International Journal of Hospitality Management 48 (2015) 124–134

Contents lists available at ScienceDirect

International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhosman

Corporate social responsibility and sustainability balanced scorecard: The case study of family-owned hotels

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ARTICLE INFO

Article history:
Received 21 October 2014
Received in revised form 11 March 2015
Accepted 2 May 2015

Keywords:
Corporate social responsibility
Balanced scorecard
Sustainable balanced scorecard
Family-owned hotels

ABSTRACT

This research aims to find empirical support for the benefits of Corporate Social Responsibility (CSR) to family-owned hotels by identifying paths through which CSR influences business. The Sustainability Balanced Scorecard (SBSC) concept is used to assess the perceived importance of relationships between CSR and business performances to support the goals of the case hotels. SBSC breaks the business down into five dimensions namely; Financial, Customer, Internal Business, Learning & Growth and Non-Market Perspective, which is CSR in this study. The results of partial least squares (PLS) regression using the sample consisting of three stakeholders (i.e., two hundred customers, seventy employees and thirty managers) of family-owned hotels delivered several findings: (i) both the employee and manager group shows that CSR has a significant influence on BSC dimensions with variance (ii) all of the stakeholder groups support the significant relationship between CSR and goals and (iii) all of the stakeholder groups confirm the causal relationship among BSC dimensions with variance. Lastly, we conclude the paper by discussing implications for family-owned hotels as well as addressing limitations.

1. Introduction

On December 26, 2004, the Indian Ocean Tsunami severely hit Phuket, Thailand. In total, 5395 lives were lost, 2817 people went missing, and 8457 people suffered injuries. During the devastating storm, 6791 homes were destroyed, 315 hotels and resorts were damaged, and 9407 rai (3719 acres) of agricultural land were wiped out. The catastrophe brought attention to the importance of various forms of Corporate Social Responsibility (CSR) in a region that was an unlikely place for CSR before the disaster. A prominent venue for CSR initiatives in the wake of the storm was the hospitality sector, yet such efforts were limited to big hotels and hotel chains from developed countries (Henderson, 2007). The local privately-owned hotels accounting for 90% of the hotels in Phuket (National Statistics Office) still appear indifferent or unwilling to incorporate CSR into their business strategies and operation.

In the first decade of the 21st century, there has been a growing interest in CSR within the hospitality sector; however, the literature on linkages between CSR and firm financial performance lacks empirical support (Godfrey and Hatch, 2007; Margolis and Walsh, 2003; Mcwilliams and Siegel, 2000). In the field of hospitality, early empirical studies examining the relationship between CSR and financial performance found varying results focused on the large hotels in the Western context, including Europe (Claver-Cortes et al., 2007; Kirk, 1995; Nicolau, 2008; Rodríguez and del Mar Armas Cruz, 2007) and the USA (Kang et al.,2010; Lee and Park, 2009). Recent studies investigated the influences of CSR on the financial performance of small and medium accommodation enterprises (SMAEs) in developed tourist destinations (Garay and Font, 2012). However, varying, even conflicting, results as well as various methodological issues suggest the need to refine the theory with a more appropriate model for the relationship between CSR and CFP, considering possible mediating or moderating mechanisms (Pivato and Misani, 2008). Furthermore, the extant literature provides little empirical insight into how SMAEs in areas like Phuket, Thailand, where the emphasis of CSR is still minor, can incorporate CSR into their business to achieve their overall goals and contribute to their sustainability. Thus, this study attempts to fill the existing gap by exploring how CSR influences a firm's performance and affects the accomplishments of its goals from the perspective of SMAEs (family-owned hotels in this study) in developing countries (i.e., Phuket, Thailand in this study).

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http://dx.doi.org/10.1016/j.ijhm.2015.05.001
0278-4319/

To assess the performance of hotels, this study employs the balanced scorecard (BSC) which has become popular in the hotel industry as an attempt to develop a systematic tool for business management (Chen et al., 2011; Denton and White, 2000; Fisher et al., 2010; Huckestein and Duboff, 1999; McPhail et al., 2008; Sainaghi, 2010; Sainaghi et al., 2013). These studies generally support that BSC is a satisfactory performance measurement; however, they involved mainly large hotels. For SMAEs, Bergin-Seers and Jago (2007) explored performance measurement of small motels in Australia; however, their measurements are rather segmented ones with difficulties drawing linkages between the performance measurements. Academics in the field acknowledge the challenges of performance measurement for SMAEs due to the difficulties related to defining key performance dimensions (Hudson et al., 2001; Garengo et al., 2005). In particular, BSC further requires the use of vision or goals, which are often overlooked or ignored by SMAEs. However, SMAEs are exposed to a greater risk than big enterprises in terms of structured decision-making, information control, and financial instability, which brings our attention to the need of a systematic management tool for them (i.e., BSC) to survive in a rapidly changing competitive environment.

There are many critiques about BSC and its appropriateness. One of those criticisms is that BSC only recognizes three market stakeholders: shareholders (financial performance), customers (customer relations) and employees (Internal Business Process and Learning and Growth), and ignores two significant non-market stakeholders: environmental and social matters (Brignall, 2002), which are closely related to CSR. CSR is a complex term defined as the active and voluntary contribution of enterprise to environmental, social and economic improvement. By recognizing this issue, Figge et al. (2001, 2002) propose the addition of so called non-market perspective into BSC in order to strategically integrate environmental and social aspects (i.e., CSR) from outside into a firm's business strategies, termed the Sustainability Balanced Scorecard (SBSC). Figge et al. (2001, 2002) proposed a model to incorporate CSR into business performance evaluation; the SBSC not only help detect strategic environmental/social aspects, but also enhance the implementation process of strategy. However, Figge et al. (2001, 2002) only proposed theoretical hypotheses without empirical support. Further studies adopted the SBSC and confirmed the validity of SBSC in the semiconductor industry (Hsu et al., 2011). The SBSC framework could help demonstrate the competitiveness of Taiwanese semiconductor corporations by illustrating their sustainable performance with the incorporation of environmental and social issues. However, there has been little empirical support for SBSC in the field of hospitality, to which this study aims to contribute.

There are several sparse areas in the hospitality literature that this study aims to cover. First, the research intends to identify how CSR affects the business of family-owned hotels in a developing country. This research seeks to discover whether CSR affects the hotel business directly or through indirect paths. If indirect influence is present, through what paths does CSR affect the business? Second, this research is based on the SBSC model from Figge et al. (2001, 2002), in which only theoretical hypotheses were proposed but were not yet supported with empirical analysis. We examine their hypotheses with field data obtained from the case hotels to investigate the applicability of the model in practice. Third, prior research on the BSC has usually been conducted using surveys or interviews from a single group of stakeholders, mostly business owners or individuals from the managers group. Since all of the stakeholders hold different interests on the business, this research aims to capture those differences in perception through separately assessing three groups of stakeholders, namely customers, employees, and managers. By doing so, the authors hope to obtain additional insights about how different stakeholders perceive CSR, dimensions in BSC, and goals and vision of the family-owned hotels. Overall, the purpose of the research is to encourage CSR among family-owned hotels by providing empirical support for the benefit of CSR to businesses as well as provide a systematic performance management tool for them to incorporate CSR and achieve sustainable development.

2. Theoretical background and hypotheses development

2.1. Corporate social responsibility (CSR) and business performance

Over the past half-century, many different definitions of CSR have appeared; however, the concept remains difficult and complex (Carroll and Shabana, 2010). Dahlsrud (2008) identified thirty-seven definitions of CSR, although that number understates the actual total of proposed CSR definitions due to the omission of definitions with unidentified methodologies (Carroll and Shabana, 2010). Among many definitions, one most popular for both academia and business applications is Elkington (1997) Triple Bottom Line, which states that business is sustainable when it lives up to economic prosperity, environmental quality, and social justice. Marrewijk (2003) clarifies this definition further as economic responsibility, environmental responsibility, and social responsibility. While these generic definitions receive criticism for their failure to capture industry-specific contexts (Maloni and Brown, 2006; Fritz and Matopoulos, 2008; Heikkurinen and Forsman-Hugg, 2011), the industry-specific definitions also lose an appeal for wide-applicability. Ultimately, this study employs Marrewijk's definition of CSR since that version considers stakeholders in its analysis.

There has been growing interest in CSR within the hotel industry; however, the empirial support in the area is limited, mostly focusing on financial performance in a Western context (Claver-Cortes et al., 2007; Kang et al., 2010; Kirk, 1995; Lee and Park, 2009; Nicolau, 2008; Rodríguez and del Mar Armas Cruz, 2007; Garay and Font, 2012). For instance, Kirk (1995), based on a survey in Edinburgh, UK, finds that CSR is aknowledged with less financial benefits than marketing advantages. A recent study based on the hotels in Spain by Rodríguez and del Mar Armas Cruz (2007) contend that hotels with high levels of CSR activities (based on managers' opinions) have higher financial returns. Another study from Spain (Nicolau, 2008) also supports the positive relationship between CSR and financial performance by analyzing the effect of twenty-six CSR activity announcements on stock price. Claver-Cortes et al. (2007), by investigating environmental activities of 153 hotels in Alicante (Spain), support the positive relationship between environmental proactivity and performance level; however, in general, there is no significant relationship between the performance level and their degree of environmental proactivity. The proactivity achieved by these hotels does not strongly impact their organisational performance. To overcome the region-specific factor from the previous studies, Lee and Park (2009), using eighty-five firms from S&P 500, Russell 1000, and Russell 2000, find that aggregate corporate social performance has positive influence on profitability for hotels but no relationship with profitability for casinos. Kang et al. (2010), based on the dataset from S&P 500 and Russell 3000, show that positive CSR activities have a constructive impact on firm values for the hotel and restaurant industry.

Recent studies focus more on SMAEs considering CSR as a strategic path to sustainability, rather than a once-in-a-while philanthropic activity as is common among larger, more capital endowed firms from developed tourist destinations. For instance, Garay and Font (2012) through a survey of about 400 SMAEs in Catalonia, Spain, conclude that CSR indeed has a positive impact not only on economic performance but also competitiveness. While these studies deliver meaningful insights, they, at the same time, reveal a gap: empirical studies from SMAEs in the context of developing countries explore the influence of CSR on business performances more than financial performance.

2.2. From balance scorecard (BSC) to sustainable balanced scorecard (SBSC)

The balanced scorecard (BSC), first introduced by Kaplan and Norton (1992), has become one of the most popular tools in the business world. The underlying principles of BSC come from many theories, including shareholder value and the principle-agent framework, uncertainty and multi-period optimization, and stakeholder theory (Kaplan, 2010). The original BSC suggests measuring performances through four dimensions (Financial, Customers, Internal Business, and Learning & Growth) in order to provide a more 'balanced' view of organizational performances (Kaplan and Norton, 1992). Kaplan and Norton, 1992, 1996, 2001, 2004 suggest that BSC implementation starts with an elaboration of vision and goals. After the vision and goals have been identified, a firm then conducts a systematic analysis of the relevant factors required to meet the intended strategy based on the analysis of the value chain or profit chain (Heskett et al., 1994; Porter, 1985). It follows with the identification of the critical performance variables, that is, those which are absolutely necessary to fulfill the defined strategy in order to achieve a vision or mission.

One unique characteristic of the BSC is its causal relationship between dimensions embedded in a strategy map (Kaplan and Norton, 2000, 2001, 2004). A simple example given by Kaplan in his working paper (Kaplan, 2010) is that employees better trained in quality management tools (Learning & Growth) help to reduce process cycle time and defects. This improvement in cycle time leads to a shorter customer lead time, improved on-time delivery, and fewer defects experienced by customers (Internal Business). The better service, shorter cycle time, and better quality products/services lead to higher customer satisfaction, retention and spending (Customers), which ultimately lead to higher revenue, margins and profit (Financial). From this simple example, all of the dimensions within BSC are linked together by cause-and-effect relationships, starting with employees and continuing through the business processes and customers, eventually leading to better financial performance. The Learning & Growth, Internal Business, and Customers dimensions are defined as leading indicators as their effects are reflected in the Financial dimension.

The BSC dimensions can be augmented or pruned in order to make the BSC more suited to and aligned with business strategies and goals (Kaplan, 2010) as many other studies have attempted. For instance, several studies considered "Future Readiness" as the 5th dimension (Van Grembergen and Amelinckx, 2002; Maltz et al., 2003; Martinsons et al., 1999; Mooraj et al., 1999; Phillips, 2007). Or some scholars propose to eliminate Financial Performance from the BSC as the Financial dimension is actually the outcome of the other three dimensions (Customer, Internal Business and Learning & Growth) (Van Grembergen and Amelinckx, 2002; Martinsons et al., 1999). Figge et al. (2001, 2002) proposed the addition of a so-called "non-market perspective" into BSC, which includes environmental and social aspects, into a firm's strategy, and this more comprehensive approach was termed the Sustainability Balanced Scorecard (SBSC).

Figge et al. (2001, 2002) contend that BSC with this additional non-market perspective can show the relationship between long-term resources, such as sustainability and short-term financial outcomes. The non-market perspective can be relevant both directly (with regard to the financial dimension) and indirectly (with regard to other dimensions of BSC) to a firm's performance (Figge et al., 2001, 2002). The SBSC links non-financial corporate activities to standard BSC dimensions with causal paths to the corporate long-term strategy. The SBSC makes it possible to account for non-monetary strategic success factors that significantly impact the financial success of a business directly. Further, the SBSC demonstrates the significant impact of a non-market perspective on the Learning & Growth, Internal Business, and Customer dimensions influencing on the Financial dimensions. The SBSC supports the alignment and management of all corporate activities according to their strategic relevance. The study (Figge et al., 2001, 2002) presented a three step approach formulating the SBSC: (i) choose a strategic business unit; (ii) identify the environmental and social exposure; (iii) determine the strategic relevance of environmental and social aspects. In contrast to other BSC dimensions, the non-market dimension acts as a frame that embeds the other dimensions, linked directly or indirectly to the financial perspective. This ensures the full integration of environmental and social aspects in the general management system. While Figge et al. (2001, 2002), in fact, propose a model to incorporate CSR and business performance, they have only proposed theoretical hypotheses without empirical support, which the current study aims to contribute.

2.3. Hypotheses development

2.3.1. Balanced scorecard and causal relationships

According to Kaplan and Norton, there exists a causal relationship between indicators in the BSC (Kaplan and Norton, 2001, 2004). The direction of causal relationship usually proceeds from Learning & Growth through Internal Business to Customers and finally to the Financial dimension. Even though this path has already been tested and confirmed by many prior studies and is not the main focus of this research, the insertion of this path relationship into the model will lead to more accurate results. This study's hypotheses are as follows:

H1. There exists a positive relationship between the Learning & Growth and Internal Business dimensions.

H2. There exists a positive relationship between the Internal Business and Customer dimensions.

H3. There exists a positive relationship between the Customer and Financial dimensions.

2.3.2. Effects of CSR on balanced scorecard dimensions

According to Figge et al.'s (2001, 2002) model of SBSC, the non-market dimension (i.e., CSR in this study) is not a leading or lagging indicator for any specific dimensions, but it acts as leading or lagging indicators for/from all other perspectives. Thus, the CSR dimension poses an effect on all four of the dimensions in the BSC represented by the following hypotheses:

H4. There is a positive relationship between the CSR and Financial dimensions.

H5. There is a positive relationship between the CSR and Customer dimensions.

H6. There is a positive relationship between the CSR and Internal Business dimensions.

H7. There is a positive relationship between the CSR and Learning & Growth dimensions.

2.3.3. Effect of CSR on Goals

CSR could enhance a hotel's performance and help to achieve its goals both indirectly and directly. CSR affects goals indirectly through many means, for example, cost control and operational saving, stronger branding and market awareness, and a closer relationship with stakeholders and the community (Dwyer, 2005), which attracts more investors and customers (Sauvante, 2001). It could also affect goals directly if the goals are interpreted in such a way that it emphasizes economic, social and environmental factors. The aforementioned literature on the effects of CSR upon firm goals informs the following hypothesis:

H8. There is a relationship between the CSR and Goals dimensions.

2.3.4. Effects of Balanced Scorecard Dimensions on Goals

The balanced scorecard is designed with a top-down approach, that is, vision and mission are first specified, and then indicators are carefully picked to elaborate those missions/visions. Accordingly, this study's hypotheses are as follows:

H9. There is a positive relationship between the Financial and Goals dimensions.

H10. There is a relationship between the Customer and Goals dimensions.

H11. There is a relationship between the Internal Business and Goals dimensions.

H12. There is a relationship between the Learning & Growth and Goals dimensions.

2.3.5. Effects of goals on visions

Every business should have a vision and mission. The vision is a picture of what the firm wants to be (Ireland et al., 2009), while the mission specifies the business in which the firm intends to operate and the customers it intends to serve (Kemp and Dwyer, 2003). The mission and vision might not be long statements but they are usually broad in nature, encompassing, far-reaching and usually impossible to be achieved all at once. Goals are general statements of mileposts for firms to meet toward achieving the vision. Goals break up the vision and mission into smaller pieces by providing the road map and manageable stepping stones to achieve the mission and make the vision a reality (Kaplan and Norton, 1996). Goals need to be integrated with the vision, and they also need to be integrated with the mission for achieving that vision. Thus, goals can easily be said to be the first step toward achieving the vision and mission collectively. Taking into account the links between a firm's goals and vision, this study proposes the following hypothesis:

H13. There is a positive relationship between Goals and Vision.

3. Methodology

3.1. Proposed model

Fig. 1 shows the model developed from the above hypotheses.

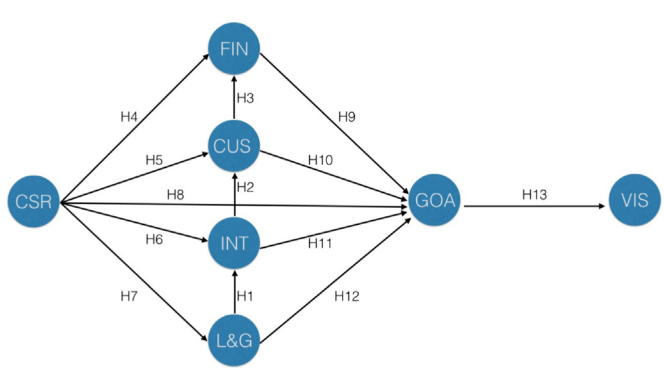

Fig. 1. Proposed model.

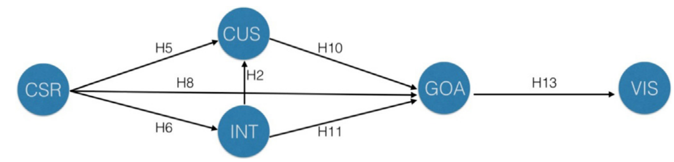

Fig. 2. Proposed model for customers.

3.2. Variation of the proposed model on different stakeholder's group

This research aims to measure stakeholders' perceptions regarding the above dimensions (CSR, FIN, CUS, INT, L&G, GOA and VIS). Since all stakeholders hold different responsibilities and interests in the hotel and have different depths of knowledge about the hotel industry, each stakeholder's perception of the dimensions will inevitably be different, and thus, should be treated independently. Thus, the proposed model needs to be adjusted to fit what each stakeholder group is capable of answering in the questionnaire.

3.2.1. Proposed model for customers

The customers group does not have knowledge about a hotel's Financial, Learning & Growth and some Internal Business indicators. Thus, the customer survey only includes the Customer and CSR dimensions, as well as some indicators of the Internal Business dimensions, Goals and Vision. The proposed model for the customers group is found in Fig. 2.

3.2.2. Proposed model for employees

The Employees group is more involved in contributing to a hotel's vision and mission than customers. Although they are not the group who set the goals or vision, they are the group that will turn these goals and vision into reality. Since general employees lack knowledge of the Financial dimension, and this dimension is not usually a concern in their daily routines, the employee survey includes everything except the Financial dimension. The proposed model for the employees group can be found in Fig. 3.

3.2.3. Proposed model for manager

Managers are the stakeholders who deal with strategies the most. They have the most knowledge about their hotel's strategies, have access to sensitive information such as financial data and usually are involved in setting up goals. Thus, the proposed model for the Managers group includes all the dimensions as described in Fig. 4.

3.3. Questionnaire design

This research examines the path relationships between CSR, BSC dimensions, Goals and Vision by statistically analysing the stakeholders' perception of each dimension. In the first stage, the framework is developed using knowledge from literature review and the proposed models are offered as seen in the previous sec-

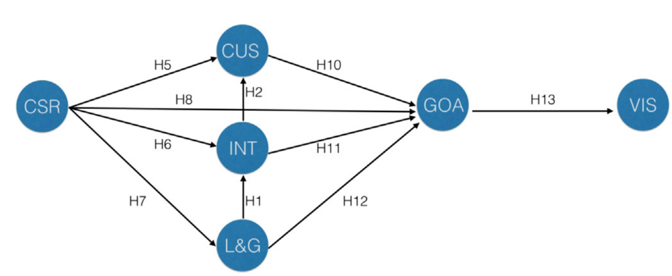

Fig. 3. Proposed model for employees.

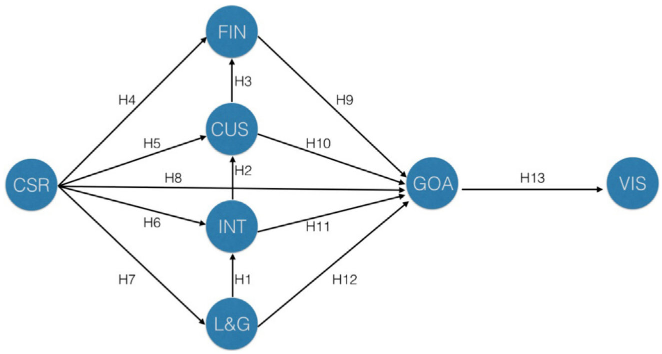

Fig. 4. Proposed model for managers.

tion. In the second stage, the questionnaire is designed and the surveys are carried out in the case hotels. In the third stage, the questionnaire is returned for data analysis.

The indicators used in the questionnaire are taken from different sources. The indicators regarding CSR have been taken from Tyrrell et al. (2012), who quantify the Triple Bottom Line (TBL) for tourism according to ten attributes. The indicators regarding vision and mission have been taken from interviewing the managers of the case hotels, The Front Village and The Village Resort & Spa in Phuket, Thailand. The indicators regarding the BSC dimensions are from two main sources: Denton and White (2000) and Phillips and Louvieris (2005).

The BSC indicators have been selected and refined by the group of experts, which consists of three scholars in the department of tourism and hospitality, one hotel proprietor, three employees, one hotel supplier, one local resident, and three hotel customers. The group of experts was asked to rate the importance of indicators by giving a score from 1 to 5, with 5 or 'don't know[1]' as the highest importance. The indicators with average rating greater than 3 were then chosen. Some of the ambiguous indicators were renamed and some similar indicators have been merged together to form one single indicator. Indicators used in the final survey are listed in the Appendix, and the measurement in the survey employs a Five-Point Likert Scale. The respondents ranked the importance of the indicators from the scale 1–5 (5 being most important and 1 being not important at all).

4. Data analysis and findings

The data were collected from two hotels in Phuket, Thailand: The Front Village and The Village Resort and Spa over the course of four months. Three different surveys were collected from three different stakeholder groups; customer, employee and manager group. In total, three hundred surveys were collected composed of two hundred customers, seventy employees and thirty managers. Table 1(a)–(c) presents the demographics of these stakeholders. The customers group (Table 1(a)) shows a similar ratio of male and female visitors whose majority comes from Europe (54%) and Oceania (27%). 65% of them hold bachelor degrees or higher and 86% of them are returning customers. The age range 31–60 years old represents more than 60% of the customers. Finally, 86% are returning customers, which may represent customers' familiarity with the hotel.

Table 1(b) presents the demographics of the employee group. More than half of the employees are female (54%) and half of them are within the 19–30 age range (57%). The hotel employees are relatively less educated than the customers, with 29% them holding at least a bachelor's degree. Nearly all of the employees (91%) have been working in the hotel less than three years.

Table 1(c) shows the demographics of the manager group. All of the managers are at least 31 years of age and the majority of them are female (80%). 93% of the managers earned at least a bachelor degree and have been working in the case hotels for more than two years. Around a third of the managers (33%) have been working in the hotel for more than six years.

This study implemented partial least squares (PLS) using SmartPLS (Ringleet al., 2005) for further analyses, following a two-stage approach to examine the outer model and inner model. The inner model (or structural model) is composed of the hypothesized theoretical relationships among the constructs. Compared with structural equation modeling, the outer model (or measurement model) has been defined when the theoretical research model is constructed in PLS (Urbach and Ahlemann, 2010). PLS is adequate for eschewing assumptions about sample size and data distributions (Rigdon, 2005), and better suited when the focus is on theory development rather than theory testing (Chin, 1998).

The internal consistency reliability is tested using Composite Reliability (CR). The CR for all three groups is above 0.7, thus, the results are deemed reliable. The convergent validity is tested using average variance extracted (AVE). In this study, all of the variables in all three groups possess AVE larger than 0.5, supporting convergent validity. The discriminant validity is tested by the relationship between correlations among constructs and the square root of AVEs. From the table, discriminant validity is evident between all of the latent variables. The results of the measurement model test for the customer group is posted in Table 2.

In the employee and manager groups, the square root of AVE is smaller than the correlation coefficient shared between the construct and other constructs in the model. This implies that discriminant validity is not supported between the latent variables for employees and managers.

4.1. Insufficient discriminant validity

In order to address insufficient discriminant validity, Podsakoff et al. (2003) suggest that an introduction of a common method factor may help reduce variance inflation, reducing shared variance estimates between latent constructs and observed variables, which will likely increase the value of AVE estimates to be higher than shared variance estimates. However, this comes at the cost of increased model complexity.

In this research, the Five-Point Plan recommended by Farrell (2010) is used. First, if the data lacks discriminant validity, researchers should perform exploratory factor analysis (EFA) to identify items which perform poorly in cross-loading. If an item cross-loads on more than one latent variable, the removal of the offending item should improve discriminant validity. Second, if not successful, the constructs that are too similar may need to be combined into a single construct. Third, if not successful, more samples or additional data may need to be collected. Fourth, if none of the method works, one (or more) independent variables may need to be dropped from the regression equation (Cohen et al., 2003).

The researchers used the combination of methods to deal with insufficient discriminant validity. First, EFA was performed in SPSS. Through the method of data reduction, the items with high cross-loading can be observed within a rotated component matrix table. Such factors are then removed. After the removal of such items, the discriminant validity was still insufficient. Thus, the items with high cross-loading were removed manually through observation of a cross-loading table in a SmartPLS report. As a result, some indi-

[1] The answer for 'don't know' has been considered as the average of the indicators of the same column for the analysis later.

Table 1
(a) Demographics of customers group. (b) Demographics of employees group. (c). Demographics of managers group.

(a)

	N	%		*N*	%
Gender			Continent		
Male	112	56	Asia	18	9%
Female	88	44	Africa	12	6%
Education level			America	8	4%
Secondary education	42	21	Oceania	54	27%
Vocational school	27	14%	Europe	108	54%
Bachelor degree	71	36%	First time visit to Phuket?		
Master degree	28	14%	Yes	75	38%
Ph.D.	12	6%	No	125	63%
Others	20	10%	First time stay at the hotel?		
Age			Yes	28	14%
Under 18	0	0%	No	172	86%
19–30	28	14%	How did you book the hotel		
31–40	40	20%	Hotel's website or reservation number	18	9%
41–50	60	30%	Online booking website	69	35%
51–60	42	21%	Travel agency	89	45%
Above 61	30	15%	Walk-in	6	3%
			Others	18	9%

(b)

	N	%		*N*	%
Gender			Department		
Male	32	46%	Front office	12	16%
Female	38	54%	Housekeeping	14	19%
Education level			F&B	20	27%
Secondary education	34	49%	Procurement	2	3%
Vocational school	7	10%	Accounting	6	8%
Bachelor degree	20	29%	Concierge	2	3%
Master degree	0	0%	Securities	4	5%
Ph.D.	0	0%	Gardener	5	7%
Others	9	13%	Maintenance	5	7%
			Others	3	4%
Age					
Under 18	0	0%	Working duration in hotel industry		
19–30	40	57%	0–1	32	46%
31–40	28	40%	2–3	26	37%
41–50	2	3%	4–5	10	14%
51–60	0	0%	6–10	2	3%
Above 61	0	0%	>10	0	0%
Working duration in the hotel (years)					
0–1	42	60%			
2–3	22	31%			
4–5	4	6%			
6–10	2	3%			
>10	0	0%			

(c)

	N	%		*N*	%
Gender			Department		
Male	6	20%	Front office	3	10%
Female	24	80%	Housekeeping	5	17%
Education level			F&B	8	27%
Secondary education	0	0%	Procurement	1	3%
Vocational school	2	7%	Accounting	3	10%
Bachelor degree	27	90%	Concierge	1	3%
Master degree	1	3%	Securities	2	7%
Ph.D.	0	0%	Gardener	1	3%
Others	0	0%	Maintenance	3	10%
Age			Others	3	10%
Under 18	0	0%	Working duration in hotel industry		
19–30	0	0%	0–1	1	3%
31–40	23	77%	2–3	5	17%
41–50	5	17%	4–5	10	33%
51–60	3	7%	6–10	11	37%
Above 61	0	0%	>10	3	10%
Working duration in this hotel					
0–1	4	13%			
2–3	11	37%			
4–5	7	23%			
6–10	6	20%			
>10	2	7%			

Table 2
Result of measurement model for customer group.

	AVE	CR	R^2	CSR	CUS	GOA	INT	VIS
CSR	0.617	0.906	-	0.785				
CUS	0.707	0.879	0.464	- 0.022	0.841			
GOA	0.675	0.949	0.295	0.540	0.030	0.822		
INT	0.794	0.920	0.000	- 0.015	0.681	0.044	0.891	
VIS	0.740	0.934	0.638	0.511	0.012	0.799	0.032	0.860

Table 3
Result of measurement model for employees group.

	AVE	CR	R^2	CSR	CUS	GOA	INT	LG	VIS
CSR	0.712	0.937	–	**0.844**					
CUS	0.795	0.921	0.721	0.728	**0.892**				
GOA	0.778	0.969	0.723	0.825	0.718	**0.882**			
INT	0.724	0.948	0.735	0.744	0.834	0.728	**0.851**		
LG	0.746	0.954	0.624	0.790	0.784	0.763	0.849	**0.864**	
VIS	0.850	0.966	0.904	0.771	0.700	0.951	0.669	0.720	**0.922**

Table 4
Result of measurement model for manager group.

	AVE	CR	R^2	CSR	CUS	FIN	GOA	INT	LG	VIS
CSR	0.622	0.904	-	**0.789**						
CUS	0.764	0.907	0.605	0.570	**0.874**					
FIN	0.749	0.954	0.754	0.681	0.831	**0.865**				
GOA	0.749	0.964	0.806	0.765	0.753	0.842	**0.865**			
INT	0.639	0.925	0.559	0.674	0.775	0.759	0.762	**0.799**		
LG	0.689	0.939	0.551	0.742	0.733	0.650	0.757	0.717	**0.830**	
VIS	0.815	0.956	0.886	0.770	0.746	0.771	0.941	0.750	0.805	**0.903**

cators were removed from all of the groups: customer, employee and manager.

After the removal of these factors, the data show more discriminant validity which is a necessary condition prior to proceeding to the next stage. However, both the manager and employee groups still show that the construct Goals (GOA) and Vision (VIS) do not discriminate from each other. The indiscriminant factors (GOA and VIS) are marked in bold and italics in Tables 3 and 4. The results of the measurement model for the employee and manager groups are shown in Tables 3 and 4, respectively.

4.1.1. Structural model

4.1.1.1. Customer group. The variance of the target endogenous variable, Vision (VIS), is observed through the coefficient of determination, R^2, which is the number inside the circle (latent variable) in Fig. 5. The R^2 of Vision (VIS) is 0.638, which means the latent variable, Goals, can explain 63.8% of the variance in Vision. According to Cohen (1988), R^2 of 0.02 is considered to be small, 0.13 = medium and 0.26 = large. Thus, R^2 = 0.638 is considered to be substantial. Other endogenous latent variables also have their own R^2, but such analysis usually emphasizes only the R^2 of target endogenous latent variables.

The inner model path coefficient is also observed. This path coefficient explains how strong the effect is that one variable has upon another. Different weights in path coefficients allow the ranking of variables in order of their statistical importance. Fig. 5 presents the path coefficients for customers. The significance of path coefficient is tested using the t-value from a bootstrapping technique. As seen in Fig. 5, there are only three significant paths, from CSR to Goals, from Internal Business to Customers, and from Goals to Vision.

4.1.1.2. Employee group. Fig. 6 presents the results for the employee group based on seventy surveys. The coefficient of determination, R^2, for the target endogenous latent variable (VIS) is 0.904. This is extremely high, indicating that the latent variable, Goals, can substantially explain 90.4% of the variance in Vision.

Furthermore, there are many paths that show significant coefficients; H1 (L&G → INT), H2 (INT → CUS), H5 (CSR → CUS), H7 (CSR → L&G) and H8 (CSR → GOA). This shows that employees perceive that CSR influences customers both directly and indirectly. Also, employees perceive that CSR influences Goals. However, employees do not understand the difference between Goals and Vision by failing discriminant criterion, despite the significant coefficient.

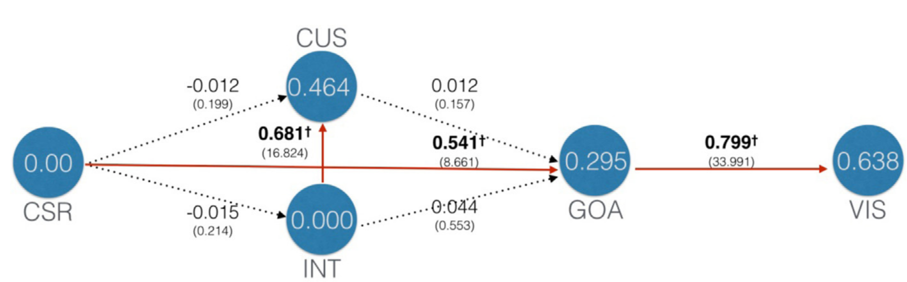

Fig. 5. R^2 and path coefficient for customers group.

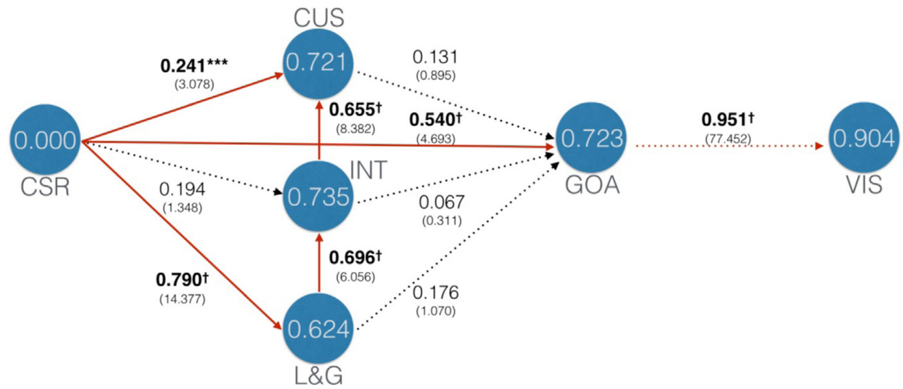

Fig. 6. R^2 and path coefficient for employees group.

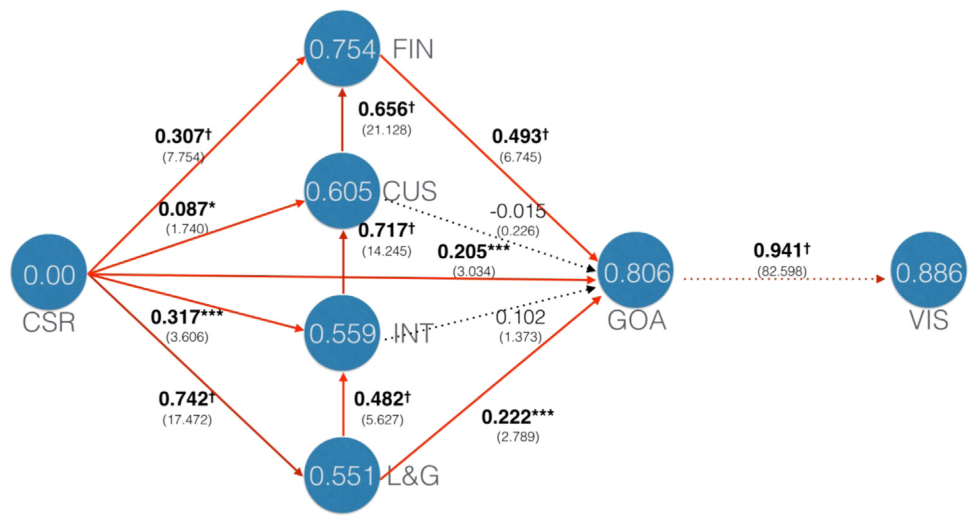

Fig. 7. R^2 and path coefficient for managers group.

4.1.1.3. Manager group. The coefficient of determination, R^2, for the target endogenous latent variable (VIS) is 0.886. This is extremely high, indicating that the latent variable, Goals, can substantially explain 88.6% of variance in Vision.

Obviously, the manager group appears to perceive the importance of CSR and its influences on business performance leading to Goals and Vision by showing significant path coefficients except H10 (CUS → GOA) and H11 (INT → GOA). Since the manager group has the best knowledge about the management of the hotels and customers, they perceive that CSR, indeed, influences all BSC dimensions both directly and indirectly. Particularly, the path, from CSR to Learning & Growth and all the way up to the Financial dimension affecting Goals (CSR → L&G → INT → CUS → FIN → GOA), is most strongly supported by implying a desirable path to incorporate CSR into business operation. H13 (GOA → VIS) also shows a significant result; however, there is insufficient discriminant validity between the constructs (Fig. 7).

The following table (Table 4) summarizes the results for the customers, employees, and managers group. The hypotheses, which have been supported by at least one of the stakeholder groups, are marked in bold (Table 5).

5. Discussions

This research aims to propose a potential systematic management tool for family-owned hotels in developing countries to incorporate CSR into their business. In terms of the case hotels, CSR affects business goals (GOA) directly and indirectly through various paths. The first path is from CSR to Goals directly (CSR → GOA). The second path is from CSR to the Financial dimension and then to Goals (CSR → FIN → GOA). The third path is from CSR to Learning & Growth and onto Goals (CSR → L&G → GOA). The final path is from CSR through Learning & Growth, including causal relationship effects that affect the Financial dimension, then to Goals (CSR → L&G → INT → CUS → FIN → GOA). The causal relationship between the BSC dimensions is supported, namely Learning & Growth to Internal Business, Internal Business to Customers, and Customers to Financial dimension. CSR influences goals both directly and indirectly through Learning & Growth to Internal Business, Internal Business to Customers, and Customers to the Financial dimension; therefore, this study suggests that family-owned hotels could incorporate CSR as a leading indicator to run the hotels.

Another objective of this study is to assess three groups of stakeholders different from previous researches incorporating the BSC, which are usually conducted from a single group of stakeholders, mostly the manager group. In the employee group, there are linkages from CSR to BSC dimensions but no linkages from BSC dimensions to Goals. In the manager group, linkages from CSR to BSC dimensions and to Goals are all identified. This suggests that, employees only perceive how CSR benefits the BSC dimensions (the tasks that they are associated with), but do not acknowledge how the tasks that they are associated with could help benefit the business as a whole. On the other hand, managers who

Table 5
Comparison of path coefficients for all groups.

Hypo-theses	Path	Customer		Employee		Manager	
		Path coefficient	*t*-Value	Path coefficient	*t*-Value	Path coefficient	*t*-Value
H1	L&G → INT			0.696†	6.056	0.482†	5.627
H2	INT → CUS	0.681†	16.824	0.655†	8.382	0.717†	14.245
H3	CUS → FIN					0.656†	21.128
H4	CSR → FIN					0.307†	7.754
H5	CSR → CUS	−0.012	0.199	0.241***	3.078	0.087**	1.740
H6	CSR → INT	−0.015	0.214	0.194	1.348	0.317***	3.606
H7	CSR → L&G			0.790†	14.377	0.742†	17.472
H8	CSR → GOA	0.541†	8.661	0.540†	4.693	0.205***	3.034
H9	FIN → GOA					0.493†	6.745
H10	CUS →GOA	0.012	0.157	0.131	0.895	−0.015	0.226
H11	INT → GOA	0.044	0.553	0.067	0.311	0.102	1.373
H12	L&G → GOA			0.176	1.070	0.222***	2.789
H13	GOA →VIS	0.799†	33.991	0.951†	77.452	0.941†	82.598

* $p < 0.05$.
** $p < 0.1$.
*** $p < 0.01$.
† $p < 0.0001$.

have access to a strategic level of information understand how the business operation (BSC dimensions) could benefit from exercising CSR as part of their business's operation to achieve its goals and realize its vision. However, employees' understanding on this process is critical for efficient implementation as they are contact windows with customers, playing a critical role to improve service and business operation. Thus, the company should strongly encourage employees to get involved with SBSC dimensions, Goals and Vision. The manager group understands the whole picture of SBSC, Goals, and Vision, so that they should take the responsibility to share the strategic intent with employees (Denton and White, 2000). Particularly for small enterprises, all people work and connect closely, so that their active, increased interaction between different groups may enhance employees' understanding to share the same goals and vision in a hotel. For the customer group, CSR only influences Goals directly. The path from Internal Business to Customers is significant; however, their relationships to goals are not significant. From this finding, the authors contend that CSR should be pursued as a part of strategic management to improve hotel performance as customers who represent external stakeholders perceive CSR to be directly connected to the goals of the hotels.

These results present differing perceptions of the importance of CSR for business operations depending upon the stakeholder perspective: For managers, CSR affects all dimensions of BSC directly, thereby impacting Goals and Vision indirectly, while for employees, CSR affects Learning & Growth, Customers and Goals directly. In comparison, customers perceive that CSR influences Goals directly without going through other dimensions. This increases the needs for the hotels to involve various stakeholders when setting business strategies and goals for successful implementation.

Lastly, our model suggests that the CSR, Financial, Customer, Internal Business, and Learning & Growth dimensions could explain 80.6% of the variance in Goals. This implies that if the business conducts the above five dimensions, it could potentially lead to achieving 80.6% of its goals. Thus, this model could be used as a performance measurement tool for family-owned hotels to incorporate CSR into their business operations.

6. Conclusions, limitations and suggestions for future research

This paper contributes to the understanding of the benefits that CSR offers to family-owned hotels in developing countries by identifying paths through which CSR influences the business using the SBSC. Two important topics, CSR and performance measurement, in hospitality literature have been limited to large hotels in developed destinations (Lee and Park, 2009; Kang et al., 2010; Kirk, 1995; Nicolau, 2008; Rodríguez and del Mar Armas Cruz, 2007), while SMAEs and/or family-owned hotels in developing countries have received little attention, despite their abundance. Using case hotels (i.e., family-owned hotels) in Phuket, Thailand, this study shows that there are both direct and indirect links between CSR and business operations perceived by stakeholders.

This study makes several contributions in the field of hospitality. First, while the case hotels did not have obvious management activities related to CSR, our results present that the transformation toward sustainability was indeed taking place in this developing country. The stakeholders of the hotels perceive that implementing CSR can indeed help the hotels to achieve their goals and vision, which previous literature mostly found primarily at big chain hotels (Lee and Park, 2009; Kang et al., 2010; Kirk, 1995; Nicolau, 2008; Rodríguez and del Mar Armas Cruz, 2007), or among SMAEs in developed tourist destinations (Garay and Font, 2013; Claver-Cortes et al., 2007).

Second, the current study further contributes to the stream of literature on hotel performance measurement systems in the segment of SMAEs or family-owned hotels. While the research on hotel performance has grown from 2.3% to 3.7% during the 20-year period from 1992 to 2012 (Sainaghi et al., 2013), there is a relatively small number of studies dedicated to SMAEs or family-owned hotels, which are exposed to a greater risk than big hotels due to their lack of strategic direction and management tools Our results add empirical support for the argument that establishing a strategic management tool like BSC can help SMAEs or family-owned hotels to achieve their goals and vision. The findings from the current study, which incorporates CSR into the SBSC, could become a cornerstone to explore more empirical evidence from small or family-owned hotels in developing countries.

Third, our multi-stakeholder approach focused on key stakeholders responds to the call from the literature for the better understanding of key stakeholders' needs to establish an effective management system (Sainaghi et al., 2013). Our study captures the discrepancy in the key stakeholders' perception with regards to CSR, five BSC dimensions, goals and vision. This addresses the need to strategically analyze the basis for differences between these stakeholders, enhancing the opportunities to develop the right goals and vision for the business.

Lastly, there are two limitations in this study, which may require further research. First, this is a case research approach of two family-owned hotels. The results may not be generalizable to chain hotels or different segments of hotels. Second, although the multi-stakeholder assessment approach is interesting in its ideology to explore multiple stakeholders' perceptions, all of the questions in the surveys for this research are subjective (rankings of importance). Thus, this makes the results from each group of stakeholders (managers, employees and customers) quite different from each other and limits the extent of conclusions that can be derived. Further study could be conducted on the application of this model to other hotel types, such as management contract hotels or franchise hotels. This study only tested the direct and indirect effects of CSR on goals and vision, while the mediating effect of BSC dimensions were not examined. Testing the mediating effect of BSC may offer more insight into the holistic effects of CSR and BSC on the strategies of small- and medium-sized hotels. Additionally, the model may need to be tested with a larger sample size or more stakeholders. Finally, future studies could utilize qualitative research methods, such as in-depth interviews with three stakeholders to disclose more nuanced information that is difficult to capture by quantitative methods alone.

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