Santos (2016) pointed out long term success of businesses, and the value of generating a relationship between the environment practices, influenced the changes stakeholders can make in debating social and economic issues.

CSR-EM Relationship in Hospitality Industry

Many businesses have failed, per Auzair (2015), because of the lack of management control systems in the workplace. Management control systems establish a healthy environment for the workplace and increase profitability (Auzair, 2015).

Muhammad, Scrimgeour, Reddy, and Abidin (2014) addressed the financial performance

of an organization could determine the CSR and EM practices. Auzair and Muhammad et al. conducted different methods of analysis to establish the validity of management practices in their studies and *how* the data analysis could be collected for future researchers.

Chan and Hsu (2016), Hee Sub, Ji Hye, and Kyung Suh (2015), and Strouhal, Gurvits, Nikitina- Kalamäe, and Startseva (2015) conducted studies regarding EM and CSR related to the impact businesses sustain financially. Chan and Hsu referenced the EM aspects regarding how the hospitality industry is lacking in establishing sound processes. Hee Sub et al. also confirmed EM practices not only are lacking the sustainability, but also affecting the profitability of the companies not implementing CSR and EM correctly. Overall, Strouhal et al. (2015) contributed to this analysis with acknowledgment of CSR and EM go together and relating to the decrease or increase of organizational profits.

Parsa, Lord, Putrevu, and Kreeger (2015) agreed with Chan and Hsu (2016) regarding the consumer awareness of, and information related to, CSR and environmental management practices in the hospitality industry. Parsa et al. stated many officials are seeking and requesting green-certified hotels for meeting and political government events. Decision rationale is due to the obligations of public officials to pursue policies and make decisions following guidelines of CSR and EM practices and value of their community. Adams et al. (2017) agreed with both Parsa et al. and Chan and Hsu consumers are often skeptical when it relates to CSR and EM practices. In many firms, adopting the eco-friendly procedures to help protect the economic and social areas in

their communities is of greater concern (Adams et al., 2017). CSOs focus on the environmental aspect of how it affects their bottom line. Mackay and Spencer (2017) and Ajagunna, Pinnock, and Amode (2017) proclaimed social and economic issues are affecting the CSR and environmental practices of hospitality industries globally. Mackay and Spencer estimated international tourism would continue to increase from 1.4 billion dollars in 2020 to 1.8 billion dollars in 2030 due to the anticipated growth of global travel and tourism respectively. Ajagunna et al. agreed with Mackay and Spencer with the increase in demand and supply for the hospitality industry, and the issues surrounding the CSR and EM practices relating to the quality of service in these companies.

Sheresheva and Kopiski (2016) alleged EM practices make providing the hospitality industry difficult. Aragon-Correa et al. (2015) noted performance and awareness were issues in the EM practices and the effects caused to the hospitality industry. Similarly, Sheresheva and Kopiski showed the relationship between environment management and new perspectives of doing business in the hospitality industries around the world. Bellantuono et al. (2016) agreed in reporting and revealing all of the details about environmental and social impacts could help those involved better understand and support the relationship between EM and sustainability.

Sustainability of CSR & EM

Many businesses have failed, per Auzair (2015), because of the lack of management control systems in the workplace. The sustainability of organizations today relies on the efforts portrayed from CSR and EM. Galpin, Whittington, and Bell (2015), Rosalind Jenkins and Karanikola (2014), and Yu (2012) all agreed on CSR and EM

affecting the overall profitability of any organization. Rosalind Jenkins and Karanikola and Yu referenced the hospitality industry has much to learn from establishing CSR and EM into their day to day practices. Whereas, Galpin et al. identified with increasing profits challenges sustainability performance.

King (2017) added stakeholder perspectives could have importance on the future of the hospitality industries, which is beyond employees, management, and consumer's needs. King argued the brand name of the hospitality industry corporate social responsibly impacts the sustainability performance of management principles. King stressed brand image in a service industry is different from other sectors. Galpin et al. (2015) argued sustainable profits could help the EM practices rather than just depending on the brand name. Jones et al. (2017) agreed corporate sustainability in the hospitality industry spans from the growing environmental practices impact the growth of the organization. The challenges CSOs face in the hospitality industry is how they are managing the social, environmental, and economics issues of their business and on their approaches to decrease risk, in their sustainability reports (Jones et al., 2017). Imperative reference occurs when the sustainability of corporations concerned with environmental, social, and economic practice could define business continuity (Jones et al.).

Huang and Coelho (2017) indicated sustainability performance of the hospitality industry could be necessary to certify the firms underlying objectives are met. Huang and Coelho alleged sustainability development had been recognized at various levels internationally and locally to optimize the use of social and environmental resources. Jones et al. (2017) declared concern about the environmental and corporate social-

economic consequences of business activities related to sustainability. Despite the fact, there is a comprehensive agreement that sustainability is stimulated with environmental and social economic issues could affect the operation of the organization (Jones et al., 2017; Taghian et al., 2015).

Transition

Section 1 provides a description of the background of the problem, problem statement, purpose statement, nature of the study, research questions and hypotheses. The literature review gives an overview with details surrounding the topic of CSR, EM, and hospitality business profitability. Section 2 contained a comprehensive summary of the purpose of the study, analysis surrounding the object, and data collection techniques and instruments, along with organizational strategic analysis.

Section 2: The Project

In Section 2 of this research project, I provide the study objectives: (a) a restatement of the purpose statement, (b) role of the researcher, (c) an analysis of the study participants, and (d) population and sampling data analysis. In this study, included research method and design discussion and considerations, and ethical concerns regarding reliability and validity of the research results completed this section.

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationship between CSO CSR, CSO EM, and hospitality business profitability. The targeted population was composed of chief sustainability officers in hospitality businesses with 5 years of experience in the industry located in the Hennepin County, Minneapolis-St. Paul, Minnesota, area. The independent variables were CSO CSR and CSO EM practices. The dependent variable was hospitality business profitability from 2014 through 2016. The dependent variable was hospitality business profitability from 2014 through 2016. The implications for social change included the potential for CSOs to make decisions regarding social issues by implementing proper CSR and EM practices.

Role of the Researcher

In this quantitative correlational analysis, I conducted a collection of only secondary data. My role as the researcher entailed (a) collection of the data for the independent variable CSR and EM, and the dependent variables for hospitality business profitability, (b) organizing the data based on the time-period range of 2014 to 2016, (c) three-part data analysis, and (d) interpreting the results of the statistical analysis. Data

collection involved retrieving secondary data for the independent variables for CSR and EM from the surveys and secondary data for CSR data. The dependent variables represented the hospitality business profitability from corporate websites of various hotels within the Hennepin County of Minneapolis-St. Paul, Minnesota, area.

Metcalf (2016) indicated the Belmont Report researchers should meet core principles before involving participants in their studies. The Belmont Report provided specific regulations under the common rule regarding fundamental principles (Metcalf, 2016). As a researcher, it is important to provide the participants with a safe environment in participating in the research and assurance the information was confidential. Thus, in my role as researcher, due to the data collection coming from a secondary source, there was no controlling interest (Greaney et al., 2012; Snowden, 2014). In addition, in my role as the researcher, I did not require any consent process because of the secondary data collected being used to provide the statistical analysis of the research.

In entering my variables from the secondary data and surveys for CSR data, the composite scores queried from the hospitality business listings for years 2014 to 2016, and from corporate websites. I used the statistical package for the social sciences (SPSS) statistical software for three separate analysis computations. The analysis of the results from multiple regression and ANOVA testing addressed the research question and the stated hypotheses.

Participants

The study included a population census of several hotels in the Hennepin County, Minneapolis-St. Paul, Minnesota, area with a Fortune 500 score index from 2014 to 2016.

In studying a population of fewer than 100 participants or businesses, the correct analysis is to sample the entire population (Delice, 2010; Gay, Mills, & Airasian, 2009). In this study, I included a few hotels listed by Fortune 500 with a score index provided by the census of the population within the sample of the study.

The hospitality community of hotels in the Hennepin County, Minneapolis-St. Paul, Minnesota, area included various hospitality industries classified based on size, assets, sustainability, and primary products and services surrounding the social and environment practices. The population included major hotel brand names and corporate and franchise owners such as (a) Hilton Worldwide Brands, (b) J. W. Marriott Brands, (c) Ramada, (d) Westin Brands, and (e) Radisson Brands. There were no delimitations based on factors such as total assets, classification based on primary functions, amount or capital, or the size of the population. The scale of the hotel's appropriate control was represented by total assets (Fu, & Jia, 2012; Melo & Garrido-Morgado, 2012).

Research Method and Design

Research Method

Research methods consist of qualitative, quantitative, and mixed methods. Research methods are tools allow researchers to achieve specific goals for their study topics through processes, procedures, and survey research questions used to test the data by hypotheses (McCusker & Gunaydin, 2015). Understanding mathematical relationships through numerical data has been the method researchers use for quantitative methodology (Yilmaz, 2013). I selected a quantitative methodology for this study to view a potential relationship and test the hypotheses. Rovai et al. (2013) referenced the characteristics of

qualitative analysis through participants' thoughts and feelings reflected in the unstructured questions designed to capture their knowledge of the problem. In-depth interviews, transcribing, and an understanding of data analysis are gathered by researchers in qualitative methods (Gray & Milne, 2015; Rovai et al., 2013). Researchers have used a mixed-methods approach to look for *how* and *why* answers, rather than explain the outcome of their results (Yin, 2014). The reason I chose not to use the qualitative research approach was because qualitative research does not provide statistically meaningful results for describing the relationship between CSR, EM, and hospitality business profitability.

The mixed-method design is a feasible option for both the qualitative and quantitative designs and could enhance the study. Specifically, the method a combination of the qualitative and quantitative methods (Moreno-Poyato et al., 2017). In this study, I incorporated measurable variables are congruent with the purpose of the study and related hypotheses. A quantitative design is sufficient and addresses the research question and hypotheses (Mertens et al., 2016).

Research Design

The research design for my qualitative study was an exploratory multiple case study. Lewis (2015) categorized qualitative research designs into in quantitative research, three design approaches exist: (a) nonexperimental, including descriptive, correlational, and regression; (b) quasi-experimental; and (c) experimental (Rovai et al., 2013). Correlational research identifies study variables may have a relationship with other variables, while descriptive analysis does not support applying relationships between

study variables (Rovai et al., 2013). The facilitation of manipulating control groups and treatment of variables an attempt to measure a possible simple relationship within this study (Rovai et al., 2013). Longitudinal studies commonly use quasi-experimental and experiential designs (Gupta, 2014). In this study, participant's focus was on applied potential relationships between variable using a correlational design through analysis of secondary data. In using the quantitative correlational design increased the ability of the study results to be reflective of the Minneapolis-St. Paul, Minnesota, population employed in the hospitality industry. The chosen preference a correlational design, which provided the ability to measure the degree and pattern of a relationship between the study variables whereas the detailed model is more general (Richardson, 2015).

Population and Sampling

The goal for this study population and sampling to include approximately 99 CSOs, direct reports or upper management, in the hospitality industry working in the Minneapolis-St. Paul, Minnesota, area. The population comprised from an estimation based on data from some surveys, mostly secondary data related to CSR, and EM. The selected sample size did occur with indicators allowed a multiple regression analysis. The sampling took place from secondary data from related topics involved with the hospitality industry, CSR, EM, and profitability.

Ethical Research

The ethical considerations of research analysis included the protection of critical data, respect for the privacy of the study population, and if required, the approval and consent to protect study participants (Alby & Fatigante, 2014; McLeod, Payne, & Evert,

2016). In this study, the human participation included the critical and confidential data collection or the need for consent forms. Based on the specified guidelines provided by the governing board of Walden University, the general ethical considerations should apply to this study and program confirmation process. Walden University's governing board requires the approval of research by the institutional review board (IRB) to support processes and procedures outlined in the rubric requirements of the institution. The approval number for this study is 09-28-17-0610822. In this study, the research took place adhering to the American Psychological Association (APA) guidelines. Other ethical considerations for this study are the password protected storage of data on a computer and flash drive. The secure storage was stored securely for 5 years to protect the confidentiality of participants (Check, Wolf, Dame, & Beskow, 2014). Each of the files stored on the flash drive expires in 5 years. After this period expires, I will delete from the flash drive which was stored in a locked safe. Due to the lack of information available for this study, the process for the deletion of those files was short term (Beskow, Check, & Ammarell, 2014).

Weinberg and Campbell (2014) explained ethical considerations for a researcher as a reflection to take effect in direction. Scholars expected researchers to focus on future business programs, moral and judicial considerations, social considerations, and EM. Weinberg and Campbell noted the major areas of bias avoidance centered in procedures, processes, and the principle of informed consent. Weinberg and Campbell acclaimed further areas such as ethics review committee, safeguarding confidentiality, and information dissemination by computers. I incorporated in my ethical research steps, and

critical thinking would require heightening my sensitivity to the ethical aspects of research with such level of sensitivity.

Abstaining bias and its different effects were of utmost importance to this study. Ultimately, such deliberate attentions to eliminate harmful effects lead to the minimization of my idiosyncrasies could have affected the validity of the findings and conclusions. In a research study for investigating the dangers and possibilities inherent in research, Podsakoff, MacKenzie, and Podsakoff (2012) expressed recognizing the possibility of bias power. Trujillo, Arroyo, and Carrete (2014) investigated how insights about selection bias applied to the quantitative design and noted research work had to define its limits of abstraction to be acceptable. McDermott's (2014) contribution discovered personal research biases were identifiable through feelings, which arise during interviews and other questioning sessions.

Data Collection

The data collection technique for this study consisted of data collected from public information. According to Yin (2014), the data collection process sets boundaries for the study by creating the protocol for recording information. Yin stated data collection techniques depend on the choice of research design could drive data acquisition to answer the research questions. Data collection may take distinct forms, depending on the analysis approach. In administering the concept of Yin's data collection efforts involved gaining access through the protector as well as gaining the confidence of the overseers. This section included a description of the instruments used, the data collection technique, and the data analysis technique for this study.

Instrumentation

In this quantitative correlation, research included archival data collected from secondary data such as hotel websites and surveys, including social and environmental ratings and a monitoring database. In general, a quantitative correlational study has two or more quantitative variables from a similar group of participants, and the researcher tries to determine whether a relationship or covariate exists between the two variables (Rovai et al., 2013). The data collection used a three-stage process, which determined the data provided a complete picture of a business's social and environmental impact. Second, data collection accumulates, calculates, and updates the company's ESG social responsibility data. The ESG analysis helps to understand the impact of a company by looking at each firm's impact on four level of stakeholders, which are (a) the environment, (b) community and society, (c) customers, and (d) governance and ethics.

Data Collection Technique

The technique chosen for the data collection in this study sampled by existing data and records provided in the secondary data sources. Social responsibility database, which contained the social data for this study. The hospitality websites used to capture archival data for the profitability used in this study. The social and environmental data into an Excel spreadsheet, which consisted of columns and rows of data that were analyzed.

In completing data analysis for this study, the information was stored in a secure flash hard drive for safety precautions. I will store the data for 5 years after the completion of the study and will place the data in a secured locked safe. In this study, the

design did not require research logs, journaling, or cataloging. The data organization required for consistent storing of all rough drafts, and revised draft sections of this study, will be kept on a flash drive for 5 years after the completion of this study.

Data Analysis

The examination of the correlational relationship between CSR and EM include correlation data analysis using the SPSS-23 software statistical package and the table results. The SPSS calculation of the collected data from secondary data resources and the websites of the 99 hotels in the sample were addressing the central research question, as well as the hypotheses of the study, to confirm the relationship, if any, between CSR, EM, and hospitality business profitability. Each multiple regression model included a specific profitability outcome. So, including a fixed size as a control variable (Michelon, Boesso, & Kumar, 2013; Servaes & Tamayo, 2013) with total measurement to assets (Iqbal, Sarwat, Hasan, Baloch, & Salim, 2014).

The central research questions for this study were:

RQ1: What is the relationship between CSO CSR, CSO EM, and hospitality business profitability?

RQ2: What is the relationship between CSO CSR and hospitality business profitability?

RQ3: What is the relationship between CSO environment management and hospitality business profitability?

Study Validity

In research studies, the reliability and validity of the active measures are two key indicators of the quality of measuring instruments (Pérez & Rodríguez-del-Bosque, 2013). I provided evidence to confirm the reliability and validity of secondary data and surveys and the reason for the selection of the instruments. In this section, the processes and tools were to enhance the validity and reliability of the research.

Transition and Summary

In Section 2, I provide a description of (a) a restatement of the primary purpose of this study, (b) more detailed overviews of the role of the researcher, (c) the research study method and design (d) the study population, and (e) the selection of the research study sample presented. In Section 2, I also addressed (a) the data collection process, (b) the testing of the hypotheses, (c) the applicable data analysis technique, and (d) arguments presented to support the reliability and validity of the selected instruments for the study. I began Section 3 of this study with an overview of (a) purpose and the method of the study, (b) the presentation of research study findings, (c) the study's application to professional practice, and (d) implications for social change. Section 3 culminates with recommendations for actions, suggestions for future research, my reflections, a summary, and conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the relationship between CSR, EM, and hospitality business profitability. The model predicted hospitality business profitability, $F(3,93) = 4.67, p < .001$, adjusted $R^2 = .13$. The $p < .001$ value indicated 13% of the variance in hospitality business profitability accounted for CSR and EM. CSR a predictor of hospitality business profitability, whereas EM not.

Presentation of the Findings

I used standard multiple linear regression analysis to determine whether a relationship exists between the independent variables of CSR, EM, and the dependent variable of hospitality business profitability. The independent variables were (a) CSO CSR and (b) CSO EM. The dependent variable was hospitality business profitability. In this study, the regression analysis was used to test the ability of the subdimensions of the independent variables in predicting the dependent variable associated with expatriate hospitality business profitability. The statistical analysis addressed the following research questions and hypotheses:

RQ1: What is the relationship between CSO CSR,
CSO EM, and hospitality business profitability?

H_01 : There is no significant relationship between CSO corporate social responsibility, CSO EM, and hospitality business profitability.

- H_11 : There is a significant relationship between CSO corporate social responsibility, CSO EM, and hospitality business profitability.
- RQ2: What is the relationship between CSO CSR and hospitality business profitability?
- H_02 : There is no significant relationship between CSO corporate social responsibility and hospitality business profitability?
- H_12 : There is a significant relationship between CSO corporate social responsibility and hospitality business profitability?
- RQ3: What is the relationship between CSO EM and hospitality business profitability?
- H_03 : There is no significant relationship between CSO environmental management and hospitality business profitability?
- H_13 : There is a significant relationship between CSO environmental management and hospitality business profitability.

The SPSS software version 23 was used for the statistical analysis method to calculate the number of CSOs who implement CSR, CSO EM, and hospitality business profitability risk effects in the business practices. In this study, I used the quantitative model, which included both standard error (SE) and standard deviation (SD) statistical sampling when calculating the mean, minimum, and maximum test in statistical analysis. The key to the research question was to examine the relationship between CSO CSR, CSO EM, and hospitality business profitability to show sustainability business practices.

The classification to expand on CSR, EM, and hospitality business profitability performance by providing an incentive for increasing the ability of economic business responsibility (Garbers & Konradt, 2014).

The regression analysis results of the first and second hypotheses demonstrated a significant predictive relationship between CSO CSR, CSO environmental management, and hospitality business profitability, $F(3, 93) = 4.67, p < .001$, adjusted $R^2 = .13$, and $F(2, 94) = 6.05, p < .001$, adjusted $R^2 = .11$. The remaining regression analyses demonstrated no significant predictive relationship between CSO EM and hospitality business profitability, $F(2, 94) = 2.91, p < .001$, adjusted $R^2 = .06$. The CSO CSR variable had a statistically significant predictive power for hospitality business profitability (Hypotheses 2 and 3), whereas the other CSO EM variable was not statistically significant in predictive power.

Descriptive Statistics

The questions described the characteristics of the population in this study. These components included general demographic information from Hennepin County, Minneapolis-St. Paul, Minnesota, CSO's experience in CSR, EM, and hospitality business profitability. A detailed description of each grouping of demographic and descriptor data follows. In total, I collected 99 hotels. I eliminated two records due to missing data. I used 97 total records in the analysis in Table 3. Figure 1 depicts the CSO years of experience, which ranged from 1 to 20 years.

Table 3

Means and Standard Deviations for CSO CSR, CSO EM, and HBP

Variables	<i>M</i>	<i>SD</i>
Profitability	.512	.053
CSO CSR	144.46	52.3
CSO EM	67.32	3.18

Note. *N* = 97.

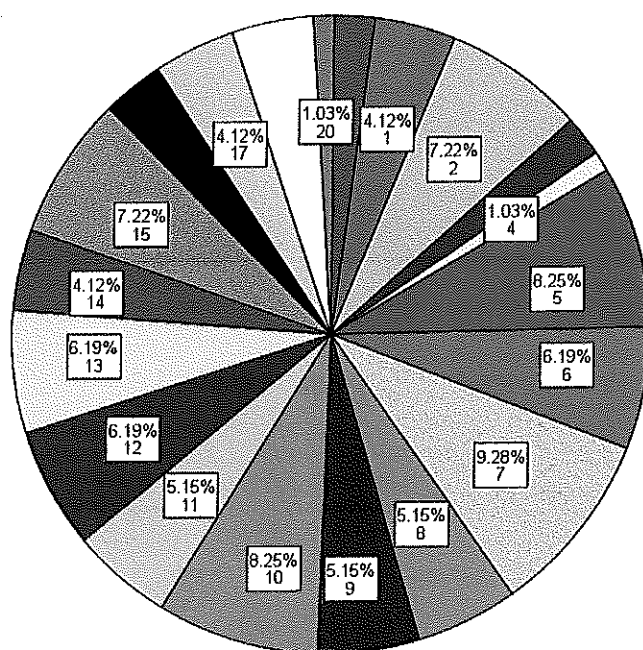


Figure 1. CSO years of experience in CSO CSR and CSO EM in Minneapolis-St. Paul, MN.

Testing of Assumptions

I selected SPSS based on Walden University's recommendation of software for its ability to provide the necessary statistical data analysis tools to describe the study results and interpret the potential relationships between the study variables. The SPSS software program allows researchers to aggregate, average, and analyze the individual variable

scores. The identification of missing values is essential in identifying the appropriate measures to correct the missing values using options defined in the SPSS missing values module (Field, 2018). I verified of six assumptions inherent before beginning the full data analysis process outliers, normality, linearity, homoscedasticity, multicollinearity, and independence of residuals. After completing assumption testing, I then conducted descriptive, and inferential statistical analysis.

Multicollinearity. Correlation coefficients analysis is used to examine the potential relationship between the study predictor variables (Rovai et al., 2013). Correlational analysis can help identify the possible strength and association of the relationship between the study predictor variables (Field, 2018). Multicollinearity issues determined by correlation coefficient analysis. All correlation coefficients were VIF scores below 10 and tolerance scores above 0.2 (Table 4); therefore, there was no violation of multicollinearity assumptions.

Table 4

Correlation Coefficients Among Study Predictor Variables

Variables	Profitability	CSR	EM
Profitability	1.00	0.326	0.217
CSO CSR	3.26	1.00	0.285
CSO EM	0.217	0.285	1.00

Note. $N = 97$.

Outliers, normality, linearity, homoscedasticity, and independence of residuals. I evaluated descriptive statistics, skewness, and kurtosis values for the variables by examining the normal probability plot (P-P) of the regression standardized residual (RSR) and the scatterplot of the standardized residuals to assess any potential

univariate and multivariate outliers. Assessment of each outlier determined the appropriate corrective action: (a) delete the value, (b) delete the variable, and (c) conducted bootstrapping analysis to resample the data (Field, 2018). The examinations indicated there were no major violations of these assumptions. The disposition of the points to lie in a reasonably straight line (see Figure 2), diagonal from the bottom left to top right, provides supportive evidence the assumption of normality has not been grossly violated (Pallant, 2010). The lack of a clear or systematic pattern in the scatterplot of the standardized residuals (see Figure 3) supports the probability of the assumptions being met. However, 1,000 bootstrapping samples were computed to combat any possible influence of assumption violations and 95% confidence intervals based on the bootstrap samples are reported where appropriate. The bootstrapping option in SPSS uses a statistical analysis of the study data by reassessing samples from the data set through a designated interval (IBM, 2013). In the SPSS program, those samples are used to determine statistical properties (Field, 2018).

Assessing the normality determines in which specific statistical analysis test the researchers utilize; parametric or nonparametric (Field, 2018). I tested whether the variable values for skewness and kurtosis are normal or parametric. Rovai et al. (2013) stated parametric tests produce a bell-shaped curve versus a nonparametric test. The normal probability plot (P-P) of the regression standardized residual and the scatterplot of the standardized residual established another analysis point for normality.

To determine whether linearity, homoscedasticity, and independence of residuals exist, the normal probability plot (P-P) of the regression standardized residual and the

scatterplot of the standardized residuals must undergo testing (Rovai et al., 2013). Scatterplots could identify visual linear relationships between the independent and dependent variables (Rovai et al., 2013). To determine homoscedasticity, I composed scatterplots of the values of the residuals against the experience of CSO corporate responsibility EM, and hospitality business profitability (see Figure 2). The plot indicates a normal distribution of residuals. If the values do not show a straight line, I evaluated previously mentioned corrective actions.

In this study, the assumptions of linearity, homoscedasticity, and independence of residuals proved no violations to conduct bootstrapping analysis. Using SPSS, the assumption of normality was met. I examined normality by performing a visual inspection of the normal probability plot for the dependent variable (see Figure 3). The normal P-P plot for profitability adjustment variable displayed some deviation from the straight line. The histogram for hospitality business profitability presented no potential violations of the normality assumptions (see Figure 4). Assumptions of homoscedasticity proved valid if no systematic relationship existed between the scatterplots of the values of the residuals and hospitality business profitability. If a relationship did exist, other previously mentioned remedies for violations of assumptions were appropriate. Visual inspection of the histogram, scatterplot, and normal probability plot helped to determine whether systematic relationships in the dispersion of the residual data points existed. A straight line in the normal probability

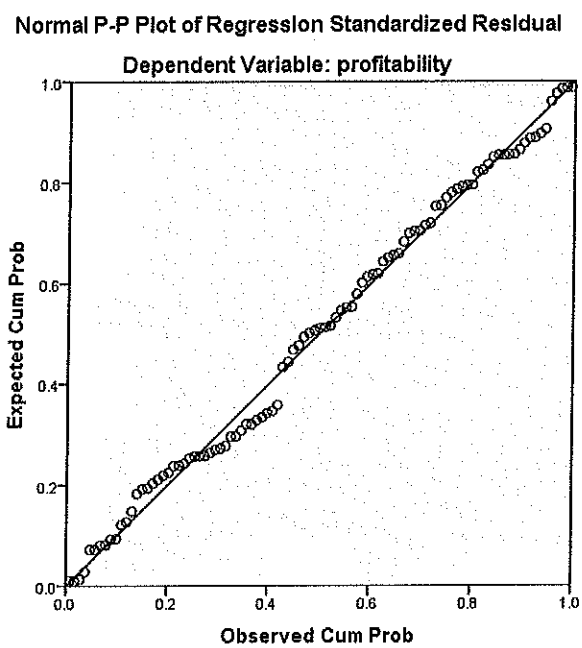


Figure 2. Normal P-P of the regression standardized residuals.

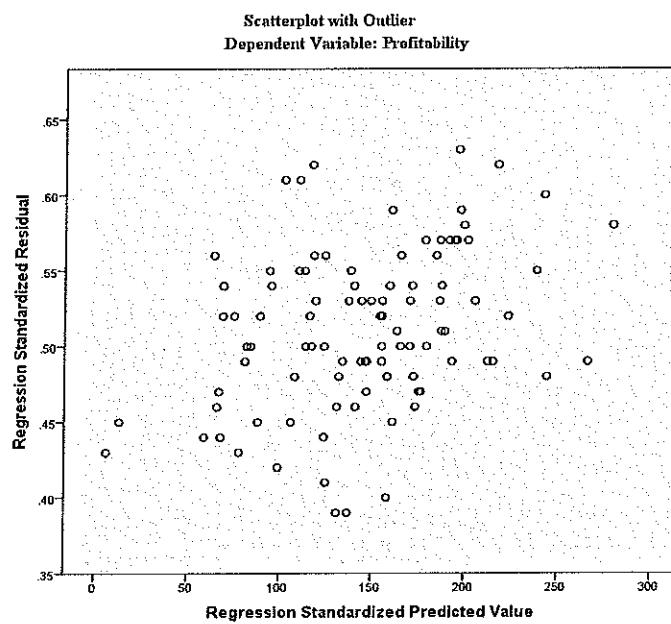


Figure 3. Scatterplot of the standardized residuals.

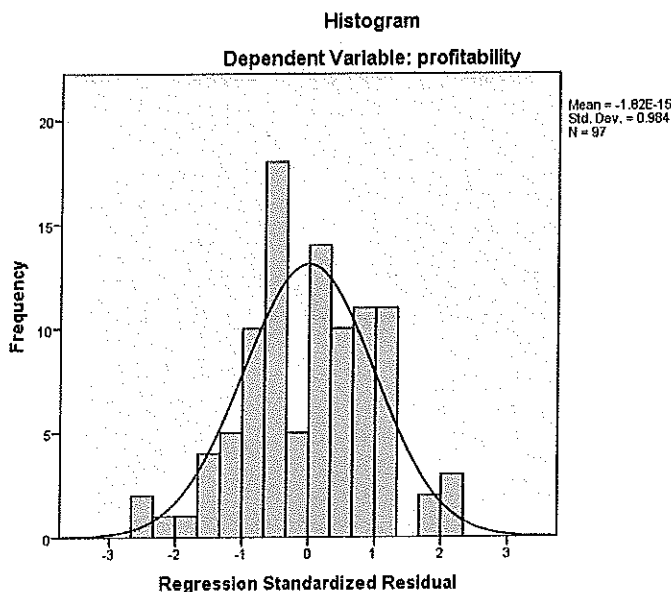


Figure 4. Histogram of hospitality business profitability dependent variable.

Inferential Results

Standard multiple linear regression, $\alpha = .05$ (one-tailed) was used to examine the ability of CSO CSR, CSO EM, and in predicting hospitality business profitability. The independent variables were CSO CSR and CSO EM. The dependent variable was hospitality business profitability. Preliminary analyses occurred to assess whether the assumptions of multicollinearity, outliers, normality, linearity, homoscedasticity, and independence of residuals were met. There were no violations.

The model significantly predicted hospitality business profitability, $F(3, 93) = 4.67, p < .001$, adj. $R^2 = .13$. The R^2 value indicated approximately 13% of variations in hospitality business profitability is accounted for by the linear combination of the predictor variables CSO CSR and CSO EM. In the final model, CSO CSR was statistically significant ($\beta = .282, p < .006; t(96) = 2.788, p < .006$) accounting for a

higher contribution to the model than CSO EM ($\beta = .136, p < .181; t(96) = 1.348, p < .181$).

Table 5
Regression Analysis Summary for Predictors

Variables	<i>B</i>	SE <i>B</i>	β	<i>t</i>	<i>p</i>	<i>B</i> 95% <i>CI</i>
CSR	.01	.01	.282	2.788	.006	[.000, .000]
EM	.002	.002	.136	1.348	.181	[-.001, .006]

Note: *N* = 97

Analysis Summary: Results of the Correlation and Regression

The purpose of this quantitative correlational study was to examine the relationship between CSO CSR, CSO EM, and hospitality business profitability. I used standard multiple linear regression analysis to examine the ability of CSO CSR and CSO EM to predict the value of hospitality business profitability. Assumptions surrounding multiple regression were assessed with no serious violations noted. The model was able to significantly predict hospitality business profitability, $F(3, 93) = 4.67, p < .001$, adj. $R^2 = .13$.

The CSO CSR measurement provided was significant, as the percentage of variance explained was too small to be meaningful. I found a significant difference between CSO CSR and hospitality business profitability, even when CSO EM is involved. A detailed review of hospitality business profitability and testing of the hypotheses are as follows.

Hypotheses 1: CSO CSR, CSO EM, and hospitality business profitability.

The first null hypothesis was not statistically significant to the relationship between the independent variables and hospitality business profitability. The first alternative hypothesis showed there a statistically significant relationship between the independent variables and hospitality business profitability. Correlation analysis calculations related a statistical relationship between CSO CSR, CSO EM, and hospitality business profitability ($r = .33, p < .001, R^2 = .11$, see Table 4). I rejected the null hypothesis; there is a significant relationship between CSO CSR, CSO EM, and hospitality business profitability.

Hypotheses 2: CSO CSR and hospitality business profitability. The second null hypothesis indicated there is no significant relationship between CSO CSR and hospitality business profitability. The alternative hypothesis there was a significant relationship between CSO CSR and hospitality business profitability. Results from the correlation analysis calculated statistically significant and moderate, positive correlations relationship between CSO CSR and hospitality business profitability $F(2, 94) = 6.05, p < .001, \text{adj. } R^2 = .11$. Table 6 presents the regression result of the test whether CSO CSR and hospitality business profitability a positive effect. I rejected the null hypothesis; there is a significant relationship between CSO CSR and hospitality business profitability.

Table 6

Evaluating the Regression Values of CSO CSR and Hospitality Business Profitability Model

Model		<i>df</i>	<i>M</i> ²	<i>F</i>	<i>p</i>
1	Regression	2	.015	6.046	.003 ^b

Residual	94	.003
Total	96	

Note. ^aDependent variable: profitability; ^bPredictors: Constant (CSR).

Hypotheses 3: CSO EM and hospitality business profitability. The third null hypothesis showed no significant relationship between CSO CSR and hospitality business profitability. There is a significant relationship between CSO EM and hospitality business profitability demonstrated through the alternative hypothesis. There is a significant and moderate to high, positive correlational relationship between CSO EM and hospitality business profitability measured by $F(2, 94) = 2.91, p < .001, \text{adj. } R^2 = .06$. Table 7 presents the regression result of the test whether CSO EM and hospitality business profitability has a significant relationship. I rejected the null hypothesis, there is no significant relationship between CSO EM and hospitality business profitability.

Table 7

Evaluating the Regression Values of CSO EM and Hospitality Business Profitability Model

Model		<i>df</i>	<i>M</i> ²	<i>F</i>	<i>p</i>
1	Regression	2	.008	2.909	.059 ^b
	Residual	94	.003		
	Total	96			

Notes: a. Dependent variable: profitability, b. Predictors: (Constant), EM

Theoretical Conversion of Findings

Stakeholder theory is a way to justify why doing business with stakeholders makes good sense. Freeman (1984) propounded that stakeholder theory benefits stakeholders through CSR practices. As referenced in Section 2, stakeholder theory is the critical theory in the CSR literature. Muhammad et al. (2014) found that the acquirer's

social performance is positively related to financial performance. Balabanov et al. (2015) referenced evidence that corporations are under increasing pressure to become more socially responsible. Park and Levy (2014) used the theory to test if the climate change impacts on the financial performance of businesses and King (2017) examined the CSR impacts on the financial performance of a company. On the steadiness of its popularity among researchers, I applied the stakeholder theory to guide my study of the effects of the individual CSR factors on the hospitality business profitability of hotels in the Hennepin County, Minneapolis-St. Paul, MN area. I provided the implications of my research surrounding stakeholder theory below.

In summary, there is consistency between the results of Research Question 1 and those of the Research Question 2, because the independent variables show a significant effect to the dependent variable. While the outcome of Research Question 1 indicated that CSR conduct had a significant effect on the hospitality business profitability in the hotel industry, the result of the Research Question 2 demonstrated CSO reaction by increasing profits through a CSR model to improve the bottom line of the business. The findings of the study regarding Research Question 3 did not significantly demonstrate EM and hospitality business profitability. The internal consistency in the findings of this study is a crucial contribution to the literature. The results of this study regarding CSR did support the theoretical framework offered by (Freeman,1984). My study findings provided evidence consistent with prior research on CSR, in its ability to improve profitability for businesses. Overall, the results may provide valuable discussion among other business leaders resulting in specific CSR within the organization. The variables indicated 11%

and 6 % of the variance explained, but when combining CSO CSR and CSO EM I was able to increase the variance explained to 13% of the variation in the dependent variable hospitality business profitability. While this is still small, I indicated perhaps the variables was not measured to sufficient scale and I did not control the confounding variables. Overall, there was a possibility my sample was not sufficient to measure the true variation in the population.

Applications to Professional Practice

The purpose of this quantitative correlational study was to examine the relationship between CSO CSR, CSO EM, and hospitality business profitability. The findings of this study support the stakeholder theory concerning CSR-EM matters. It is through the implied stakeholder theory exists between organization leaders and other interested business leaders act on behalf of all stakeholders including whether to invest in CSR-EM practices (Agudo-Valiente et al., 2015). The study findings results could impact managerial decision making regarding profitability and sustainability and whether to continue to invest in CSR-EM activities. Although my study findings were small CSO CSR and CSO EM do have a significant impact on hospitality business profitability and help CSO to review other strategies related to how CSO and EM have a positive impact on profitability in other areas of business practices.

Based on the shareholder's theory, opponents of CSR-EM in the hospitality industry might acknowledge these study findings as an indication of misrepresentation of profitability minimizes the economic value of organizations (Ahamed et al., 2014; Bazillier & Vauday, 2014). The concept of the stakeholder's theory relates to business

leaders focusing on more than just reaching their profitability or achieving short-term goals (Barchiesi & La Bella, 2014). Moral responsibility and social obligation to stakeholders are also essential considerations to enhance opportunities for sustainability. By considering CSR and EM practices as a means of integrating the interests of corporate shareholders, corporate leaders, employees, citizens, and members of communities are concerns of business leaders (Banerjee, 2014).

The concept of CSR-EM is a central concern for business organizations because we live in a world where there is constant change. CSR-EM relates to changes in social relationships, political affairs, and economic concerns. While there may be differences in opinions regarding CSR, EM, and hospitality business profitability activities in business practices it is necessary for all elements to function properly. The increasing adaptation of socially responsible activities by CSO confirms the movement of business leaders to act more socially and ethically (Balabanov et al., 2015). The general premise is companies do not exist in a vacuum and business leaders should compensate members of society for any adverse effects related to business operations (Ahamed et al., 2014; Gherghina et al., 2015). The sustainability of organizations correlates with meeting the need of multiple stakeholders and while being socially responsible incurs additional cost, CSO still need to consider the social implications of their applied strategies, activities, and address any deficiencies.

Implications for Social Change

The implications for positive social change included the potential to identify hospitality industry leaders involved in EM having a CSR to create social change in their communities (Rosalind Jenkins & Karanikola, 2014). Hwang (2014) stated social change makes a difference within a community by providing an improvement in the social economy. Some hospitality industry chief sustainability officers have begun to take an interest in climate change and environmental practices that contribute to our economy and establish a CSR (Park & Levy, 2014). The improved acknowledgment of the CSR-EM relationship may add knowledge to the literature, aid optimal resource allocations by hospitality leaders, and thus establish a positive social change.

The level of significance of the relationship findings could acknowledge the need to reassess the management of CSR-EM initiatives to confirm if any violations exist of implied conditions related to the stakeholder theory. CSO's from other corporations could include CSR-EM considerations enhancing the level of credibility of their businesses, improve corporate image, and build customer relationships. Since the norm for corporate leaders is to define the role of their organization in society by applying social and ethical standards, CSO's should evaluate the performance of their agencies from a financial and social perspective. The hospitality industry has become an essential part of society as they play a crucial role in the servicing industry.

Recommendations for Action

Based on the interpretations of the findings in my study, I confirmed a significant relationship to CSR, although small it increased profitability. The limitations of the

results are indications of the need for further research regarding the CSR-EM relationship in other industries. Further analysis of the findings of this study provided evidence to support the continued engagement of CSO in CSR-EM activities. Based off the results of my study, primary concerns requiring further action are the standardization of CSR-EM measurements, as well as formal regulation and standardization of CSR-EM reporting. The results of my study could benefit scholars, practitioners, and other hospitality business leaders or other service industries.

Recommendations for Further Research

In this study, the literature in my research adds to the CSR-EM relationship by confirming a positive correlation between CSR and EM in the hotel industry in the Minneapolis-St. Paul, MN, area. The results did not support a strong overall correlation between the independent and dependent variables. For example, in Research Question 1 and Research Question 2, there a positive correlation between CSR and hospitality business profitability and a low relationship between EM and hospitality business profitability. The study findings only confirmed a significant correlation between CSR and hospitality business profitability.

Recommendations for further study include the use of primary data to represent independent variables that include questionnaires or interviews as two options for securing the primary data. The second recommendation is conducting of more research to include a more extensive range of data collection dates. The primary data was the use of face-to-face interviews with chief sustainability officers, questionnaires, or case studies directly related to CSR, EM, and profitability. Secondary data was the use of expanding

the data ranges to reflect a broader sample size in their specific industry. The expansion of the scope of the researchers would increase the level of external validity. In this study, I included a limited sample size with restrictions based on the section of companies as secondary data and surveys. Researchers should consider increasing access to the entire listing by CSR and EM factors on the financial performance focused on the U.S. hotel sector. CSR and EM analysis on the financial performance of various industries benefited from earlier studies addressing the specifications of each sector or each stakeholder group. The results of the current study are unique to the hotel industry. I found CSR and EM factors had no significant effect on the financial performance of the hotels and the shareholders penalized the hotels for this in the form of higher cost of capital. Before the final position taken on these findings, further research is recommended to expand on the topic of this study.

Aside from expanding the scope of the research, other future researchers may extend the study by examining the exact meanings the investors or stakeholders attach to the hospitality business CSR and EM activities. The results would provide an opportunity to triangulate the research with a potential to yield some more reliable and complete findings. Finally, the limitations from the results, when implemented, will affect future research in other areas of CSR and EM in the hospitality industry.

A limitation is a particular area tied to only one concept (Byron & Thatcher, 2016). Many factors could limit the usefulness of the findings of this study. For this study, I did not make generalizations beyond the hotel industry. Other industries could adapt or add an approach which could be effective to their specific industry. In my study, limited variables show just one area of how CSR and EM variables referenced in the hospitality industry. Although, many other variables such as corporate financial performance and corporate sustainability could be used for other study regression models. The accuracy of the secondary data might not be viable. Finally, the limitations implement future research was built on other areas of CSR and EM in the hospitality industry.

Reflections

Before conducting this research study, there were weeks of reviewing business literature for some topics such as (a) current with implication into the future, (b) relates to current scholarly debates and analysis, and (c) of great interest to researchers and scholars. Conducting the research study enhanced my knowledge base concerning research methods, designs, and analysis. Also, reading multiple peer-reviewed and scholarly journal articles broadened my knowledge on the main topics and trends in CSR, EM, stakeholder theory, and hospitality business profitability. When I began my doctoral study, my awareness of CSR and EM limited to interacting with individuals while staying at one of the major hotel's chains in my study.

As I worked on the study, my knowledge base broadened. The scopes of CSR and EM includes considerations and activities extend beyond financial responsibilities. For

example, ethical considerations, innovations to reduce toxic as well as changes to reduce pollution are all now facets of CSR business leader's concerns. The second preconceived idea from my study findings support a positive and significant relationship between CSP, EM and hospitality business profitability. While the study results were small, the significance of the relationship between the two variables CSR and EM were significant. As more CSOs become supporters of CSR and develop business strategies incorporating CSR considerations, my expectation is more of a collective effort between other industries defining corporate socially responsibility behavior in both EM and hospitality business profitability. Further research into the CSR-EM relationship is a personal future consideration as it would be interesting to review the findings of a mixed method study on CSR and EM in the other industries of the United States to assess CSR and EM in the industry and location of my current employment.

Conclusion

In this research study, a contribution to the literature on CSR and the business case for CSR occurred. The purpose of this quantitative correlational study was to examine the relationship between CSO CSR, CSO EM, and hospitality business profitability. The targeted population comprised of chief sustainability officers in hospitality businesses with 5 years of experience in an industry located in the Hennepin County, Minneapolis-St. Paul, Minnesota area.

Based on the findings of this research, in conjunction with findings from previous research studies, there are continuing results imply CSR-EM activities contribute to financial performance. Further investigations using additional control variables, study

designs and methods and sampling are other considerations to examine CSR-EM relationships. Even though being socially responsible involves a cost, business leaders should continue to invest in CSR and EM. While in justifying their expenditures as accountability and trustworthiness as necessary conditions for maintaining an amicable relationship with all shareholder groups.

Justification should not only be about financial implications. The social benefits to communities and societies are important facets of CSR and EM and business leaders need to continue to implement strategies address social needs. The increased scope and extent of CSR and EM in our global diaspora has implications for stakeholders. An area of concern noted in the literature is the lack of regulation to ensure compliance with incorporating CSR and EM strategies in more industries and businesses. An area for future development for promoting CSR and EM is to assist in preserving our communities, societies, and natural environment. Through collective CSR and EM efforts, future generations may have better opportunities to experience the results of current ongoing strategies for the sustainability of our people and our planet.

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Appendix A: Results of the Multiple Linear Regression Analysis for CSR and EM

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.362 ^a	.131	.103	.05002

a. Predictors: (Constant), EM, CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.035	3	.012	4.671	.004 ^b
	Residual	.233	93	.003		
	Total	.268	96			

a. Dependent Variable: profitability

b. Predictors: (Constant), EM, CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.328	.110		2.985	.004
	CSR	.000	.000	.282	2.788	.006
	EM	.002	.002	.136	1.348	.181

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations		
		Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	.110	.547			
	CSR	.000	.000	.326	.278	.270
	EM	-.001	.006	.217	.138	.130

a. Dependent Variable: profitability

Appendix B: Results of the Multiple Linear Regression Analysis for CSR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.114	.095	.05024

a. Predictors: (Constant), CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.031	2	.015	6.046	.003 ^b
	Residual	.237	94	.003		
	Total	.268	96			

a. Dependent Variable: profitability

b. Predictors: (Constant), CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.474	.018		25.990	.000
	CSR	.000	.000	.321	3.297	.001

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations		
		Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	.438	.511			
	CSR	.000	.001	.326	.322	.320

a. Dependent Variable: profitability