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Editorial office: Křižíkova 384/101 Karlín, 186 00 Praha

E-mail: info@european-science.org

Web: www.european-science.org

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ВПЛИВ КОРПОРАТИВНОЇ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ НА ОРГАНІЗАЦІЙНУ АКТИВНІСТЬ КОРЕЙСЬКОЇ ГОТЕЛЬНОЇ ІНДУСТРІЇ

Іващенко А.В.

кандидат економічних наук, доцент кафедри Менеджменту зовнішньоекономічної діяльності, готельно-ресторанного бізнесу і туризму, Вінницького Національного Аграрного Університету, Вінниця

Довженко К.В.

*Національний університет біоресурсів і природокористування України
Київ*

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON THE KOREAN HOTEL INDUSTRY'S ORGANIZATIONAL ENGAGEMENT

Ivashchenko A.

*candidate of economic Sciences, associate Professor of the Department of Management of foreign economic activity, hotel and restaurant business and tourism
Vinnytsia National Agrarian University,
Vinnytsia*

Dovzhenko K.

*National University of Life and Environmental Sciences of Ukraine
Kiev*

АНОТАЦІЯ

У даній статті відображено вплив корпоративної соціальної відповідальності з організаційної точки зору, особливо на залученість співробітників, на прикладі корейської готельної індустрії. Результати проведеного дослідження з використанням аналізу, свідчать про те, що цінність певних форм відповідальності позитивно оцінюється співробітниками і робить позитивний вплив на організаційну залученість.

ABSTRACT

This article reflects the impact of corporate social responsibility from an organizational point of view, especially on employee's involvement, such as the Korean Hotel Industry. The results of the conducted study with the analysis, indicate that the value of certain forms of responsibility is positively regarded by employees and has a positive effect on organizational engagement.

Ключові слова: корпоративна соціальна відповідальність, організаційна прихильність, глобальні корпорації, багатонаціональний бізнес, отримання прибутку, готельні менеджери, індустрія гостинності.

Keywords: corporate social responsibility, organizational commitment, global corporations, multinational businesses, to make a profit, hotel managers, hospitality industry.

Setting the problem

The British economic journal *Fortune* chooses and rates the top 100 businesses that pay tribute to society and the world annually by the amount of social contribution among the *Fortune* 500 companies. Four Korean firms, SK, Hyundai Motors, LG and Samsung Electronics, were part of the “highest social responsibility list of *Fortune* Magazine” last year, while BP (British Petroleum) and Barclays of Britain are ranked first and second, and many Japanese companies such as Toshiba, Sony, Toyota Motors are ranked in the top 50.

Business ethics and corporate social responsibility (CSR) have become an important concern in the world as companies expand and broaden their size. Investors also demand businesses to play a part in solving concerns such as the environment, labor, human rights and social justice policies, in addition to profit benefits that equal their economic strength.

For companies, satisfying social needs and optimizing income at the same time has not been an easy job, and for that reason, CSR has been a minor element in controlling businesses in recent years. The influence of the new CSR practices of the company, however, began to attract further traction in reality. Many of the world-renowned corporations expend money on their CSR operations, and they understood that CSR is the right tactic for the long-term profit-maximizing strategy of the organization.

An organization can “do well by doing well” by strategically exercising CSR; in other words, it can make a profit and make the planet a healthier place at the same time, and it is a way to prosper all corporations and community that Porter and Kramer call the strategic philanthropy of the win-win situation [15, 23].

CSR can be regarded as an important management technique, and can also be a key factor in business. In addition, responsibility-sharing management is becoming a survival tactic for multinational corporations, and organizations have been needed by stakeholders to take further action in the United States on social contribution practices. Thus, the practice of CSR is an intervention in the success of the company; it must therefore be clearly prepared, closely monitored and periodically evaluated [4, 15].

Organizations today go beyond donating capital to provide active guidance and expertise to help address social issues. Global corporations have strengthened or reformed their market identities for decades by donating money grants to the society, but simply donating money is no longer a successful way to achieve comparative advantages. The obligation of society for corporations is not only limited to the capital donation, but also to the engagement and practice of CSR activities [5].

In reality, the multinational businesses that have been carrying out social contribution operations, usually the Bill & Melinda Gates Foundation and the Partner Shop of Ben & Jerry, can be easily identified and now we call them social enterprises. The businesses have strengthened their image and the world’s buyers have placed a deep faith in them. On the other hand, everyone remembers the Nike sweatshop scandal, the story of Nike’s labour violence that gave an indication

of the company’s failure in CSR to the anti-sweatshop campaign in Mexico and the US.

As it has been mentioned above, even though CSR in recent decades may be regarded as voluntary corporate engagement, it should be considered by the corporation as an indispensable obligation to succeed in today’s market climate.

In Russia, the question of corporate social responsibility has been the focus of a significant, if not uncontroversial, development in recent years, and ample voluntary movements have taken place on the part of the more conscious and strategically thinking segment of private companies. And CSR-related improvements are slow to occur within large and medium-sized state and state-controlled enterprises [21].

SERI’s latest CSR research, Elements of Sustainable Development Corporation, reported that CSR practice has helped to improve the sales, market image, credibility, and value of tangible and intangible assets of the organization.

A strong reputation increases the appeal of the brand from a demand-side viewpoint, which in essence, increases the goodwill of the organization. In order to recruit, maintain, and inspire professional workers, a strong reputation is important from a supply-side perspective [15].

Several CSR tests have been performed for a long time to validate the relationship between CSR and brand identity, corporate reputation and financial efficiency, and these have shown that CSR has beneficial effects on creating and enhancing brand image and confidence and optimizing performance. And from a market viewpoint, researchers suggest that CSR will boost a company’s competitiveness. There is however very minimal research on the relationship between CSR and corporate organizational dedication or the confidence of workers in their businesses. In other words, the bulk of field experiments have been advanced on the customer side, other than on the organizational side [3, 25, 9].

The goal of this analysis was to figure out if CSR practice has an internal impact on operational success in specific areas of the hotel industry. The author performed a survey about how hotel workers understood the CSR action of their businesses and assessed the degree of involvement with the CSR operations of the organization. Since the organizational participation of workers is considered a critical element in the organizational success of the hospitality sector, this would be a major initiative for the industry.

Analysis of recent research and publications The CSR Concept. Since Bowen first determined the term CSR as universal, Davis generalized the concept of CSR to encompass organizations and corporations, relating to the responsibilities of companies to implement such strategies, to make those choices, or to obey those lines of behavior that are appropriate in terms of society’s priorities and values. Steiner developed the term generally as a social contract between business and community relating to the corporate effect on society’s wellbeing, and Davis and Blomstrom as the administrative responsibility to take steps to protect and promote both the welfare of society as a whole and

the benefit of or-profits. Finally, Brown & Dacin conceptualized CSR as the status and actions of the company in relation to its assumed social obligations [8, 9].

The principle of CSR was researched and embodied by many scientists such as Carroll, Sen & Bhattacharya, Poter & Kramer, and Gupta & Pirsch based on the concept of CSR. [12, 25, 24, 18].

Carroll proposed that the fiscal, legal, ethical, and discretionary categories of market success would be embodied by social responsibility. Economic responsibility, according to Carroll, is essentially the social responsibility of businesses to manufacture products and services that society needs and to market them at a profit. Judicial obligation, in the case of economic responsibility, must be fulfilled concurrently with the rules and legislation that the corporation is supposed to run. Ethical obligations are additional actions and attitudes that are not generally codified into legislation but are nonetheless expected by members of society to be company. Finally, discretionary obligations are strictly voluntary, and are motivated only by the willingness of a corporation to act in social roles that are not man-dated, not required by statute, and not often commonly requested of corporations in an ethical context, such as making philanthropic contributions [12].

Windsor reaffirmed that economic and legal obligations are socially important, that ethical responsibility is socially required, that philanthropy is socially needed, and that any of these responsibilities is part of a company's overall social responsibility [27].

In view of the conceptualization of CSR, Sen & Bhattacharya reduced the CSR initiatives pursued by 600 corporations to six large realms in the Corporate Social Ratings Monitor: 1) community engagement (e.g. support for arts and wellness services, socially vulnerable school and housing projects, generous/innovative giving), 2) integration (e.g., reports and initiatives of diversity focused on sex, color, family, sexual identity, and disability, or lack thereof, inside and outside the company), 3) employee support (e.g. respect for wellbeing, job protection, integrity, etc.), 4) climate (e.g. environmentally sustainable goods, handling of hazardous waste, use of ozone-depleting materials, annual monitoring, prevention of emissions, recycling), 5) non-U.S. Operations (e.g. international labour policies, operations in countries that violate human rights) and 6) goods (e.g. product protection, R&D/innovation, marketing/contracting disputes, antitrust disputes) [25].

Four justifications for CSR were stated by Porter & Kramer: moral responsibility, sustainability, operating license, and credibility. They found out that corporations have the moral obligation, "duty to be decent people and to do the right thing," and in the Industry for Social Responsibility objective, it is prevalent. Sustainable development is described as meeting present needs without undermining future generations' capacity to fulfill their own needs. Transparency and philanthropy can lead to a society's sustainability. The operating license requires implicit or formal licenses. Governments, societies and various other parties are responsible for doing business. Finally, the prestige of an organization as a CSR initiative would boost its profile, reinforce its brand and enliven morale [24].

Carroll claimed that businesses need to make a profit, uphold the rules, be fair and be a responsible corporate citizen, and CSR has been reaffirmed by Gupta & Pirsch in four interrelated subcomponents: economic law, ethics, and philanthropy. Although CSR is inextricably related to corporate ethics, it is a more inclusive conceptualization of the obligation of corporations to society as a whole that incorporates their more basic ethical obligations to adhere to a collection of moral standards or ideals in business behaviour. In other words, ethical conduct within an organization by people or organizations is socially responsible, but CSR goes beyond reasonable corporate ethics to represent the moral responsibility of that company to maximize its positive effect and minimize its negative influence on society [13, 18].

In this research, Carroll and Gupta & Pirsch's broad-based conceptualizations of CSR are adhered to as four components; economics, law, ethics, and philanthropy [13, 18].

CSR Benefits. The claim that organizations benefit from CSR has been confirmed by several scholars. Gupta & Pirsch concluded that organizational survival and sustainability are related to the successful accomplishment of the goals of their respective partners, both economic (e.g. benefit maximization) and non-economic (e.g. corporate social performance). Many other researchers have said that organizations are compensated in forms that meet with the demands of clients to be more socially responsible [18].

First, CSR has a favorable impact on the brand of the company and the credibility of organizations in the opinion of consumers [7, 19, 25, 16].

The strengthened brand and credibility and the advantages of processes and goods, such as effective usage of energy and waste avoidance, will enhance the productivity of businesses [16]. CSR also boosts the product growth of consumers and strengthens overall customer support. It prevents unfavorable press and customer boycotts and adverse business pressures, and other CSR-related risks are minimized or reduced by individuals [15, 20].

CSR leads indirectly to sales growth through enhanced brand awareness or directly through CSR-driven product or business development [25].

CSR lowers expenses, offers tax and funding incentives favorably affect the organization's overall financial performance [15].

Finally, CSR actively and implicitly affects jobs. It helps recruit and retain high-quality workers, and employees are more inspired by the enhanced prestige of CSR. Employee efficiency is also increased by CSR [15, 20].

In short, Weber identified numerous CSR benefits into five CSR Market benefits clusters: (1) positive impact on the brand and credibility of the company, (2) positive effects on employee morale, engagement and recruiting, (3) cost savings, (4) improved income from higher sales and market share, and (5) elimination or control of risk linked to CSR [26].

In internal and external ways, CSR obviously gives many advantages to the group as above and we

tried in this analysis to figure out the advantages of CSR based on organizational behavior.

Organizational Commitment. Organizational commitment (OC) can be defined as the strength of the identification of a participant with an engagement with a particular organization, and refers to the allegiance of an employee to the organization, identification with the organization (i.e. confidence in the organization and internalization of organizational objectives), and interest in the organization (i.e. personal activity rendered for the sake of organization). In other words, it is a stabilizing power that connects employees to organizations and has consequences for the employee's continued membership in the organization, a connection to the whole organization and not to the task, work community, or conviction in the value of work itself. The sense of binding or connecting the person to the organization is expressed in the concept of OC [22].

Meyer & Allen suggested a three-component OC model: (1) affective interaction that relates to the connection of an employee to the identification with an interest in an organization, (2) ongoing commitment that is the awareness of an employee of the expenditures involved with leaving an institution, and (3) normative commitment that relates to the feelings of responsibility of an employee to continue with his or her organization, both of which binds people to their organizations. The essence of the psychological bonding of and OC portion with the organization is expressed by a distinction between these three.

The value of OC lies in the dynamic interaction between the institution and the individual and the degree to which other beneficial work habits (e.g. citizenship behaviors, in-role job performance) are promoted by dedication to an organization. And as Griffin & Hepburn clarified, it is important that recognizing and fostering the organization's dedication is essential to the organization's success and efficacy. Lack of OC has adverse consequences such as higher attrition rate and turnover intent; higher absenteeism and tardiness; lower performance that impacts productivity and effectiveness of the company. Again, the degree of OC is linked to the purpose and efficiency of the employee in terms of turnover [17, 4].

Justice, confidence, and work satisfaction are the important factors that affect OC, and they have a direct and indirect impact on each other. Justice expectations throughout the procurement phase influence the organization's consequent confidence, and procedural justice has a substantial and constructive impact on OC throughout the partnership. Confidence in the company impacts crucial results such as OC and the conduct of corporate citizenship and management trust has a positive impact on OC. OC is favorably related to worker satisfaction, and corporate trust mediates the relationship between fairness and employee performance, such as job satisfaction and OC [14, 17, 2].

In addition, total work satisfaction from management support and equal care has a favorable impact on OC, i.e. job satisfaction is a determinant of OC. On the contrary, OC is mainly correlated with work satisfaction, and both are positively linked [22].

The purpose of research

The purpose of the research is to study the impact of both CSR and OC on other organizational advantages or on various organizational savors, to determine the important factors that affect OC and to define accurate CSR measuring indicators in order to create a more comprehensive and stable model.

Presentation of basic research material

The hotel workers who work full-time are the target demographic of this report. In downtown Seoul, five super deluxe hotels (Hilton, Westin, Sheraton, InterContinental, and Hyatt) were chosen, and fifty questionnaires were given to each hotel employees. Of the total of two hundred and fifty questionnaires, two hundred and thirty-seven useful questionnaires were returned, with a 94.8 percent response rate. There were three sections of the questionnaire: CSR, OC, and emotional elements. The survey was performed for 21 days (1-21 July). Pre-testing was carried out to assess the face validity of the measurement scale, and then the final questionnaire was prepared.

In the area of hospitality management, hotel managers and academic scholars were first asked to explain the complied objects and include opinions on whether they felt that they were suitable for assessing CSR and OC [3, 8].

To further refine the list of products, a pre-test was performed with fifty hotel workers. Accordingly, changes have been made based on the pre-test responses, such as clarifying ambiguous terms and enhancing the general format of the questionnaire.

This research focused on the impact of CSR, especially on organizational engagement, from an organizational viewpoint. This research analyzed the direct relationship between CSR and OC in the hospitality sector to investigate the effect, and the findings concluded that CSR had a positive impact on OC. The ethical and moral obligation and economic duty of CSR had a positive influence on OC in depth, and there was no effect of philanthropic responsibility on it.

As a result, the most positive impact on OC was the ethical and legal element of CSR. The analysis shows that the value of ethical accountability is favorably regarded by workers and it has a positive effect on organizational engagement. In recent years, hospitality industry associations have made attempts to consistently stress the moral code and ethical obligations within the organization and between the organization and community to their employees through professional instruction. The actions of the companies lead to a positive employee's outcome, supporting them to be more attached to their business. Therefore a relentless effort is needed to enhance the corporate commitment to ethical obligation of the organization.

Secondly, OC is also favorably impacted by economic liability. The author analyzed the most popular hotels in the Korean economy, and the founders of the organizations are closely related to the economic performance of their companies. This suggests that if they are commercially successful, the participants would most likely be faithful to their businesses.

Finally, this report did not find any clear relationships between CSR and OC's philanthropic obliga-

tions. This outcome may be induced by employee's little knowledge of the philanthropic functions of the company. The philanthropic obligation demonstrates the lowest mean value of CSR attributes.

This either means that hospitality business organizations perform a limited amount of philanthropy or social contribution programs, or that workers do not truly appreciate the activities of their organizations in society. Organizations in the hospitality industry should be more involved in the practice of CSR, particularly philanthropy, whether the former or the latter. In addition companies can use newsletters and message boards to interact more efficiently with their workers so that they can more easily understand the company's attempts to support the community and society. Supporting staff to voluntarily engage in philanthropy can also be a smart way to more effectively educate them about the efforts of the corporations.

Conclusions

In conclusion, CSR benefits the organization not only externally, as many research reports have suggested, but also internally in organizational participation. For an entity to coexist in society as a viable organization in the long term, the CSR is an important and strategic instrument.

Hospitality companies should regard CSR as an important management technique and a beneficial potential apparel strategy.

Finally, the shortcomings of the analysis should be answered in order to offer guidance for future studies. In a single hotel - the Korean super deluxe hotels - the suggested hypothetical SEM model of CSR and OC has been checked. Replications of this analysis should be made in or with other deluxe hotels. The study of the outcomes is somewhat limited. Such an application can also help researchers define accurate CSR measuring indicators and create a more comprehensive and stable model.

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