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Corporate Social Responsibility in Hospitality: the case of Onyria Hotel Quinta da Marinha

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Master in Tourism and Hospitality Management

Supervisor:
Phd, Ana Patrícia Pereira Duarte Baltasar, Researcher, Business Research Unit, ISCTE

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BUSINESS SCHOOL

Department of Marketing, Strategy and Operations

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Abstract

Nowadays, a company's involvement in Corporate Social Responsibility (CSR) practices has become mandatory. Its stakeholders are becoming more aware of the social, economic and environmental aspects and it is necessary to measure its involvement in them. This way, a precise, detailed and reliable measurement of all these aspects is essential. Not only to understand if the company is involved in CSR practices or not, and at what extent, if those practices are being perceive and have a positive influence in its stakeholders, but also to recognize what practices are missing. This thesis intended to study the example of Onyria Hotel Quinta da Marinha to determine what is its involvement in CSR practices, what is its stakeholder's perception of them, namely its employees and director, and what type of CSR practices and activities have not been done yet. For that, qualitative research was done via internet to discover what was the Onyria Hotel's involvement in CSR and a quantitative research method was used to assess their stakeholder's opinion. In total, fifty employees and five directors were inquired. Besides concluding that the hotel is involved in CSR practices and that their employees and directors have an overall positive perception and are, personally and professionally, positively influenced by the Onyria Hotel's CSR practices, it was possible to determine what CSR practices that, both employees and director noticed were missing.

Key-Words: Corporate Social Responsibility; Social Responsibility; Stakeholders Perception

JEL (Journal of Economic Literature) Classification System: M14 (Corporate Culture; Diversity; Social Responsibility); Z310 Tourism: Industry Studies

iv

Resumo

Atualmente, o envolvimento de uma empresa em práticas de Responsabilidade Social Empresarial (RSE) tornou-se praticamente obrigatório. O seus *stakeholders* estão cada vez mais atentos aos aspetos sociais, económicos e ambientais e é necessário medir o envolvimento de cada empresa neles. Desta forma, uma medida precisa, detalhada e confiável de todos estes aspetos é essencial. Essencial não só para perceber em que medida a empresa está ou não envolvida em práticas de RSE, se essas práticas estão a ser percebidas e influenciam positivamente os seus *stakeholders*, mas também para identificar quais as práticas que estão em falta. Esta tese pretendeu estudar o exemplo do Onyria Hotel Quinta da Marinha para determinar qual o seu envolvimento nas práticas de RSE, qual a perceção dos seus *stakeholders*, nomeadamente os seus colaboradores e diretores sobre o envolvimento da empresa em RSE, e que tipo de práticas e atividades de RSE ainda não foram realizadas. Para isso, foi feita um estudo de caso baseado em análise documental e aplicação de um inquérito por via eletrónica a diretores e colaboradores (n=55). Os resultados indicam que na perspetiva dos inquiridos, o hotel está envolvido em diversas práticas de RSE, nomeadamente utilização de paneis fotovoltaicos no hotel e colaboração com diversas causas socias, sendo a perceção do envolvimento em RSE globalmente positiva. Relativamente às práticas de RSE que tanto os colaboradores como os diretores notaram que poderiam vir a ser desenvolvidas pelo hotel no futuro, salienta-se mais envolvimento com a comunidade e formação para os trabalhadores.

Palavras-chave: Responsabilidade Social Empresarial; Responsabilidade Social; Perceção dos *Stakeholders*.

***JEL (Journal of Economic Literature) Classification System:** M14 (Corporate Culture; Diversity; Social Responsibility); Z310 Tourism: Industry Studies*

Table of Contents

Table Index

Introduction

The theme Corporate Social Responsibility (CSR) evolved from being a "nice thing" to do, to a business success essential. It can be traced back to the ancient Romans with their asylums, homes for those in need and orphanages (Chaffee, 2017). However, it was not clear what exactly companies were expected to do or what were their responsibilities.

What was clear was that "Poor business behavior towards customers, treating employees unfairly [and] ignoring the environment and the consequences of organizational action" (Crowther & Aras, 2008, p.20) made companies aware of this topic.

Businesses started to take CSR more seriously, not only because it brings success and competitive advantage, trough, per example, improving the company's reputation and image, retaining and motivating its employees and being involved in innovative and efficient projects (Kuna-Marszalek & Klysik-Uryszek, 2020), but also because their stakeholders, namely customers, employees, managers and even investors, became more interested and aware of this matter.

The Tourism and Hospitality industry is no exception. As a growing industry that grew its Gross domestic product by 21.7% in 2021 while the overall economy only grew 5.8% (World Travel & Tourism Council, 2022), representing a significant part of a country's economy and job generator, since in 2021 travel and tourism jobs represented 1 in 11 jobs across all economy (World Travel & Tourism Council, 2022), it becomes necessary for the Tourism and Hospitality to take into consideration CSR aspects in its daily practices, considering its economic, social and environmental impacts while considering its employee's and surrounding's needs.

With all the growth and globalization, tourism companies have been able to benefit from CSR over the past few decades and aside from it, society has also established expectations for companies that they must not only meet those expectations, but also have a responsibility to give back to society.

This way, it became essential to measure how companies are involved in CSR practices and how are they being implemented, what is their impact in the various stakeholder, from clients to employees, and what future practices can be developed in the future.

Furthermore, this research intended to focus the analysis of CSR in a specific environment, the hotel industry, specifically the Onyria Hotel Quinta da Marinha (hereby

also called Onyria Hotel). The choice of this hotel was due to its location, for being one of the most important and well-known hotels in Cascais and for personal reasons.

One of the objectives of this study was to understand if the hotel engages in CSR practices and activities and how it was being achieved – which led to the first research question:

(1) Is Onyria Hotel involved in CSR practices and activities?

To accomplish this objective, online research was carried out by using the hotel's general website, its corporate website and by questioning some of the hotel's directors, namely the Golf and General Operations directors, for more in dept information.

Afterword, the objective was to analyze what perception the hotel's employees and directors had on the activities and practices the hotel was engaging in, regarding CSR, leading to the second research question:

(2) Do their employees and directors perceive the CSR practices and activities?

This was examined out of questionnaire made to the hotel's employees and directors, where most questions were accessed through a CSR scale created by a combination of the different studies on CSR measurement scales done throughout the year by various authors. Combining different measurement factors form diverse studies allowed for a more authentic, broad, and detailed scale.

Through the results of this questionnaire, it is possible to determine what the hotel has been doing in terms of CSR practices and what has been perceived in a positively manner by their stakeholders. Beyond this, it is also possible to understand what the future could hold. What kind of activities can the hotel implement to satisfy both society and all its stakeholders, from their clients to their employees.

With this, the third and last research objective of this thesis is met:

(3) What CSR practices and activities can be implemented in the future?

This study divides into four major chapters. The first one is the Literature Review where it is analyzed all the studies that were made around the topic of Social Responsibility and Corporate Social Responsibility followed by a thorough investigation on the CSR in Hospitality and Tourism industry and finally a deep dive on the CSR measurements in Hospitality in order to discover what methods the authors were using to understand if a hotel is involved in CSR practices and where a compilation of the most important and relevant studies for this thesis was made.

The second chapter is the Methodology. Here, it is explained how this study was conducted and a succinct contextualization of the Onyria Hotel history, practices, activities, and CSR involvement is done. Besides, this chapter explains how the sample was chosen, what sample was studied, what were the samples' demographic information and what instruments were used to collect the sample, in this case, the online questionnaires.

The third chapter is where the results of the online questionnaire are presented. The results were separated into two subchapters, one for the employees of Onyria Hotel's outcomes, that were also divided into subsections, where the division was made between external and internal CSR, and the other subchapter was for the directors' outcomes.

The fourth and final chapters is dedicated to the results discussion and conclusion of this investigation followed by its limitations and suggestions for future research.

Chapter 1.   Literature Review

Corporate Social Responsibility (CSR) is a topic that has becoming increasingly popular among companies and enterprises being "(…) dominant in business reports." (Crowther & Aras, 2008, p. 10), especially nowadays where every company's move is being watched.

CSR, according to Werther and Chandler (2010), is the "view of the corporation and its roles in society that assumes responsibility among firms to pursue goals in addition to profit maximization and a responsibility among a firm's stakeholders to hold the firm accountable for its actions." (p.5).

It can be categorized, according to several authors (Carroll, 1979; Werther & Chandler, 2010), into internal and external CSR, each aiming internal and external stakeholders, respectively.

The external CSR is focused on the community and society and environmental practices, such as volunteerism, charity actions and environmental protection practices, whereas the internal CSR focuses more on supporting the company's workforce mental and physical well-being by offering career and personal development actions, equal opportunities and a fair work-life balance. (Hiswåls et al., 2020; Hur et al., 2019; El Akremi et al. 2018) History of Corporate Social Responsibility

1.2.1   First Concepts

Before CSR was a concept itself, Social Responsibility was the talked topic and remotes back to the 1950's with the book *Social Responsibilities of the Businessman* by Howard Bowen (1953).

Bowen (1953) defined what were the obligations of a businessmen in terms of social responsibility, also named, "public responsibility", "social obligations" or "business morality", explaining that "(…) business should be conducted with concern for the effects of business operations upon the attainment of valued social goals." (p. 8).

Furthermore, Frederik (2006) divided what the 1950's CSR concept was into three ideas: (1) the idea of corporate managers as public trustees – a paternalistic attitude that evolved from the pure economic power companies had over government; (2) the idea of balancing competing claims to corporate resources – where the corporate objective was to find a balance between the competing claims of everybody who worked or was affected by the business and (3) the acceptance of philanthropy as a manifestation of business

support of good causes – support for education, arts and charitable causes where additional obligations that businesses had to assume (p. 8-9).

The 1950's were a philanthropy era, where companies were more concerned in donating to charity instead of properly talk and act regarding social responsibility and it was not until the 1960's that a more appropriate social role of companies break through (Carroll, 2008; Heald, 2004).

1.2.2 The 60's

During the 1960's, the academic literature brought forward a new understanding of the concept in which it acknowledged the relevance of the relationship between corporations and society (see: Davis 1960; Frederick 1960; Walton 1967), yet, this perspective remained limited to concerns of employee satisfaction, management and the social welfare of the community and focused mainly on the generation of economic profit

Keith Davis (1960) defined social responsibility as the "(…) businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (p.70) which imply a public posture towards society's economic and human resources and a commitment to see that such resources are put to good use for the greater good and not only for the private use of enterprises (Frederick, 1960).

The concept of social responsibility assumes that a company has not only economic and legal obligations, but also social responsibilities beyond these obligations. Politics, community welfare, education, employees' happiness, and the entire social environment should be of concern to companies (McGuire's, 1963).

Even so, philanthropy was still the most prominent practise of CSR alongside employee enhancements such as working conditions improvements and industrial relations (Heald, 1970).

1.2.3 The 70's

In the 1970's a great contribution to the CSR concept was given by the Committee for Economic Development (CED) in 1971 with its publication *Social Responsibilities of Business Corporations*. The CED stated that "business functions by public consent and its basic purpose is to serve constructively the needs of society—to the satisfaction of society" and with this constructed what were the three concentric circles of social responsibility:

6

The inner circle includes the basic responsibilities to an efficient performance of the economic function, such as jobs, products.

The intermediate circle: the responsibility to execute the economic function with a sensitive understanding of the social values such as environmental conservation, relationship with employees, fair customer treatment.

The outer circle defines newly emerging responsibilities that corporations should assume to be more involved in improving the social environment such as poverty and urban deterioration.

During the 70's society became more aware of the environment and human rights having more expectation in terms of how companies behaved. This led to a popularity of the CSR concept. However, its focus was still limited in several aspects, namely the waste management, pollution and human rights and its popularity led to a misconception of what was and what was not CSR practices, and the concept became abstract.

It was not until 1979, with the work of Carroll, that a clearer definition was presented. This definition explained that companies have economic, legal, ethical and discretionary responsibilities and that economic and social objectives belong to a company's agenda. This led to a discussion of the CSR concept being a decision-making process (Cocharan & Wodd, 1984).

Carroll (1979) offered a three-dimensional conceptual model of corporate social performance (CSP) that comprehend the social responsibility dimension – below explained – the social issues dimension – the issues change and vary according to the business industry existing no agreement on what type of issues are more important for the CSP – and the responsiveness dimension – which is "(…) the action phase of management responding in the social sphere." (p. 502).

Even though in the 1970s some studies started to investigate what companies thought CSR was and what they should achieve, it was not until the 1980s that a more precise and deeper search on ways of implementing CSR measures was accomplished.

1.2.4   The 80's

The first change in the CSR theory was made by Jones in 1980, where he considered CSR as a decision-making process rather than a set of outcomes, focusing more on the operationalization of CSR than on the concept of it.

This opened paths to the creation of new frameworks and models seeing CSR from a process point of view. One of the models was studied by Wartick and Cochran in 1985, that reorganized the three-dimension model of Carroll (1979) into a new framework of principles, processes, and policies. They argued that the social responsibility dimension in Carroll's definition should be thought of as principles, the social issues as policies and social responsiveness as processes.

"The decade of the 1980s was frequently portrayed as the decade of 'greed' or of 'me', accounting for the self-absorption that was so evident during this period" (Carroll, 2008, p. 36 - 37).

1.2.5 The 90's

Based on Carroll's 1979 CSR definition, in 1991, she introduced the "Pyramid of Corporate Social Responsibility" a definitive framework that explains how and why a company should take into consideration social responsibility into its business, highlighting the four most important types of responsibility: the base of the pyramid is the economic responsibilities – be profitable – followed by the legal responsibilities – obey the law – then the ethical responsibilities - obligation to do what is right, just and fair - and on the top of the pyramid the philanthropic responsibilities – contribute resources to the community (Carroll, 1991).

A couple years later, Burke and Logsdon (1996) introduced a five-dimension model of strategic CSR based on centrality, specificity, proactivity, voluntarism and visibility, discovering that by using CSR practices in a strategic way it was possible to create value and economic benefits for the business.

Beyond these two concepts, Elkington introduced the "Triple Bottom Line", in 1994, that included the social, environmental, and economic dimensions. The Triple Bottom Line indicated that companies need to have social and environmental responsible actions that can be positively balanced with its economic goals.

1.2.6 The 00's

In the 2000's companies were hold accountable for their role in society, either for their response to society's social expectations or for their motivation to pursue sustainability. The "Livro Verde" written by Comissão das Comunidades Europeias, explains what those roles in society were. In terms of the internal roles, the company can employ more people and invest in activities that increase their employees' skills as well as improve their health and safety conditions. Regarding the external roles, companies can contribute for local

communities by hiring people from the surroundings while still having environmental concerns, such as reducing it pollution levels. (Comissão das Comunidades Europeias, 2001).

In 2001 Smith explained that the scope of social responsibility was inclusive to a broader set of stakeholders, defining a new meaning on CSR referring it to "(…) the obligations of the firm to its stakeholders – people affected by corporate policies and practices. These obligations go beyond legal requirements and the firm's duties to its shareholders. Fulfillment of these obligations is intended to minimize any harm and maximize the long-run beneficial impact of the firm on society" (p.3).

For CSR to be successfully integrated in the company's business, it must be made with a top-down method through its operations, so it can transform into a sustainable competitive advantage, from the inside to the outside.

Mapping the social impact of the value chain and identifying the positive and negative impacts of its activities should be the first issue companies address, looking inside out. After this, looking outside in, to the social context that influences competitiveness and to the connections that affect the company's capability to improve productivity and execution of business strategy, should be the second issue companies address (Porter & Kramer, 2007).

Heslin and Ochoa (2008) developed a general set of CSR principles for companies to identify sustainable opportunities and enhance their business opportunities while providing benefit and shared value, not only to their social environment, but to themselves and to their stakeholders. The seven principles were: cultivate needed talent, develop new markets, protect labour welfare, reduce the environmental footprint, profit from by-products, involve customer and green the supply chain.

Moreover, it was in the 00's that the CSR concept started to be integrated in the tourism industry, until then, unknown territory to these type of businesses (Agudelo et al, 2019).

1.2.7 The present concept

With the following decades, an improvement in the concept appeared. With the Paris Agreement that "(…) is a legally binding international treaty on climate change (…) its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels" (UNFCCC, 2022), and the Sustainable Development Goals which "(…) provides a shared blueprint for peace and prosperity for people and the

planet, now and into the future (…) [and] recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests (SDGS, 2022) implementation in 2015, companies became more focused on achieving sustainable goals and understood the potential CSR practices had in generating shared value for their business.

Shared value leads companies to the right type of profit, a profit that generates value to the social environment. It creates, at the same time, economic value and value for society, by addressing both their needs and challenges (Porter & Kramer, 2011). Porter and Kramer established three ways of creating shared value: reconceiving products and markets, by redefining productivity in the value chain, and by enabling local cluster development.

In 2011 the Comissão das Comunidades Europeias defined CSR as "(…) "the responsibility of companies for the impact they have on society. Respect for applicable legislation and agreements collective agreements between the social partners, is a precondition for honouring that responsibility. To fully fulfil their social responsibility, companies must adopt processes with the aim of integrating concerns of a social, environmental and ethical aspects, respect for human rights and the concerns of consumers in their respective activities and strategies, in close collaboration with the stakeholders in order to: maximize the creation of a community of values for owners and shareholders, other interested parties and society in general; identify, avoid and mitigate their possible negative impacts" (Comissão das Comunidades Europeias, 2011, p. 7).

While there is not a concrete definition of CSR, what is socially accepted is the fact that the concept encompasses numerous concepts within it: the Pyramid of Corporate Social Responsibility, the Triple Bottom Line, Corporate Social Performance and the shared value are some examples. This imprecise definition should not affect companies' ability to integrate the concept into their day-to-day business.

Although the meaning of CSR has been around since earlier times and its definition has been improving and refining over time, a more detailed and precise explanation of it in a specific industry is necessary, namely a more defined concept of CSR in the Hospitality and Tourism industry.

1.3 CSR in Tourism and Hospitality

According to The World Travel and Tourism Council CSR is the adoption of ethical business practices that can be attained by certifying that all CSR activities are practices are clear and can be perceived by all stakeholders (Weeden, 2002).

As the tourism industry is a very widespread one that involves many other industries, people, products, and services it has a significant impact on the environment, on the economies and in society in general. Therefore, the tourism industry is no different when it comes to investing in CSR. In addition to benefiting the community as customer from the practice and implementation of CSR activities, they are also benefiting from an increase in their business, giving companies a good reason to pay more attention to the CSR subject (Goklaney, 2016).

Kalisch (2002) confirmed that committing "(…) to CSR policies and activities can create long-term owner value in terms of positive returns and market success" (p.19), for companies in major industrial sectors, so the tourism industry can also benefit from integrating CSR policies into their own business.

CSR practices can contribute to the hotel industry in many different areas, as Lee and Park (2009) studied. They can improve corporate image, enhance employee morale, improve employee retention and many more. The only factor that was missing from this list was the question regarding the economical and profit matter. Moon and Volge (2009), in his work, mentioned that it was not worthy to practice CSR activities in terms of profit, since costumers did not pay attention to this detail as they were more concern with the price and quality of the product or service. However, León and Juan (2011), discovered that ignoring CSR policies cost more to the company than implementing them. This overview of CSR being profitable changed because customers were now concerned not only with the price and quality but also are more likely to base their choices based on the company's CSR attributes and activities.

As the tourism industry grows and changes, CSR initiatives and practices have become more noticeable. "The hospitality industry has embraced CSR and most major hospitality corporations report engaging in socially responsible activities." (Sydnor et al., 2014, p.53).

Hotel managers now believe that by engaging in CSR activities is both good for the business success and it is the correct action to take. However, this does not offer an analytic explanation of why companies should and do engage in CSR practices. Profitability is a part of the reason, however it is not self-explanatory as it does not explain

why companies continue to engage in CSR if it brings no financial benefit (Chaffee, 2017). Chaffee explained why companies try to engage in CSR. "(…) corporations are obligated to seek profit based on the deal struck among the state and individuals owning, operating, and organizing the corporation, but the co-adventurers in the corporation are obligated to treat each other in good faith whenever possible." (p. 379).

Hoteliers have understood the economic and environmental influence CSR has and realized that the hotel industry is one of the best potential users of CSR polices to achieve sustainable growth and long-term profitability. (Bogetić et al., 2017) "(…) the hotel managers are quite aware of the need to manage the environmental performances and the social pressure for environmental responsibility, as well." (p. 24).

1.4 CSR measurement scales in Hospitality

The hospitality business represents a major part of the tourism industry, therefore, it should be more involved in socially responsible and environmental matters. And although CSR is still a growing concept, the hotel industry realized its importance both for its own business and for the community and consequently many international hotels are involved in it (Bogetić et al., 2017).

Most of CSR in hotels studies are based on Carroll's (1991) Pyramid of Corporate Social Responsibility, that include the economic, legal, ethical, and philanthropic responsibilities. Even so, the hotel industry is very different from the other industries, still existing some debate on its CSR measures (Wong & Kim, 2020).

Most of the hotel CSR measurement scales are unsuitable since they are general and do not identify the social responsibility each business environment has. However, efforts are being made to create a valid hotel CSR measurement scale. (Wong & Kim, 2020).

Singhapakdi et al. (1996) decided to measure the marketers' perceptions concerning the significance of ethics and social responsibility. This resulted in three factors, social responsibility and profitability, long-term gains, and short-term gains, and 13 CSR analyzed items.

Salmones et al. (2005) decided to study the perceptions that mobile users have regarding CSR measures, about the economic, legal, ethical and social aspects of it. They concluded that CSR is divided in three major factors, the economic responsibility containing three items, the ethical-legal responsibility, containing four items and the philanthropic responsibility, containing four items.

Turker (2009) tried to deliver an original and valid CSR measurement based on the employee's view, resulting on a scale of 18 items that were later used on a survey, concluding that CSR is structured via four dimensions, the CSR to social and nonsocial stakeholders, employees, customers, and government.

Martínez et al. (2013) developed an efficient measurement scale for CSR in the tourism industry through a survey made to hotel customers in Spain. Results show that CSR is perceived as a set of economic, social and environmental attributes, from the costumer's perspective.

Cronje and van Wyk (2013) tried to develop a unique CSR, based on benchmark's themes, creating new CSR themes. These were divided into two major themes: the wider community and the corporate business community. In the first, themes like the ecosystems or local communities were included and in the second, employee's conditions, child labor and corporate governance were included. In total, 19 CSR themes were created to measure areas related to the two major themes.

Perceive CSR was also an object of study by Lee and Kim (2013), that explored how the employees perceived the CSR activities and how it influenced their organization attitude and behavior towards the hotel the worked in.

Pérez and Del Bosque (2013) learned that CSR is oriented towards four dimensions, the customers' perceptions, the shareholder and supervising boards' perceptions, the employees' perceptions and the society's' perceptions. 20 statements were developed to study it and concluded that CSR is multidimensional.

Reverte et al. (2016) studied the impact that CSR activities have on organizational performance and the possible mediating role of innovation in CSR by an online questionnaire made to 133 Eco-Responsible Spanish companies. The results shows that CSR has a direct effect on organizational performance.

Alvarado-Herrera et al. (2017) and Fatma et al. (2016) measured the consumer's perception of CSR in the tourism industry. The first study involved 1147 tourist and a CSR scale with 18-item scale and the second study relied on previous literature to determine the CSR items for measuring the consumer's perception. Both studies contributed to defining a CSR scale and furthermore, determined that tourism companies should pay attention not only to one dimension but to the three CSR dimensions, economic, society and environment.

Wong et al. (2021) is the most recent study in what regards the CSR scale in the hotel industry as they tried to distinguish the indicators of hotel CSR performance.

They based the study in Carroll's four-dimensional CSR scale. After an online survey made for academics, hotel managers, and hotel customers, 40 CSR attributes remained concluding that the primary contributors to CSR performance are the legal, ethical, and social/philanthropic domains.

Table 1.1. summarizes all the former studies made to create a valid CSR measurement scale that could later be used for a more precise measurement in the hotel industry. A combination of these studies and measurements will also be used further in this research.

Table 1.1 Summary of CSR Measures

Author(s)	Theme	CSR Dimensions	Methodology
Singhapakdi et al. (1996)	Marketer's perceived CSR in organizational effectiveness.	3 factors and 13 items	Self-administered questionnaires
Salmones et al. (2005)	Mobile phone customers' perception on CSR	11 CSR factors	Surveys to customers
Turker (2009)	Provide a scale of CSR that reflects the responsibilities of a business to various stakeholders	18 CSR items	Exploratory survey
Martínez et. al (2013)	Develop measurement scale for CSR in tourism	18 CSR items.	Structured questionnaires
Cronje & van Wyk (2013)	Develop a CSR instrument using the benchmarks as reference	19 CSR themes	Literature review and survey
Lee & Kim (2013)	Perceived CSR activities by hotel employees	6 items of perceived CSR	Questionnaire for hotel employees
Pérez and Del Bosque (2013)	Customer CSR perceptions based on stakeholder theory.	20 CSR items	Surveys to customers
Reverte et al. (2016)	CSR impact on organizational performance	27 CSR items	Online questionnaire
Alvarado-Herrera et al. (2017)	Develop and validate a measurement scale for consumer's perceptions of CSR	18 CSR items	Questionnaire
Fatma et al. (2016)	Develop a new scale to measure consumer	18 CSR items	Literature review and questionnaire

14

	perception CSR in the tourism industry		
Wong et al. (2021)	CSR indicators of hotel performance measurement	6 dimensions and 40 CSR items	Online surveys to academics and hotel managers and customers

Chapter 2.   Methodology

Considering that the objective of this research is to understand how Onyria Hotel is involved in CSR practices, how their employees perceived it and how their directors are aware of it, a case study was carried out based on mix methodology using both quantitative (online survey) and qualitative methods (documental analysis).

A case study is defined by Feagin et al. (1991) as: "(…) an in-depth, multifaceted investigation, using qualitative research methods, of a single social phenomenon. The study is conducted in great detail and often relies on the use of several data sources. (…) The case study is usually seen as an instance of a broader phenomenon, as part of a larger set of parallel instances." (p.171). As Feagin et al. (1991) mentioned, this is not a very precise definition as some of the greatest case studies have used both qualitative and quantitative methods.

However, since a case study is a single social phenomenon, there will be specific data collection methods employed that will allow to examine its specificities in depth – in a qualitative and quantitative way.

To understand how the Onyria Hotel integrates CSR practices in its business, a documental analysis of its website was conducted. Through its website corporate page, it was possible to enumerate all the practices and activities implemented in the hotel.

In addition, for this specific case study, quantitative methods "designed to provide objective descriptions of phenomena and to demonstrate how phenomena can be controlled through specific treatments." (Taylor, 2005), were applied, namely an online survey conducted to both the employees and to management positions since it collects "(…) data from a large number of people who represent a population or a random sample of a population" (Feagin et al.,1991).

In the online survey employed to the employees, multiple choice, demographic questions, and matrix questions with Likert scale were done. In the online survey employed to the management positions, besides these, open-ended questions were conducted as "Open-ended questions and probes yield in-depth responses about people's experiences, perceptions, opinions, feelings, and knowledge." (Taylor, 2005).Context: Onyria Hotel Quinta da Marinha

Following the methodology approach, it is necessary to present this study's object, the Onyria Hotel Quinta da Marinha.

Everything started in 1986 with the purchase of a piece of land in Quinta da Marinha, Cascais, by the company's chairman José Pinto Coelho. Thirteen years later, in

1999, the Onyria Hotel Quinta da Marinha opens to the public. As the Onyria group is based on a family structure, Pinto Coelho's children took some management positions within the groups' range of products.

The Onyria group owns, beside the almost 200 hotel room and 40 villas, an eighteen-hole golf course and recently renewed driving range, a typical Portuguese restaurant franchise called Monte Mar and an insource spa, that was totally renewed in 2021 with a new concept and treatment menu. Alongside these businesses, the Onyria group also owns a health care company, the SMP – Permanent Medical Service – with home medical support, that its employees can freely use and a licensed partnership with the real estate agency, Engel & Volkers that promotes, not only housing in Cascais, but also the Onyria's group villas.

As the purpose of the group is "Taking care of our business and the people who are with us, in order to create wealth in the long term" (Onyria, 2022) it is aware of the social and environmental matters involving all the groups' activities. This way, Onyria group, specifically Onyria Hotel Quinta da Marinha, has an environmental commitment that aims to carry an eco-efficient management.

Since one of the goals of this study is to understand how Onyria Hotel Quinta da Marinha is involved in CSR practices, an analysis of the information provided in the hotel's website was conducted. With this research it was possible to withdraw the following environmental and social activities: regular environmental impact evaluations, cooperation with external governmental and environmental associations, promotion of environmental awareness and training among employees.

Some more concrete activities are: cleaning of the hotel villas every 3 days (unless requested by the guest), new booking and reservation process (not being necessary to print), ending of the single use items, such as ketchup, olive oil, etc., selective separation of waste, installation of chargers for electric cars, change of water bottles to a filtered water system with reusable bottles, usage of rain water to irrigate the golf course, replacement of the hotel lightning to led lights, change to the amenities unit packaging to a refill system, cell phone as check in system instead of the regular keys, usage of liter water bottles in events instead of the individual bottles, installation of photovoltaic panels on the roof of the Hotel.

On the internal CSR practices, Onyria Hotel has implemented multiple practices for its employees to benefit from practices like having psychological online sessions every month, giving employees discount on the group's services, namely in the

Spa and Restaurants, having a permanent medical service twenty four hours available for its employees and their families, provides a free of charge hairdressing services and medical consultation withing the hotel facilities, several initiatives throughout the year, per example the Christmas Recipe Contest, the Christmas dinner party, the award of company longevity, the staff week - where all employees and a plus one were invited to spend a night in the hotel and become a client for 1 day. All these practices increase the employee's motivation and connects the employees with the management team.

Apart from the internal CSR, the Onyria Hotel is also involved in philanthropic practices. Examples of it are: a partnership with Café Joyeux, a coffee shop that employs people with disabilities; partnership with AHP (*Associação da Hotelaria de Portugal*) in the We Share program that distributes used furniture and equipment that are spared by the hotel; partnership with AHP in the We Care program that celebrates the following protocols: Banco Alimentar, Refood, inclusive recruitment, meals for children, etc. and a recently partnership with Câmara de Cascais with a pioneer project that aims to improve the network of senior residences and homes.

In Table 2.1 there is a summary of all the CSR practices implemented by the hotel, separated between the external practices, where the social, economic, philanthropic and environmental activities are presented and the internal practices, where the employees wellbeing activities are shown.

Table 2.1 Summary of CSR practices examples

External Practices	Internal Practices
Usage of 1 liter water in events	24-hour medical care online
Active partnership with multiple charities	Online psychology sessions
Filtered water system with reusable bottles in all hotel facilities	Employees discount, namely in the spa and the restaurant
End of single use items, namely water bottles and amenities – with refill system	Free hairdressing service + medical consultation in the hotel
New booking process (reducing the paper usage) + cell phone system as room keys	Employees Contests, per example, the Christmas Recipe contest
Villa cleaning system every 3 days	Festivity parties, such as the Christmas Dinner
Reusage of rainwater to irrigate the golf course	Staff Award
Led lightning + Photovoltaic panels	
Selective waste separation	
Installations of chargers for electric cars	

Beyond all these practices and activities, the Onyria Hotel is also the proud owner of the following excellence stamps: Best Overseas Hotel, TripAdvisor Traveler's Choice 2022, Great Hotels of the World and on top of this it also belongs to the Eco Hub Cascais that comprises 4 hotels in Cascais that, "besides being very close to each other, have a similar perspective to environmental policy and have took a proactive approach to environmental concerns beyond the basics of energy efficiency, recycling program and waste reduction."(Onyria, 2022).

After understanding how the Onyria Quinta da Marinha hotel is involved in CSR activities, answering the first goal of this study 1. Is Onyria involved in CSR practices and activities, it is important to fulfil the second and third goal of this study: 2. Do their employees and directors perceive the CSR practices and activities; 3. What CSR practices and activities can be implemented the future.

2.2 Procedure and Sample

To achieve these goals, quantitative research was conducted, more specifically two online surveys (Annex A for the employees' questionnaire and Annex B for the directors' questionnaire), one to 50 employees from various departments, food & beverage, reception, security, golf reception, among other departments. The other survey was conducted to five management positions, namely Golf Director, Sales and Marketing Director, Food & Beverage Director, Hotel operations Director and Purchasing Director.

An online survey was chosen due to its simplicity and easy data collection, as it is "(…) immediately stored in a computer database and ready for further processing. This reduces time, costs and errors arising from the transcription of paper questionnaires." (Fielding et al., 2016, p.188). In addition, they are a great tool to quickly gather a great quantity of data on a specific query from a targeted sample (Ball, 2019).

It was important to survey the hotel employees as they have an important influence on the company and as such high power comparing to other stakeholders (Mitchell et al. 1997). During this process some issues arise, namely the data protection regime that the Human Resources department presented straight away. Nonetheless, posters with a QR code were posted throughout the staff rest area, cantina doors and personnel smoking areas as well as some printed copies of the survey that were in the personnel resting area for staff to fill out.

Regarding the survey to the management positions, it was personally asked to the Golf Director to share the online survey with the other four directors.

Both online surveys were conducted through May 2022, from the 1st of May until the 31st of May. This allowed all employees the chance to respond to the survey, even if they had been on vacation or away earlier in the month.

This way, regarding the employee's questionnaire, most of the participants are female (54%) and the tenure in the company varies between 1 month and 15 years, where 14% have been in the hotel for 7 years. The ages vary between 19 and 65 years old, being 30% aged between 36 and 45 years and another 30% between 19 and 25.

Regarding to the education level of the employees, 36% of the sample has an education between the 10th and 12th grade or equivalent and 34% has a bachelor's degree. 16% of the sample work in the golf department, 12% in the golf maintenance, 10% in the financial department and 10% in the housekeeping department. The remaining 52%, all together, works in the food & beverage, kitchen, commercial, human resources, reception, security, administration and buying department.

In terms of sociodemographic information, regarding the director's questionnaire, 20% of the sample is female and the tenure in the company varies from 1 year and three months to 29 years.

2.3 Instruments

For the online questionnaire to the employees, the following aspects were analyzed:

Sociodemographic information namely age, gender, education, department they worked in and tenure in the company.

Perception of CSR with the objective of understanding how the employees perceived the companies' CSR activities and goals, by asking the following questions: "Have you ever heard of CSR?" and "Do you know what CSR is/means?"

After a brief explanation of what CSR means, it was questioned to the employees if they believed that Onyria Hotel Quinta da Marinha is performing the 21 CSR activities and practices listed below, by using a Likert Scale (1 being totally disagree and 5 being totally agree). These practices were identified by combining the work of different authors (see the summary in Table 1.1). The practices combine the study of CSR practices in Tourism, namely Martínez et al. (2013), Fatma et al. (2016) and Wong et al. (2021), the study of CSR perception, namely Singhapakdi et al. (1996), Salmones et al. (2005), Pérez and Del Bosque (2013), Lee and Kim (2013), Alvarado-Herrera et al. (2017) and the study of CSR scales, namely Turker (2009), Cronje and van Wyk (2013), Reverte et al. (2016).

- Trying to achieve short, medium, and long-term success
- Trying to continuously improve the quality and performance of the services that they offer
- Promoting partnerships with the local suppliers
- Complies with all the legal obligations, namely quality patens like the ISO standards.
- Allocating resources for philanthropic activities
- Participating in community service activities and volunteerism and encourages its employees to participate in it.
- Supporting non-governmental organizations
- Donating products to charity entities
- Recycling
- Trying to reduce its natural resources consumption, like water and paper consumption
- Trying to utilize environmentally friendly products and services and is incentives its employees to do so
- Trying to reduce the negative impact its products and services have in the environment
- Doing annual environmental testing and auditing
- Supporting the hiring of people with disabilities and risk of social exclusion
- Providing training and personal development to all employees
- Trying to improve the life condition of its employees
- Treating fairly and impartially all employees and gives them equal opportunities
- Paying fair salaries that allows its employees and their families to live comfortably
- Assuring that the working hours allow a goof work-life balance
- Assuring that no employee is suffering with any type of harassment, physical, sexual, psychological, or verbal
- Assuring that all employees have access to health and a safe and hygienic workplace

The final three questions were "In your opinion, what is the most important CSR practice" with three closed options, followed by two open-ended questions: "What

are the CSR activities that Onyria Hotel Quinta da Marinha could implement in the future" and "Other observation on CSR you would like to write". These were asked to understand what type of CSR practices the employees values the most and what type of activities they believe are missing in the company as well as any final thoughts or suggestion regarding the theme.

The questionnaire for the five directors was made with the objective to understand what their perspective on CSR is, to understand what the hotel is doing for CSR activities and what it could be implemented in the future. Themes like what CSR means, what CSR activities the hotel practices, how meaningful CSR activities are in a hotel and CSR certifications the hotel owns were addressed. In addition, 12 of the CSR activities and practices questions asked to the employees were also asked to the management positions to compare their perspective with the staff's one. The questions were: Do you believe Onyria Hotel: 1) Tries to continuously improve the quality and performance of the services that they offer; 2) Promotes partnerships with the local suppliers; 3) Complies with all the legal obligations, namely quality patens; 4) Allocates resources for philanthropic activities; 5) Participates in community service activities and volunteerism and encourages its employees to do it; 6) Tries to reduce its natural resources consumption, like water and paper consumption; 7) Tries to reduce the negative impact its products and services have in the environment; 8) Does annual environmental testing and auditing; 9) Treats fairly and impartially all employees and gives them equal opportunities; 10) Provides training and personal development to all employees; 11) Assures that the working hours allow a goof work-life balance; 12) Pays fair salaries that allows its employees and their families to live comfortably

Chapter 3.   Results

This chapter is dedicated to the presentation and analysis of the questionnaire results gathered during the month of May, in Onyria Hotel Quinta da Marinha, employed to the hotel employees and directors.

3.1 Employees' perception on CSR

After gathering all the employees' responses, it was possible to understand what their perception on the hotel's CSR was practices and activities, where among all the inquired employees 56% of them have heard of CSR opposed to 24% never hear of it or do not remember. 22% of the respondents does not know what CSR is, 40% not remember what CSR is and 38% know the concept.

The main objective of this questionnaire was to evaluate the perception the Onyria Hotel employees have on their company's CSR activities. This way, the practices were divided into the external aspect of CSR, the economic, social and environmental practices, and the internal aspect of CSR, that encompasses the employee's welfare and training.

3.1.1   External aspects of CSR: economic, social, and environmental practices

In terms of economic activities, the employees believe the company is trying to achieve financial success (42% totally agree), is trying to improve its services and products quality and performance (42% agree), promotes local partnerships (36% agree) and is complying with all its legal obligations and quality patterns (46% agree). Overall, the company is correctly addressing the economic aspects of CSR.

Table 3.1 Employees Perception – Economic Practices

Employees Perception - Economic Practices

*Table 3.1 Employees Perception – Economic Practices*
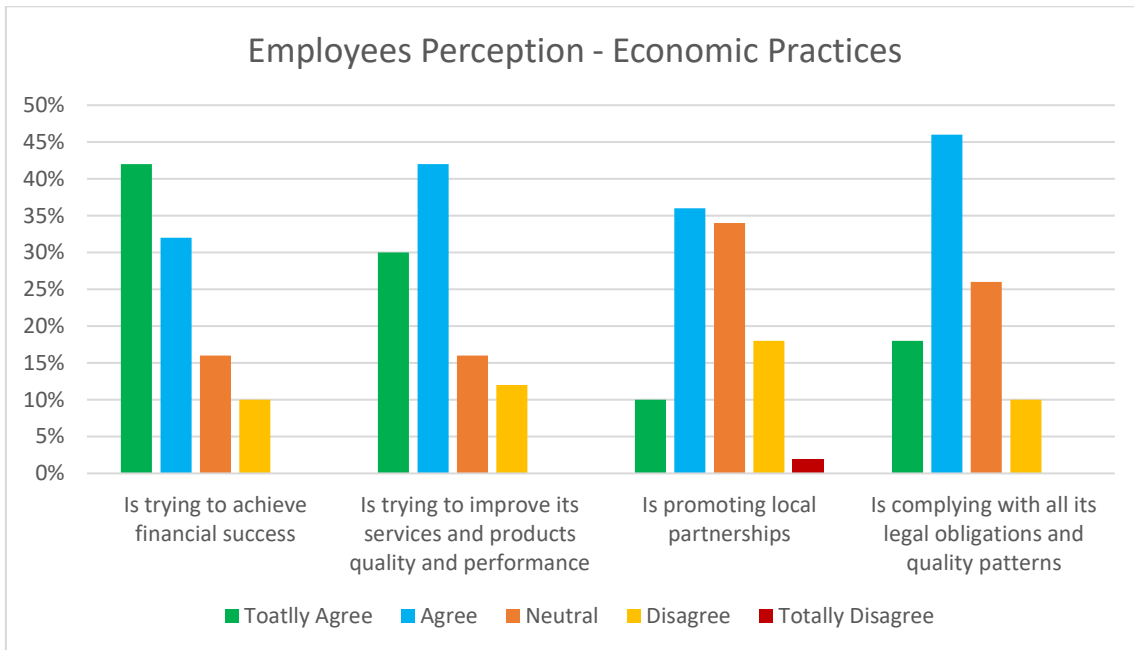
The social aspect of CSR is also being well managed with the hotel allocating resources to philanthropic activities (38% agree), participates in voluntary and community service activities and encourages its employees to do the same and donates to charity (both 38% agree). The support the hotel gives to non-governmental organizations is still unclear to its employees (44% neutral). To sum up, the hotel has been doing its social part in the community.

Table 3.2 Employees Perception – Social Practices

Employees Perception - Social Practices

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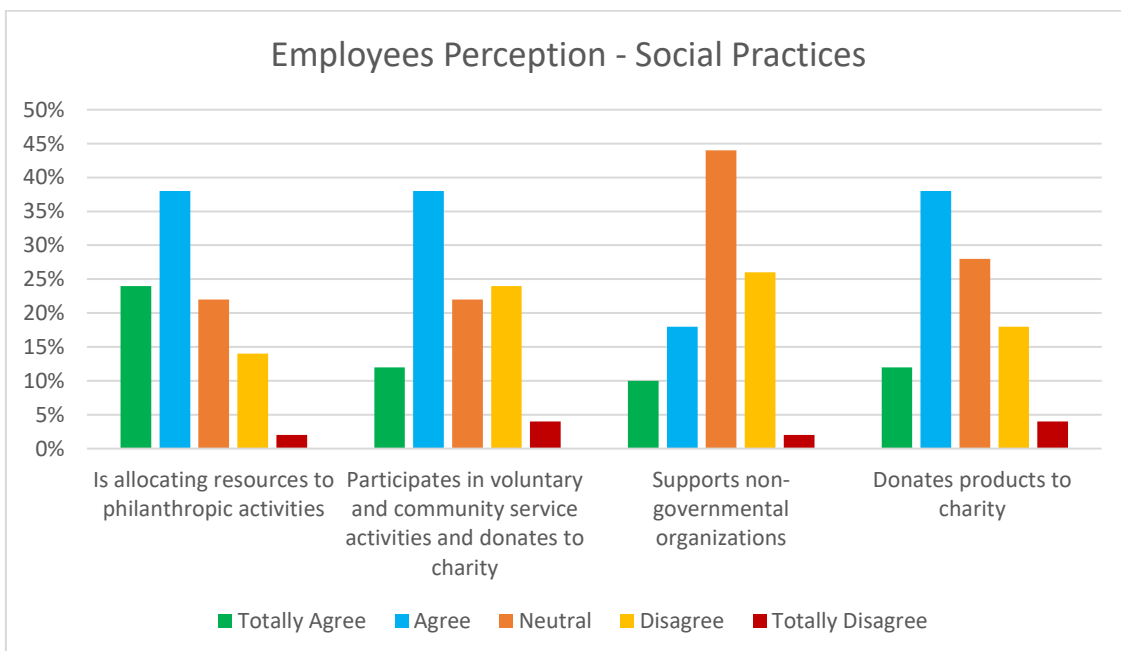
When it comes to the environment, the employees have multiple opinions regarding the hotel's recycling process (30% agree and 26% disagree). On the contrary, have strong opinions regarding the positive impact the hotel is making in the environment by reducing its natural resources consumption (34% agree), by using environmentally friendly products (34% agree) and by trying to reduce its negative impact in the environment (38% agree). The only aspect employees are unsure about is if the hotel does annual environmental test and audits to its facilities, products, and services (36% neutral).

Table 3.3 Employees Perception -– Environmental Practices
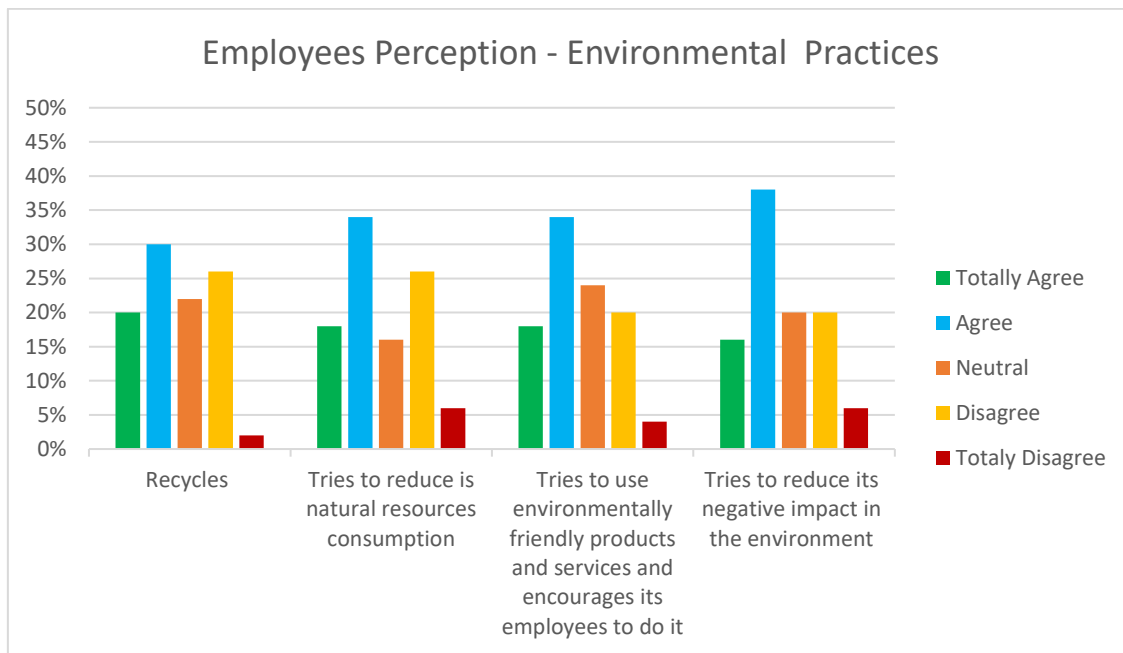
3.1.2 Most important CSR practices

When asked about what the most important CSR external aspect was, employees believe it was the environmental activities, like recycling, with 44% of the sample choosing it, followed by the social activities, like volunteerism, with 30% and finally the economic activities like financial success, with 26%.

3.1.3 Internal aspects of CSR

The employees believe that the hotel provides training and professional development (38% agree), tries to enhance its employees' work and life conditions (38% agree) and treats every employee fairly (40% agree). However, are torn between a positive (30% agree) and neutral (32% neutral) perspective on whether the hotel support the hiring of people with disabilities and risk of social exclusion.

The theme fair salary that allows employees and their families to life comfortably, had two opinions, either the employees do not agree (32% disagree) or do not have a define opinion on it (32% neutral). Besides that, the other factors, such as fair schedules that allow a good work-life balance (40% agree), having a safe and hygienic workplace as well as access to health care (52% agree) and assuring that no employees suffer from any type of harassment (36% agree), had a positive perspective.

3.1.4   Future CSR practices implementation

In terms of the two open-ended questions some of the opinion employees had regarding activities the company could implement in the future are and other suggestions were (paraphrasing as the replies were in Portuguese):

"Reduction of environmental impact; participate and sponsor social events and everything that are internal SR practices."

"Recycling, donating food, donating unused materials/clothing"

"Bins with garbage separation in the hotel, whether for customers or employees."

"Train employees how to manage their finances"

"Recycling and ecological resources"

"Offer meals to the families"

"Implement more environmentally friendly measures"

"Stop printing without justification"

"More recycling"

"Present annually what has been done in terms of RS and results."

3.2 Directors' perception on CSR

After analyzing all the director's questionnaire responses, it was clear that most of them knew what CSR mean and what was the concept (80% of the sample, four people, knew exactly what the concept was and 20%, one director, was not sure or did not remember. All the directors had an idea of what the concept was and what it involved.

Nonetheless, every director had an idea of what the concept was:

- General Operations Director: "Social responsibility is the set of actions developed in the company that characterize its concern for the well-being of all, employees, suppliers, community, and region. Bearing in mind that this type of value must be

something genuine and voluntary, which must come from the company without any kind of associated interest other than having a positive impact on its surroundings."

- Sales & Marketing Director: "It is a consistent commitment of the company to social and environmental balance".

- Golf Department Director: "Social actions of the company towards others or other companies"

- Purchases Director: "Through the company make the world better"

- Food & Beverage Director: "Attention to the community in the area and to employees"

When asked what practices or activities they remember Onyria Hotel Quinta da Marinha does, the activities mentioned were: solar panels, usage of water rain to water the golf camp, waste of food control, recycling, reuse of resources, replace old material for more renewable ones, paper recycling, reuse of towels in the hotel rooms, partnership with WWF where in 2013 on the Environment day, the hotel donated four thousand euros that were raised in 2012 thought the Check Out for Nature Program (WWF, 2022), with Café Joeux that supports the training and employment of people with cognitive disabilities such as Down syndrome or autism (Café Joeux, 2022), support to the "Entrajuda", "Apela", "Centro Paroquial do Estoril" and "Bombeiros de Cascais", privileging the employment of staff that lives in the region and participation in the Onyria Running Challenge and in the Earth Hour Events.

3.2.1 CSR or Sustainability Reports

Regarding the CSR or sustainability reports, 40% of the sample said that they have no knowledge of the company having them, the other 40% do not know or do not remember. This would be important to the company has it would allow all its stakeholder to be aware of all the measures and practices that are being implement in the hotel and the impact they have.

3.2.2 CSR Value Creation

What all the participants agreed on was that CSR practices bring added value to the company. The Purchase and Food & Beverage Directors where straight forwards and

agreed that the answer was yes, CSR practices do bring added value to the company. The other three directors gave a more detailed opinion:

- The General Operations Director said: "The role of organizations/companies aims to balance the 3 fundamental pillars of their activity, customers, shareholders, employees/community, The Onyria group over the years has sought in the development of its activity, to carry out a wide range of actions that complement its social action, whether in support of its employees or in support of institutions that develop an important social role nearby, it is important to give back to the community and its institutions part of the wealth generated by its activity, contributing in a symbolic way so that its community extended to have a better quality of life.".

- The Director of Sales & Marketing said: "valued by customers, valued by employees and sense of accomplishment as a company that works for the long term".

- The Golf Director said: "we have an important impact on society, and we want to reduce our environmental footprint as much as possible."

3.2.3   Compliance with CSR practices and activities

On a scale from 1 being 0% to 5 being 100%, four directors agreed that the extent to which CSR practices and activities are being complied with is a level 4, while only one chose a level 3. This implies that there is a possibility that not all directors are aware of the CSR practices implemented at the hotel, and those that they are aware of, they are not sure that are being carried out correctly.

3.2.4   CSR Certifications

Regarding CSR certifications, the opinions were diverse. From two directors knowing that the hotel has them, two directors not knowing or not remembering and one not knowing at all. The ones who knew remembered the "We Care" and "We Share" stamps, the ECO Hotel certifications from TUV Rheinland, the Clean & Safe certification from Turismo de Portugal and the HOSPES program that is a "Corporate Social Responsibility program and Environmental Sustainability developed by the Hospitality Association of Portugal together with the hotels, which is based on the pillars of social responsibility, environmental sustainability and circular economy" (HOSPES, 2022).

3.2.5 CSR communication to stakeholders

It is important for a company to communicate its CSR practices and activities to its stakeholders, not only to inform its customers and its surrounding about what has been done regarding this topic, but also to make its employees feel involved with all the company's activities.

According to all the directors (100%) inquired, all CSR activities are being well communicated, specifically to the hotel employees, where all the respondents tick this stakeholder. Four respondents agreed that the communication is also being well conducted to the hotel clients and three respondents agreed that the general public is also being informed of all CSR measures.

Having only three respondents agreeing that the communication is being positively transmitted to the public, it could possibly suggest that there are some activities and practices that are note being well communicated to the hotel's surroundings.

3.2.6 External aspects of CSR: economic, social, and environmental practices

The directors totally agree (100%) that the hotel is trying to improve its services and products quality and performance, its complying with all its legal obligations and quality patterns (80%). When it comes to agreeing that the hotel promotes local partnerships four directors agree and totally agree that these partnerships are being implemented and one director has a neutral opinion.

According to their opinion, the hotel is allocating resources to philanthropic activities (80% agree and totally agree), is trying to reduce its natural resources consumption (100% agree and totally agree) and the negative impact its products and services have in the environment (80% agree and totally agree). However, even though 4 directors agree and totally agree that the hotel is participating in voluntary and community service activities 1 director disagrees, implying that, although the hotel might be involved with voluntary activities, that involvement is not being 100% perceived. When questioned if they believe the hotel does environmental audits and annual testing, 60% of the respondents agreed with it. However, 40% had a neutral opinion. This could suggest that the hotel is not communicating these audits and test in an effective manner to all its stakeholders.

Table 3.4 Directors Perspective - External CSR practices
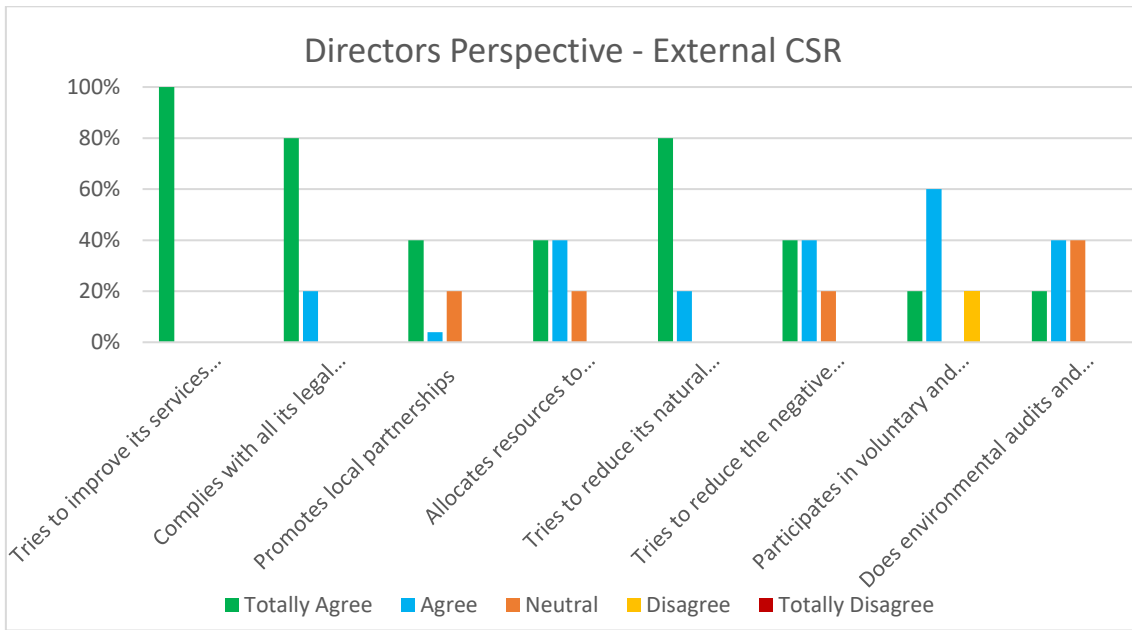
3.2.7 Internal aspects of CSR

On the internal CSR practice's theme, all directors (100%) agree and totally agree that the hotel treats every employee fairly, provides training and professional development, assures that every employee has a fair schedule that allow a good work-life balance. The only aspect where 4 directors agreed and 1 had a neutral opinion was the salary thematic, if the hotel pays a fair salary that allows employees and their families to life comfortably.

Table 3.5 Directors Perspective - Internal CSR practices
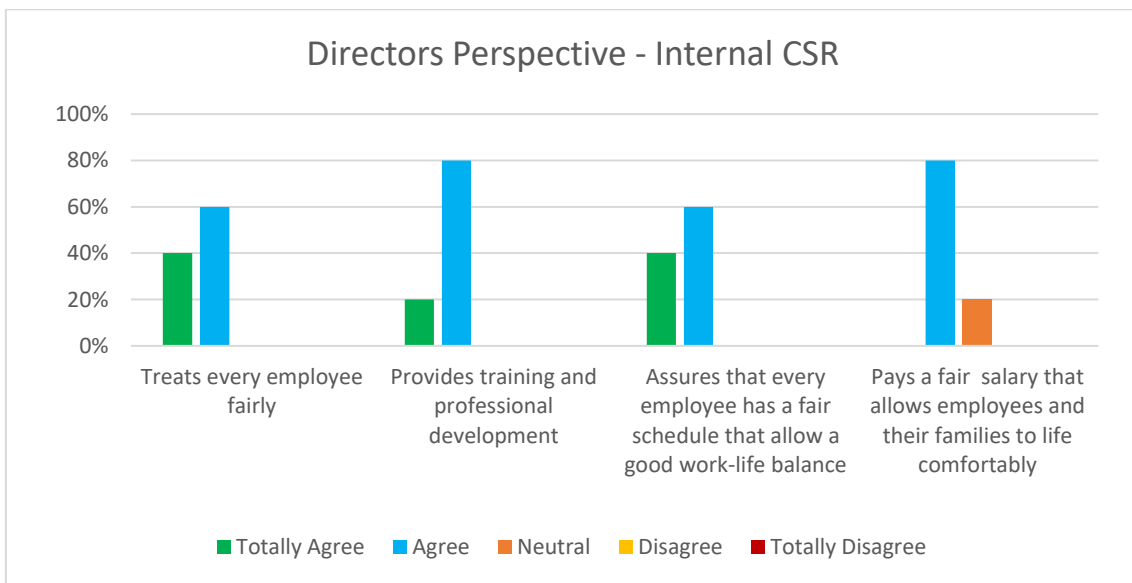
3.2.8 Future CSR practices implementation

When asked about what CSR activities or practices could be implemented in the hotel, in the future, the directors stated: "replace the gasoline cars for electric ones", "Community involvement", "eco responsibility", "have a new type of grass that need to be less watered" and "every year, a set of actions are developed, which are lengthy to the extent of our capacity and aimed at institutions of proximity that are recognized as having a relevant role in our community, whether in social support or in environmental protection."

Chapter 4.   Discussion and Conclusion

This study contributed to understand how the Onyria Hotel Quinta da Marinha primary stakeholders, their employees and their directors, perceived the hotel's CSR activities and practices. This will allow the hotel to realize what its missing from their CSR department and what practices and activities have been done and communicated correctly. Besides, it will also contribute to future studies in different companies and industries, where this study and questionnaire can be applied.

To do so, after analysis institutional information, this study was based on two questionnaires: one made to a sample of the Onyria employees, and another one made to some of the Onyria Directors with a mix of open and closed questions, allowing this study to have well-grounded conclusions.

The study was presented according to the three investigations questions, previously described:

1. Is Onyria Hotel involved in CSR practices and activities.
2. Do their employees and directors perceive the CSR practices and activities
3. What CSR practices and activities can be implemented in the future.

To answer the first question, intensive research on the company's website, namely on the "Environmental Policy & Social Responsibility" page, where multiple practices were chronologically displayed and on the "Environmental Policy" page, where its environmental commitment and involvement with employees' practices where described.

From it, it could be understood that the hotel is indeed involved in CSR practices and activities since it has an environmental commitment that aims to keep an eco-efficient management: on one hand makes regular environmental impact evaluations and cooperates with external governmental and environmental associations and on the other it is also promoting environmental awareness and training among its employees.

This CSR commitment is a set of wide principles created by the organization, to emphasize its responsibility to operate all activities in full respect for the environment. Thus, Onyria Hotel is devoted to minimizing the environmental impacts of its activities and services, prevent pollution and make a conscious use of natural resources (Onyria, 2022).

Moreover, the involvement with the community is a major component of Onyria Hotels' activities and practices. By the respect, openness to different points of

view, conciliation of interests and solidarity the hotel can sustain an attitude of cooperation and dialogue with the community where it operates. (Onyria, 2022)

The social activities the hotel does, namely the support it gives to the "Sala de Estudo" project from the "Centro Social Nossa Senhora de Fátima", the participation on the "Padrinhos de Portugal" project that supports Mozambique children in need, the support to "Fundação AJU – Jerónimo Usera" which is "(…) a Private Institution of Social Solidarity (non-profit), at the service of the most vulnerable families in the Municipality of Cascais. Through proximity work focused on the human person and the family, AJU develops projects that respond to the challenges of families throughout the life cycle." (AJU, 2022) that endorsed in several donations to local institutions such as the Santa Casa da Misericordia, are some of the examples that communicate all the commitment the hotel has towards its surrounding community and to its own community, its employees.

Besides this, the Onyria Hotel has several quality certifications, namely the Clean and Safe stamp by Turismo de Portugal that was created "(…) in 2020 with the objective of recognizing companies and leisure activities compliant with health safety recommendations issued by the National Tourist Authority, according to National Health Authority guidelines to avoid risks of contagion of covid-19." (Turismo de Portugal, 2020) and the TÜV Rheinland certification that "(…) stands for safety and quality in virtually all areas of business and life" and it certificates that the hotel has regular inspection to ensure quality of service, mystery shopper audits, an Eco-Hotel certification, an Eco-Golf Certification and a safety and security certification (TUV, 2022).

CSR practices are relevant for both the internal dimension, in terms of health and safety, motivation and well-being of the employees, as well as important for the external dimension such as the impact on public life with regards to human rights, the global environment, and health concerns (Hiswåls et al. 2020).

"For several decades, researchers have investigated potential benefits that may be achieved by businesses that define their responsibility as extending beyond the narrow perspective of maximizing profit" (Peterson, 2004, p.296).

Answering the second question, to assess the effectiveness, importance, and perception of the CSR practices in the company it is necessary to measure their impact in the life of its stakeholders since "When a company implements in its strategic and commercial plans CSR measures, in addition to the flashy and superficial ones, can have

a good return and can instill in the surrounding society a real social change" (Aguilera et al., 2007). This was measured through questioning the employees and directors.

After assessing all the employees' answers, it was possible to conclude that more than half of the Onyria employees have heard of CSR but only 38% know what it means.

Regarding the economic aspect of CSR, the Onyria Hotel employees generally agreed that the hotel is complying with all the economic activities and practices such as achieving financial success, improving the quality of its services and products and complying with all its legal obligations. The only aspect the employees are more doubtful of is the fact that the hotel promotes local partnerships as the overall answer was "agree" and "not sure or don't know".

"One factor which is certainly present in the corporate mind is a recognition that social and environmental considerations need to be addressed when they are likely to impact on corporate reputation or profitability." (Robins, 2005, p.105).

Therefore, when it comes to the social aspect, the employees mostly agreed that the hotel is allocating resources to philanthropic activities, that participates in volunteer services and donates products, however, Onyria Hotel employees are not sure or do not know if the hotel is supporting non-governmental organizations.

Some authors claim that environmentally ethical behaviors and morally acceptable environmental actions are being demanded of corporations (Tiina, 2009). By that it is assumed that companies which apply sustainable processes will have a higher perception regarding CSR than others (Dilling, 2001).

The same answer happens to one aspect of environmental CSR activities and practices, where Onyria Hotel employees are not sure or do not know if the hotel does an annual environmental test and audits and have opposite opinions on whether the hotel recycles or not or if it is trying to reduce its natural resources consumption, where some agreed and the others disagree. On the contrary, the employees agree that the hotel is reducing its negative environmental impact and that it is trying to use more environmentally friendly products.

Successfully implementing internal CSR activities is not easy for businesses. It is challenging, time consuming and resource demanding. Yet a company should not say that it is participating in internal CSR activities if it not willing to invest in the well-being of employees, including on matters relating to professional development (Papasolomou et al. 2018).

For the internal CSR, the employees perceived it, mostly, as a positive aspect. They believe that the hotel provides training, tries to improve their work and life conditions, treats everyone fairly, has fair schedules, a safe and hygienic workplace, access to health care and assure that no employees suffer from any type of harassment. The two aspect they do not fully believe it is being done is the hiring of people with disabilities and the payment of fair salaries.

Comparing the employee's perception with the director's perception it can be concluded that the mangers believe the hotel pays a fair salary to its employees while the employees do not believe that aspect is being complied with. However, this is the only aspect employees and directors' perceptions differ. In terms of philanthropic activities, reducing natural resources consumption and the negative impacts of its services and volunteering, both directors and employees perceived it as a positive aspect the hotel is complying with. The final aspect to compare is the annual environmental test and audits that both inquired are not sure and do not know if this practice is being done.

"Firms typically put a CSR approach in place for more than just economic reasons. In many cases, it is also due to moral principles, belief that it is the "right thing to do" and concern for the welfare of present and future generations that spur a firm to consider its responsibilities." (Hohnen & Potts, 2007, p. 13).

The third and final question was answered by the Onyria Hotel directors and employees when asked what type of activities and practices the hotel could be implementing in the future.

Some of the ideas were: changing all the cars to electric, more community involvement, recycling, participating and sponsorship social events, having recycling bin in the hotel for guests and staff, give financial classes to its employees, offer meals to the employee's families, have more eco responsibility and annually present the CSR practices and results.

With these future activities suggestions what can be concluded is that the Onyria Hotel, even though it is trying to achieve all its financial and economic goals, it is participating in philanthropic activities, is concerned about the environment and treats its employees fairly and respectfully, it is still missing to be more involved with the local community, to present to its stakeholders what has been done in terms of CSR, to implement more ecofriendly measures. Similarly, it is still trying to transition to a more efficient and sustainable management, namely, converting all the hotel service car into electric ones and recycling. Besides this, the hotel is still missing the more humane related

matter for instance giving training and develop personally and professionally its employees or start a campaign inside the hotel to give back to its employees whether it is in products or services.

Onyria Hotel Quinta da Marinha is on the correct path to become a completely socially responsible company. This study demonstrated the hotel is complying with its economic, social and environmental measures as well as almost every internal CSR practice.

Certainly, there are some improvements that can be done, however, according to the hotel directors, certain activities and measures have been implemented and other practices are set to be implemented in the future.

With this study what was intended to investigate and discover was whether the hotel is implementing CSR measures and what kind of practices are still not being applied and could be done in the future. Besides these, it was also a goal, with this study, to understand what the hotel employees' perception of these CSR activities and practices is.

This way, the hotel can recognize what are the activities that have the most impact on its employees' opinion, what activities are having positive feedback and are working well, what kind of practices the employees appreciate more and what activities and practices are still missing in the hotel that can be implemented in the future.

Chapter 5.   Limitations and Future Research

As this thesis methodology is focused only on one particular company, the Onyria Hotel Quinta da Marinha, it can be considered a research limitation as it is not a general study of the CSR implementation, measures and perceptions applied to the tourism and hospitality industry.

Another limitation founded in this study was that, due to data protection laws, the hotel was not able to distribute an external questionnaire through the employees' personal email which limited the research in terms of scope. Future research could try to circumvent this limitation and reach the employees via email to open and broaden the range of respondents.

In addition, the fact that the nature of this study was majorly quantitative with a sample of 50 employees and 5 director respondents, even though every employee from every department could answer the questionnaire, some might argue that, by only being a 50-respondent sample, this study is limited. Therefore, for more in-depth research, this study and questionnaire could be applied to all the Onyria Hotel employees and directors.

Future research could be done by implementing this study's methodology to other hotels to understand the differences between them, as in what practices are ones doing that are successful and their employees positively perceive them, that others could be implementing in the future to achieve success with CSR.

Beyond this, another form of comparison could be done. Instead of comparing the differences between hotels, it could be relevant to understand the difference between different types of accommodation. All hotel categories could be included, as well as, hostels, guest houses, Boutique hotels, Bed and Breakfasts and even Airbnb. With this it could be clearer if there are any changes in CSR practices in the various accommodation types. It could give useful insight to managers on how to proceed in the future in terms of CSR practices, what is being well implemented in the company and what it being well perceived by their employees.

Chapter 6.   References

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Chapter 7.   Annex A – Employees Questionnaire

O presente questionário faz parte de um projeto de dissertação sobre Responsabilidade Social Empresarial, no âmbito da conclusão do Mestrado em Tourism and Hospitality Management do ISCTE Business School

Este questionário é voluntário, anónimo e destina-se a todos os colaboradores do Onyria Quinta da Marinha Hotel, com o intuito de perceber qual a sua perspetiva sobre o tópico responsabilidade social empresarial.

Pedimos-lhe que responda a todas as questões colocadas, de acordo com a sua experiência e a sua opinião, não existindo respostas corretas. Este questionário demorará aproximadamente 7 minutos.

Todas as respostas serão confidenciais e utilizadas apenas para propósitos académicos.

Se preferir responder ao inquérito online, por favor utilize o **QR code** acima, fazendo scan com o seu telemóvel.

Agradecemos, desde já, a sua colaboração.

Para quaisquer esclarecimentos adicionais, poderá enviar um email para: xxxxx@gmail.com

Obrigada, Sofia Castro

Parte I

Idade

☐ 18 ou menos

☐ 19 - 25

☐ 26 - 35

☐ 36 - 45

☐ 46 - 55

☐ 56 - 65

☐ 66 ou mais

Sexo

☐ Feminino

☐ Masculino

☐ Outro

☐ Prefiro não revelar

Escolaridade

☐ até ao 9º Ano

☐ 10º Ano ao 12º Ano ou equivalente

☐ Bacharelato

☐ Licenciatura

☐ Mestrado

☐ Doutoramento

Há quantos anos trabalho no Onyria Quinta da Marinha Hotel.

_____

_____

Departamento em que trabalha

☐ F&B - Restaurante e Bar

52

☐ Cozinha

☐ Housekeeping – Limpezas

☐ Manutenção - Hotel

☐ Manutenção - Golf

☐ Golf

☐ Comercial

☐ Financeiro

☐ Marketing

☐ Recursos Humanos

☐ Receção

☐ Reservas

☐ Segurança

☐ Administração

☐

Outro:_____

Já ouviu falar em Responsabilidade Social Empresarial?

☐ Sim

☐ Não

☐ Não sei / Não me lembro

Sabe o que é Responsabilidade Social Empresarial?

☐ Sim

☐ Não

☐ Não sei / Não me lembro

Parte II

A Responsabilidade Social Empresarial (RSE) é definida, segundo a Norma Internacional ISO 26000, como: a responsabilidade assumida por uma organização pelos impactos das

suas decisões e atividades na sociedade e no meio ambiente, por meio de um comportamento ético e transparente. (DGAE, 2022).

Tendo em conta o seu conhecimento e a , por favor assinale se concorda ou discorda das seguintes afirmações, relativamente ao Onyria Quinta da Marinha Hotel, de acordo com a seguinte escala:

1. Discordo totalmente   2. Discordo   3. Neutro   4. Concordo   5. Concordo totalmente

Acredita que o Onyria Quinta da Marinha Hotel:

1. **Tenta melhorar a qualidade e performance dos seus serviços**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

2. **Tenta melhorar a qualidade e performance dos seus serviços**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

3. **Promove parcerias com fornecedores locais**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

4. **Cumpre com todos as obrigações legais e padrões de qualidade**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Acredita que o Onyria Quinta da Marinha Hotel:

1. **Aloca recursos para atividades filantrópicas como patrocinar eventos de desporto, arte, educação**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

2. **Participa em atividades de voluntariado e serviço comunitário e encoraja os empregados a fazê-lo**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

3. **Apoia organizações não governamentais**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

4. **Doa produtos a entidades de caridade**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Acredita que o Onyria Quinta da Marinha Hotel:

1. **Recicla**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

2. **Tenta reduzir os seus consumos de recursos naturais, como consumo de água ou papel**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

3. **Tenta utilizar produtos e serviços amigos do ambiente e incentiva os colaboradores a fazê-lo**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

4. **Tenta reduzir o impacto negativo que os produtos e serviços produzem no ambiente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

5. **Realiza testes e auditorias ambientais anualmente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Acredita que o Hotel Onyria:

1. **Apoia a contratação de pessoas com deficiência e risco de exclusão social**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

2. **Providencia formação e desenvolvimento profissional a todos os empregados**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

3. **Tenta melhorar as condições de vida e trabalho dos colaboradores**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

4. **Trata de forma justa e imparcial todos os empregados, inclusive dando-lhes oportunidades iguais**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Acredita que o Hotel Onyria:

1. **Paga salários justos que permitem aos seus colaboradores e às suas famílias viver confortavelmente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

2. **Assegura que os horários de trabalho permitem aos colaboradores ter um bom equilíbrio entre trabalho e vida pessoal**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

3. **Assegura que nenhum colaborador é vítima de qualquer tipo de assédio, físico, sexual, psicológico ou verbal**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

4. **Assegura que todos os colaboradores têm acesso à saúde e providencia um local de trabalho seguro e higiénico**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Parte V

Na sua opinião, qual são as práticas mais importantes? (Escolha apenas uma opção)

☐ Ambientais, como reciclar

☐ Sociais, como realizar voluntariado

☐ Económicas, como atingir sucesso financeiro

Na sua opinião, quais seriam as atividades de Responsabilidade Social Empresarial que o Onyria Quinta da Marinha Hotel poderia implementar no futuro?

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Outras observações sobre o tema Responsabilidade Social Empresarial que gostaria de deixar.

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Agradeço a sua colaboração!

Para quaisquer esclarecimentos: xxxxxx@gmail.com

Chapter 8.   Annex B – Directors Questionnaire

O presente questionário faz parte de um projeto de dissertação de mestrado sobre Responsabilidade Social Empresarial, no âmbito da conclusão do Mestrado em Tourism and Hospitality Management do ISCTE Business School

Este questionário é voluntário, destinando-se a todos os cargos de direção do Onyria Quinta da Marinha Hotel, com o intuito de perceber qual a sua perspetiva e opinião sobre o tópico Responsabilidade Social Empresarial.

Pedimos-lhe que responda a todas as questões colocadas, de acordo com a sua experiência e a sua opinião, não existindo respostas corretas. Este questionário demorará aproximadamente 10 minutos.

Todas as respostas serão confidenciais e utilizadas apenas para propósitos académicos.

Se preferir responder ao inquérito online, por favor utilize o **QR code** acima, fazendo scan com o seu telemóvel.

Agradecemos, desde já, a sua colaboração.

Para quaisquer esclarecimentos adicionais, poderá enviar um email para: xxxxx@gmail.com

Obrigada, Sofia Castro

Parte I

Sexo

☐ Feminino

☐ Masculino

☐ Outro

☐ Prefiro não revelar

Cargo que ocupa no Onyria Quinta da Marinha Hotel.

_____

_____

Há quantos anos trabalho no Onyria Quinta da Marinha Hotel.

_____

_____

Já ouviu falar em Responsabilidade Social Empresarial?

☐ Sim

☐ Não

☐ Não sei / Não me lembro

O que é para si Responsabilidade Social Empresarial?

_____

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60

Parte II

A Responsabilidade Social Empresarial (RSE) é definida, segundo a Norma Internacional ISO 26000, como: a responsabilidade assumida por uma organização pelos impactos das suas decisões e atividades na sociedade e no meio ambiente, por meio de um comportamento ético e transparente. (DGAE, 2022).

Tendo em conta a definição acima, que práticas ou atividades de Responsabilidade Social se recorda existirem no Onyria Quinta da Marinha Hotel?

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Tem conhecimento se o Onyria Quinta da Marinha Hotel apresenta um relatório de responsabilidade social ou um relatório de sustentabilidade?

☐ Sim

☐ Não

☐ Não sei / Não me lembro

Na sua opinião, considera que as práticas de Responsabilidade Social Empresarial trazem mais valias à organização? Porquê?

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Parte III

O Onyria Quinta da Marinha Hotel apresenta um Programa de Sustentabilidade com 3 compromissos chaves:

1. Compromisso Ambiental
2. Envolvimento com os Colaboradores
3. Envolvimento com a Comunidade

Em que medida estão a ser cumpridas as práticas e atividades de Responsabilidade Social Empresarial ?

0%	25%	50%	75%

100 %

☐   ☐   ☐   ☐   ☐

Quais seriam as práticas ou atividades de Responsabilidade Social Empresarial que acrescentaria ao Onyria Quinta da Marinha Hotel, a serem implementadas no futuro?

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Tem conhecimento das certificações de Responsabilidade Social Empresarial que o Hotel Onyria apresenta?

☐ Sim

☐ Não

☐ Não sei / Não me lembro

Se sim, quais as certificações da empresa que se recorda?

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O Hotel Onyria comunica as atividades e práticas de Responsabilidade Social aos seguintes ? (escolha 1 ou mais opções)

☐ Clientes   ☐ Colaboradores   ☐ Público   ☐ Não sei / Não me lembro

Parte IV

Tendo em conta o seu conhecimento, por favor assinale se concorda ou discorda das seguintes afirmações, relativamente ao Hotel Onyria, de acordo com a seguinte escala:

1. Discordo totalmente   2. Discordo   3. Neutro   4. Concordo   5. Concordo totalmente

Acredita que o Hotel Onyria:

5. **Tenta melhorar a qualidade e performance dos seus serviços**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

6. **Promove parcerias com fornecedores locais**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

7. **Cumpre com todos as obrigações legais e padrões de qualidade**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Acredita que o Hotel Onyria:

5. **Aloca recursos para atividades filantrópicas como patrocinar eventos de desporto, arte, educação**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

6. **Participa em atividades de voluntariado e serviço comunitário e encoraja os empregados a fazê-lo**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

7. **Tenta reduzir os seus consumos de recursos naturais, como consumo de água ou papel**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

8. **Tenta reduzir o impacto negativo que os produtos e serviços produzem no ambiente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

9. **Realiza testes e auditorias ambientais anualmente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

<u>Acredita que o Hotel Onyria:</u>

5. **Trata de forma justa e imparcial todos os empregados, inclusive dando-lhes oportunidades iguais**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

6. **Providencia formação e desenvolvimento profissional a todos os empregados**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

7. **Assegura que os horários de trabalho permitem aos colaboradores ter um bom equilíbrio entre trabalho e vida pessoal**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

8. **Paga salários justos que permitem aos seus colaboradores e às suas famílias viver confortavelmente**

☐Discordo totalmente   ☐Discordo   ☐Neutro   ☐Concordo   ☐Concordo totalmente

Outras observações que gostaria de deixar sobre este tema.

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Agradeço a sua colaboração!

Para quaisquer esclarecimentos: xxxxx@gmail.com