

**The Impact of Corporate Social Responsibility (CSR) Dimensions on Brand Image of Hotels  
(Prospect of Local Community Established Around Hotels in Galle and Kandy Districts)**

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**Abstract**

Tourism, being one of the world's largest and most prosperous industry with diversified dimensions focusing on tourists, and sustaining a strong interaction with the local residents. The intention of this study is to examine the impact of Corporate Social Responsibility (CSR) dimensions on brand image of hotels and to determine the most efficient CSR dimension that can strengthen a favorable brand image. Hundred (100) local residents were selected from Kandy and Galle districts using questionnaire with adaptation of judgmental sample technique. The data was analyzed using descriptive statistics, multiple regression analysis, and correlation analysis while using SPSS software. The findings revealed there is a significant impact of CSR dimensions on brand image of hotels and among the three categories, social CSR dimensions mostly affected to the brand image of the hotel. The researcher suggested that CSR dimensions may also be used as a great marketing strategy and there are opportunities to conduct further researches under the areas like identifying most suitable marketing tools to promote CSR among the target audience.

**Keywords:** Brand Image, CSR dimensions, Local community perspective, Tourism industry

**1. INTRODUCTION**

The majority of early Corporate Social Responsibilities (CSR) research was dominated by the ethical question of whether corporations had a commitment to promote social wellbeing in addition to their financial and legal duties. This argument essentially defined CSR as socially beneficial company practices not mandated by law or shareholder interests, which explains the concept's

subsequent abrasive and over-inclusive interpretation in the literature (Vishwanathan et al., 2020). According to Fatma, Rahman, & Khan (2016), CSR is a "concept in which businesses choose to contribute voluntarily to a better society and a cleaner environment," and it may be implemented by incorporating "social and environmental factors into corporate operations and interactions

with stakeholders". The idea of CSR merits careful investigation due to its convoluted history. Companies all throughout the world are giving CSR more importance. Further Fatma et al (2016) emphasized that Most CSR research has been conducted in developed nations, such as Western nations; however, there have been few studies published in an Asian context, and there is less information available regarding the issue in emerging nations. The corporate world has rarely shown signs of caring about society as a whole in the past. CSR initiatives can be justified from a strategic standpoint since, in addition to creating socially beneficial outcomes, they will also positively affect, according to one line of thought in this dispute (Moir, 2001; Rowley & Berman, 2000). Despite the fact that there are several available definitions of CSR, this study focuses on more contemporary CSR concepts. According to Richardson, Welker, and Hutchinson (1999), businesses engage in CSR on a voluntary basis to solve societal challenges. Some contemporary definitions are based on the notion that CSR is fundamentally business are led by sustainable development, in which businesses consciously evaluate and report such advantages and disadvantages in parallel to their financial considerations. The 'triple bottom line' concept to sustainable development has also been coined. In this light, Bonilla-Priego, Font, & del Rosario Pacheco-Olivares. (2014) mentioned that multinational hospitality service providers proved their environmental responsibilities and published their CSR efforts in official reports.

Further, Guix, Bonilla-Priego, & Font (2018) noted that many hotels publish CSR reports that including sustainable aspects related to their business operations. In addition, the ideas of sustainable development are similar to the concept of corporate social responsibility, and the two have been used interchangeably at times (Fatma et al.,2016). CSR, according to Joyner et al (2002), refers to areas of financial, legal, moral, and discretionary firm entity acts that are geared toward humanity's values and expectations. They also stated that CSR refers to the company's basic expectations in terms of initiatives that protect public health, public safety, and the environment. They emphasized that societal dimensions, norms, and standards determine the extent to which a corporation's perceived social responsibility is influenced by values and ethics. In today's environment, CSR can be described as all facets of company conduct, with the repercussions of these dimensions factored into every corporate objective (Kim et al, 2018). As a result of the literature's definition of CSR, it can be concluded that CSR is business organizations' ongoing commitment to strengthen their ethical concepts and social involvement in society, contribute to economic development, sponsor charitable programs, and improve the quality of their workforce and services provided (Mohamed & Sawandi, 2007). However, Freeman & Liedtka (1991) suggest that CSR can foster incompetence by causing managers to become involved in areas outside of their expertise, such as attempting to fix society's illnesses.

A hotel is the most significant tourist accommodation in the world (Bansal, 2010). According to the tourism act 38 of 2005 of Sri Lanka, tourist hotel means an establishment or place which provides or holds itself out as providing to tourists for fee or reward sleeping accommodation with or without food and has not less than ten bedrooms. Each hotel has unique features associate with it. Thus, Bansal (2010) emphasized that hotels can be classified based on infrastructure, Facilities, service provides, location, tariffs, type of clientele, duration of stay.

In this light, In the global economy, the hotel business is experiencing unprecedented growth. According to Martínez & Nishiyama (2019), this business generates billions of dollars in revenue globally. However, hotel companies are under strong competition, owing to the positive expansion of alternative accommodation offerings such as service apartments, hostels, and apartment rentals. Tsai, Cheung & Lo (2010) noted that such rise in hotel income reflects guests' growing interest in the accommodation setting. In addition, it highlights the necessity for these organizations to differentiate themselves from their competitors in order to raise profits by attracting guests.

As a result, CSR may be characterized as a technique for differentiating one hotel from another. According to Tsai, Tsang, & Cheng (2012) described that CSR in Hospitality industry is in the context of the hospitality and tourism industry, the concerns on CSR are a response to the guidelines established

by the World Travel and Tourism Council (WTC) and the United Nation World Tourism Organization (UNWTO), as well as the environmental awareness raised by the Green Hotels Association” (Pg.1143). Previous research works on CSR of the hotel sector has focused mostly on the impact of CSR towards financial success (Singal, 2014; Wang, 2014). Accordingly, Kang, Lee, & Huh (2010) mentioned that CSR initiatives increased corporate value in the hotel industry. In addition, Rodríguez & Cruz (2007) noted that CSR initiatives and return on assets have a strong and significant impact. Further, some researches have examined at the motives for CSR. Accordingly, Ayuso (2006) mentioned that cost reductions, consumer pressure, and customer awareness are motivations for embracing CSR practices. Moreover, Kim, Woo, Uysal, & Kwon (2018) stated that CSR efforts may have a favorable impact on employee attitudes on a hotel. These employees' attitudes have a impact on better performance elements such as job satisfaction and guest orientation. However, Martínez & Nishiyama (2019) emphasized that prior research on CSR concerns in the hotel industry did not investigate the impact of CSR in relation to brand equity.

One of the key developments in the worldwide hotel sector is branding. Hence the idea of brand image has become increasingly popular among scholars' and professionals' interest in recent years. Accordingly, Lahap et al (2016) described that brand image is a representation of a product or service that consumers remember. In this light, Martínez, Pérez, & Del Bosque

(2014) mentioned that numerous factors have been linked to the expansion of brand image idea within the hotel sector. From the standpoint of consumers, major advantages of brand image are the decrease in search costs and risk perceptions, in the standpoint of managers and owners, benefits of brand image are the capacity to charge a higher rate than competing hotel chains and individual establishments, and aid in enhancing brand loyalty and take market share away from rivals. Further, Lahap et al (2016) a strong brand image has the ability to boost a company's reputation, finances, occupancy, average selling price, income, and level of profitability. Kandampully & Suhartanto (2003) noted that through the effects of marketing, advertising, public relations, guest feedback and word-of-mouth about the goods and services and other forms of communication, brand image could be formed in the minds of consumers. Moreover, Martínez et al (2014) mentioned that creation of a positive brand image and the upkeep of a responsible attitude toward the stakeholders is connected with protecting the environment. Accordingly, using less natural resources, supporting social causes, and treating employees fairly all help to build a great brand image.

### **1.1 Problem statement**

Rapid development in new technologies, trends like e-commerce and introduction of budget travel tourism and hospitality industry grew faster than ever Lahap et al (2016). Stakeholders in the industry started to utilize this friendly situation to spread

tourism throughout the world. Organizations and individuals used interesting strategies to convert countries into attractive tourist destinations in order to attract many tourists who are willing to travel. Well planned tourism projects help governments to gain huge economic benefits and also the industry is a very good solution for unemployment concern in a country. Because of the benefits gain over the industry, government and private organizations work together to develop travel & tourism industry.

Because of tourism & hospitality industry interacts more and more with people and community there are some negative impacts started to create around the world. Higher percentage of negative impacts create base on the environment and society. Tourism turns local cultures into commodities, these cultures include religious rituals, traditional ethnic rites and festivals. Once a destination is sold as a tourism product, and the tourism demand for souvenirs, arts, entertainment and other commodities begins to exert influence, also basic changes in human values may occur. These changes can affect as a negative impact for the existing cultures and values of those communities. In other hand uncontrolled conventional tourism poses potential threats to many natural areas. Uncontrolled tourism dimensions can impact such as soil erosion, increased pollution, discharges into the sea, natural habitat loss, increased pressure on endangered species and heightened vulnerability to forest fires.

With this situation new idea starts to raise around the world. World population started to say that tourism industry cannot accept and it is destroying people's soles and loving nature faster than any other industry. Business organizations and individuals who engaged in the business wanted to overcome these emerging negative impacts towards travel and tourism industry and maintain their positive image among stakeholders Kang, Lee, & Huh (2010). Because of this situation, tourism experts and professionals start to find a method to overcome the emerging natural and social problems and built positive image at once. In this sense, Creel (2012) suggested that when developing brand image, a business must understand community perspective, particularly their preferences for CSR. Moreover, according to a study done in Spain, Martínez & Nishiyama (2019) found that CSR was seen as a critical component in the creation of brand image in hotel industry. In addition, Kim & Stepchenkova (2021) found that CSR posts on environmental, social and economics enhance the community engagement in hospitality industry. Thus, by using many researches, they identified that most suitable method to accomplish aforesaid both objective is corporate social responsible dimensions.

Although hoteliers have put more focus on conducting CSR dimensions to local community and to stakeholders who live around their hotel premises and near area. In some studies, CSR initiatives are viewed as the characteristics of the company that satisfy stakeholders by offering them

relevant benefits and improving the lives of the expected beneficiaries Martínez & Nishiyama (2019).

However, there are few numbers of research studies conducted to identify community's actual feeling towards CSR dimensions. Reaction of local community and change in their thinking behavior do not research to an acceptable level and it need to be done to get the best point of view of the local community and actual impact bring by the CSR dimensions to their lives.

### **1.2 Research objectives**

There are two specific objectives in this study.

- To identify the impact of CSR dimensions on Brand image of hotels.
- To identify the most effective CSR dimension which can create positive impact on brand image of hotels.

### **1.3 Contribution**

This study accurately showcases the importance of CSR dimensions towards creating an impact on hotel brand image that can cause many positive impressions towards hotels. In Sri Lankan context best case study coming under this scenario is Hotel Kandalama story of turning the negative impression of the local community at the initial stage towards a positive impression by applying number of CSR dimensions that benefit the community. Base on this research study, industry stakeholders will be able to learn more about importance of CSR dimensions to create impact on brand image and what is the most effective CSR

dimension which can create positive impact on brand image of hotels in the mind of local community.

Furthermore, the findings of the research would be useful and benefit for future research studies which will be focusing on identify the impact on brand image that hotels gain through CSR dimensions. Although there are higher number of research studies conducted under CSR related topics, lack of research studies conducted under the area of impact of CSR dimensions on Brand image of hotels with prospect of local community will give extra attraction to this research study.

## **2. METHODS**

### **2.1 Conceptual Framework**

(Figure 01)

Develop by using following sources,

Cho, Eunjoo, "Development of a brand image scale and the impact of lovemarks on brand equity" (2011). Graduate Theses and Dissertations. Paper 11962.

Corp. Soc. Responsibility. Environ. Mgmt. 15, 1–13 (2008)

### **2.2 Hypotheses**

H1: There is an impact of CSR dimensions on brand image of hotels.

H0: There is no impact of CSR dimensions on brand image of hotels.

H2: There is an impact of economic CSR dimensions on brand image of hotels.

H0: There is no impact of economic CSR dimensions on brand image of hotels.

H3: There is an impact of social CSR dimensions on brand image of hotels.

H0: There is no impact of social CSR dimensions on brand image of hotels

H4: There is an impact of environment CSR dimensions on brand image of hotels.

H0: There is no impact of environment CSR dimensions on brand image of hotels.

### **2.3 Population**

Population of the research study includes the local community who establish around hotels and experience CSR dimensions that are conducted by those hoteliers in Sri Lanka.

### **2.4 Sample**

The local community establish around hotels in Galle and Kandy districts will be considered under the purposive sampling method as the sample of this study. A sample of 100 community members will be selected for the sample with 50 for each district.

The purposive sampling technique used on deciding who should be chosen to get the relevant data by the researcher as the community people also should have a sufficient knowledge about the concept.

### **2.5 Data Collection Method**

This research study is relying on primary data. Data were collected from the local community who are established around the hotels and who has experience in hotels' CSR dimensions in Kandy and Galle districts. Therefore, 100 respondents were selected from Kandy and Galle districts.

Further, questionnaire filled by the respondents were used to collect data. Questionnaire was developed in order to disclose key indicators which are related to independent and dependent variables in order to achieve research objectives.

## 2.6 Questionnaire

Questionnaire is consisted with 03 sections. Accordingly, first section of questionnaire was design to obtain demographic information of the respondents. Second section and third section of the questionnaire was designed to measure the independent variable (CSR dimensions) and Dependent variable (Brand image) respectively. Five-point Likert scale was used to rate the level of agreement of the respondents on the statements that measure CSR dimensions of hotels and brand image.

5- Strongly agree

4- Agree

3- Moderate

2- Disagree

1- Strongly disagree

Questionnaire is consisted with questions regarding demographic factors of the respondents, questions to understand the nature of CSR dimensions that conducted by hoteliers and questions to explore the local community members' perception towards brand image of the hotel.

## 2.7 Data Analysis

Based on the primary data analysis, the research findings discovered and through which the conclusions and recommendations will be developed accordingly. Therefore, statistical

packages such as SPSS software and Microsoft Excel software used to analyze quantitative data and qualitative data effectively in a descriptive approach.

## 2.8 Reliability Test

Cronbach's Alpha reliability analysis has been done to measure the validity of research questionnaire. The test will be significant when Cronbach's Alpha value result more than 0.7. Following table illustrates the result of Cronbach's Alpha test in each part of the questionnaire.

## 2.9 Descriptive Statistics

Descriptive statistics techniques are used to discover and summarize the attributes of the sample and it will provide descriptive information such as mean, mode, median, standard deviation etc. It will be helpful to analyze the current situation of selected dimensions. Descriptive statistics analysis can assist in achieving objectives of this research study. Developed statistics are interpreted using graphs and percentages.

According to the questions that were used was analyzed by the following rule.

5-point likert scale can be divided into 5 equal ranges, equal to 0.8. It means items with scores fall between the ranges of:

4.21 – 5.00 are considered as very important

3.41 – 4.20 are considered as important

2.61 – 3.40 are considered as neutral

1.81 – 2.60 are considered as not important

1.00 – 1.80 are considered as not important at all

## 2. 10 Multiple Regression Analysis

This research was focused on examining the impact of CSR dimensions on brand image of hotels with special reference to the local community established around hotels in Galle and Kandy districts. In order to accomplish this objective multiple regression model can be developed.

$$BI = \beta_0 + \beta_1 (\text{Eco}) + \beta_2 (\text{S}) + \beta_3 (\text{Env}) + \delta$$

BI - Brand Image

$\beta_0$  - Intercept of the equation

$\beta_1$  - Coefficients of Economic

Eco - Economic

$\beta_2$  - Coefficients of Social

S - Social

$\beta_3$  - Coefficients of Environment

Env - Environment

$\delta$  - Error

Hypothesis can test according to the following Decision Rule:

If the level of significance (p value) is < 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted.

## 3. RESULTS

### 3.1 Independent Variable Analysis

Calculated mean values and standard deviation values belongs to independent variable shows on table 01.

According to the above-mentioned decision rule, economic dimension have an excellent mean value of 4.28 and std. deviation value of 0.591 shows that the variation from mean value is very less in economic dimension. In the social dimension, 50 respondents give a mean value of 4.61 which is excellent value according to decision rule. Std. deviation value was 0.748 towards the social dimension which is very good number, because less than 1 is a very good value for a variable. Environment dimension gain a mean value of 4.39 which is an excellent value according to decision rule, and std. deviation value of 0.556 which is another well acceptable value.

### 3.2 Dependent Variable Analysis

Calculated mean values and standard deviation values belongs to dependent variable shows on table 02.

Mystery dimension got a mean value of 4.53 which is an excellent value and of std. Deviation 0.548 to show the mystery dimension have a little variance from the mean value. Further, sensuality dimension has an excellent mean value of 4.60 and std. deviation value of 0.577 shows that the variation from mean value is very less in sensuality dimension. Intimacy received a mean value of 4.43 and to prove it has lower variance from mean value, particular dimension on intimacy got a 0.683 std. Deviation value.

### 3.3 Multiple Linear Regression Analysis

To analyze the brand image of local community and identify most effective CSR dimensions which can



create positive brand image on local community researcher use a regression analysis between independent variable and dependent variable (Table 03).

### 3.3 Model Fitness (Table 04)

This model can introduce as overall significant model. According to above table P value is 0.000. It is less than 0.05. It implies that model is fit to the data as well as due to P value is less than 0.05 ( $P < 0.05$ ).

### 3.4 Regression Analysis Results (Table 05)

$$BI = .121 + .329 (\text{Eco}) + .358 (\text{S}) + .223 (\text{Env}) + \delta$$

Constant ( $\beta_0$ ) is 0.121 which implies that, while all Corporate Social Responsibility (CSR) dimensions remain zero, Brand image is 0.121. Meaning of this equation is that without Corporate Social Responsibilities (CSR) dimensions hotel brand image is lower. P- Value of constant term is 0.016 and which states it is statistically significant at 0.05 level of significant. In addition, all the  $\beta$  coefficient values belong to economic, social and environment represented positive values more than  $\beta$  coefficient value of constant and thereby it is obvious that there is a more positive impact of Corporate Social Responsibilities (CSR) dimensions on brand image of hotels.

When considering economic dimension, the  $\beta$  coefficient is 0.329. This indicates that when other variables remain constant brand image can increase 0.329 by increasing economic dimension by one unit.

Furthermore, it can be seen that economic dimension contributes significantly to the model because p-value is 0.009. It is less than 0.05 level of significant.

Therefore, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_2$ ) is accepted. Hence, there is a significant impact of economic CSR dimensions on brand image.

When other variables remain constant, social dimension can increase brand image by 0.358. Moreover, social dimension can be contributed significantly to the model since p-value of 0.003. It is less than 0.05 level of significant. Therefore, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_3$ ) is accepted. Hence, there is a significant impact of social CSR dimensions on brand image of hotels.

$\beta$  coefficient value for environment dimension is 0.223. This means that environment dimension can increase brand image by 0.223 when another variable remains constant. Furthermore, it can be seen that environmental dimension contributes significantly to the model because p-value is 0.041, which is less than 0.05 level of significant. Therefore, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_4$ ) is accepted. Hence, there is a significant impact of environment CSR dimensions on brand image of hotels.

### 3.5 Summery of Regression Analysis (Table 06)

According to table 06, all CSR dimensions are having significant impact on brand image. According to the results, economic, social and

dimensions are significantly related with brand image of local people because of the p value is less than 0.05. Brand image got the highest impact on social CSR dimension because of 0.358  $\beta$  coefficient value. Then the economic CSR dimension having an impact on dependent variable which is brand image by having  $\beta$  coefficient value of 0.329. Finally, the environment CSR dimension has an impact on brand image by  $\beta$  coefficient value of 0.223.

#### 4. DISCUSSION

The research team gathered data for the study from local community members who residing close hotels in the Kandy and Galle districts.

Gender distribution among 100 respondents is 58% & 42% respectively between male and female respondents. When considering the age distribution, highest number of respondents fall into 31-45 age group and secondly 46-55 age group comes next. Least number of respondents are belonged to 18-30 age group. Income level of the respondents fall highly in 25000-45000 category. 26% of respondents belong to 15000-25000 category and over 45000 income categories.

When collecting data from respondents, the research team takes the hotel into account. Respondents were chosen based on their hotel. However, no information was gathered from hoteliers. Hoteliers assist the research team to select local community members.

Two objectives were established on this research study by the research team they are as follows.

- To identify type of brand image that can gain by conducting CSR dimensions.

The first objective of the research is to identify the type of brand image that can be gained by undertaking CSR dimensions. This objective was accomplished through descriptive analysis. Before focusing on brand image, CSR dimensions and CSR dimensions must be considered. All three CSR dimensions have higher mean values, illustrating that hoteliers engage in CSR to address the economic, social, and environmental needs of the local people. Among those numbers, the social dimension has the highest mean value of 4.61, implying that local community members are more concerned with social issues addressed through CSR dimensions. Local community members, for example, are interested in incorporating social trends into CSR dimensions, taking community preferences into account when designing CSR dimensions, and so on. When conducting descriptive analysis in brand image, researcher analyses the brand image under three main brand image dimensions in order to identify the type of brand image that can gain through CSR. Among three dimensions, sensuality dimension has highest mean value of 4.60 which indicates that through CSR dimensions sensuality type brand image can be developed towards hotels. After sensuality dimension, mystery dimension has 4.53 mean value which means after sensuality, hotels can gain mystery type brand image through CSR dimensions. Finally, the intimacy type brand image is built among local community

members. Which indicates by mean value of 4.43. According to the findings on objective one, hoteliers can build higher sensuality type brand image by conducting CSR dimensions on local people who have established around their hotels. After sensuality type brand image, mystery type brand image is developed among local community. And then after intimacy type brand image is developed among local community because of CSR dimensions.

- To identify the most effective CSR dimensions which can create positive brand image on local community.

Research team use multiple regression analysis to identify the most effective CSR dimensions which can create positive brand image on local community. According to the regression analysis outcomes, all CSR dimensions have a significant impact on brand image of hotel. Although all P-values are less than the 0.05 level of significance, analyzing the regression analysis results demonstrates that the social factor received the highest number of  $\beta$  coefficient values, providing by 0.358 in numbers. It means the value which remain constant once other variables change. In accordance with that social dimension can increase brand image by 0.358 which is the highest number of  $\beta$  coefficient value among three CSR dimensions. Furthermore, social dimension can be contributed significantly to the model since p-value of 0.003 which is less than 0.05 level of significant. Hence, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_3$ ) is accepted. This implies that there is a

significant impact of social CSR dimensions on brand image. Moreover, economic CSR dimensions has  $\beta$  coefficient value of 0.329 which implies that when other variables remain constant brand image can increase 0.329 by increasing economic dimension by one unit since of p-value (0.009) of economic CSR dimensions contribute significantly to the model. In addition to that environment CSR dimensions has  $\beta$  coefficient value of 0.223 which ranks third comparing with other two CSR dimensions. Nevertheless, according to the regression analysis, environment CSR dimensions contribute for the brand image. Once other variables remain constant, environment CSR dimensions can increase brand image by 0.223. Based on the above regression results, social CSR dimensions can be identified as the most effective CSR dimensions that can create a positive brand image of hotels.

## 5. CONCLUSION

The research team has developed research objectives and hypotheses to accomplish the research questions. According to the findings of this study, all three CSR dimensions have a significant impact on brand image of the hotels.

Besides that, the research team observed that social CSR dimensions are the most impact CSR dimension on Brand Image as they have a greater ability to build brand image of the hotel.

Furthermore, when analyzing the dependent variable in this study revealed that there are three

dimensions of brand image as sensuality, mystery and intimacy which consist the dependent variable. Accordingly, sensuality brand image has the least standard deviation and it implies that the responses of the employees are less deviated.

Based on the findings, the researcher can suggest that if hoteliers want to create a more sensual type brand image among the local communities that encompass their hotel properties, they should focus on social type CSR dimension.

### 5.1 Future Research Areas

During the course of this research study, researchers realized that the majority of hoteliers use CSR as a common dimension that is solely utilized to avoid taxes.

Lahap et al (2020) noted that CSR initiatives and return on assets have a strong and significant impact on brand

image. In line with that, the findings of the research study also revealed that there is a statistically strong impact of CSR dimension on Brand Image. Accordingly, it derives a path that a research study should be conducted to determine why hoteliers do not use CSR as a multitasking tool. Hoteliers can use CSR to build their brand image among locals, and then use it as an excellent marketing tool to attract more tourists. This supports with the Lahap et al (2016), which concluded that a strong brand image has the ability to boost a company's reputation. This research study will be very important for the industry to use CSR as a profit-maximizing tool while also increasing the organization's good will with high reputation.

The researchers believe that the results of this study will contribute to make CSR as an incredible marketing tool that hoteliers will be eager to invest their money and time in.

## APPENDIX

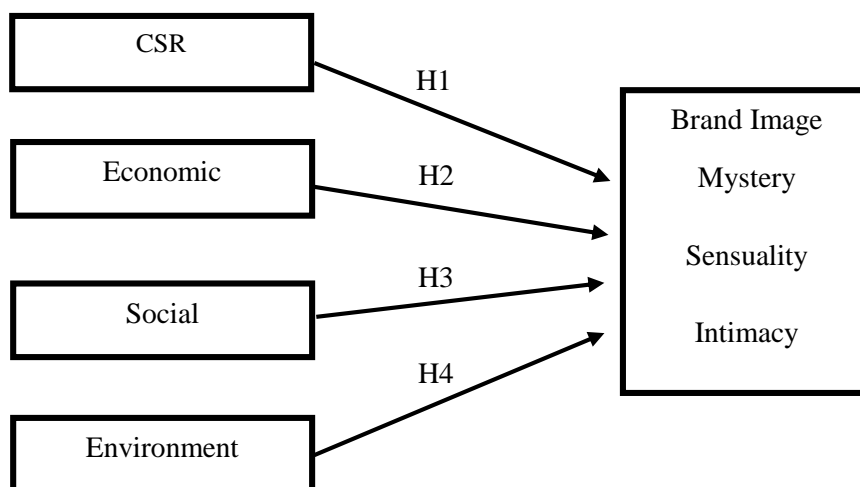


Figure 01 – Conceptual Framework

**Table 01 – Independent Variable Analysis**

CSR dimension	N	Mean	Std. Deviation
Economic	100	4.28	0.591
Social	100	4.61	0.748
Environment	100	4.39	0.556

Source: SPSS output from field survey information – 2022

**Table 02 – Dependent Variable Analysis**

Brand Image dimension	N	Mean	Std. Deviation
Mystery	100	4.53	0.548
Sensuality	100	4.60	0.577
Intimacy	100	4.43	0.683

Source: SPSS output from field survey information – 2022

**Table 03 – Multiple Linear Regression Analysis**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.756	.591	.543	.407

Source: SPSS output from field survey information – 2022

**Table 04 – Model Fitness**

Model	Mean Square	F	Sig.
Regression	3.384	20.413	.000

Source: SPSS output from field survey information – 2022

**Table 05 – Regression Analysis Results**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.121	.304	1.057	.016
Economic	.329	.128	2.736	.009
Social	.358	.115	3.102	.003
Environment	.223	.158	.777	.041

Source: SPSS output from field survey information – 2022

**Table 06 – Summary of Regression Analysis**

Modal	P value	<	Significance Level	Null Hypothesis (H0)	Alternative Hypothesis (H2,3,4)
Economic	0.009	<	0.05	Rejected	Accepted
Social	0.003	<	0.05	Rejected	Accepted
Environment	0.041	<	0.05	Rejected	Accepted

Source: SPSS output from field survey information – 2022

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