



Recontextualising the determinants of external CSR in the services industry: A cross-cultural study

Mohamed Nageh Ibrahim^{a,b,*}, Albert Nsom Kimbu^{a,c}, Manuel Alector Ribeiro^{a,c,d}

^a School of Hospitality and Tourism Management, University of Surrey, Guildford, GU2 7XH, United Kingdom

^b Faculty of Tourism and Hotels, Luxor University, Luxor, Egypt

^c School of Tourism & Hospitality, University of Johannesburg, Johannesburg, South Africa

^d Research Centre for Tourism, Sustainability and Well-being (CinTurs), University of Algarve, Faculty of Economics, Campus de Gambelas, 8005-139 Faro, Portugal

ARTICLE INFO

Keywords:

Corporate social responsibility
Discretionary slack
Egypt
Institutional pressures
Managerial interpretation
Stakeholder issue salience
United Kingdom

ABSTRACT

Although the relationship between institutional pressures and corporate social responsibility (CSR) has been well studied, its underlying mechanisms and boundary conditions are not well understood. To remedy these gaps, we draw on institutional theory and the literature on organisational sensemaking, stakeholder salience and the resource-based view of the firm. We test our conceptual model using survey data from 442 managers of hospitality and tourism enterprises based in Egypt and the United Kingdom. SEM-based results show that both stakeholder issue salience and discretionary slack mediate the link between institutional pressures and external CSR. National culture moderates the effects of institutional pressures on both stakeholder issue salience and external CSR. Multi-group analyses reveal noticeable differences between Egyptian and British managers regarding their interpretations of CSR issues and the institutional environment. This study contributes to the emerging micro-institutional stream and cross-cultural CSR research, providing important insights for managers, policymakers and researchers.

1. Introduction

Over the last few decades, interest in corporate social responsibility (CSR) has grown exponentially both in theory and practice. CSR researchers have long been interested in the relationship between the institutional environment and CSR (Campbell, 2007). However, the effects of institutional pressures on CSR have been inconsistent (Li & Lu, 2020). Indeed, little is known about why, and how, enterprises differ in their responses to the institutional environment (Schilke, 2018). A key reason for this incomplete understanding is that the micro-mechanisms that transmit the influence of the institutional environment to the enterprise have been neither rigorously examined nor systematically integrated (Durand, Hawn, & Ioannou, 2019). Therefore, we delineate an integrative conceptual model (see Fig. 1) unlocking the link between institutional pressures and the organisational tendency for external CSR engagement (hereafter referred to as external CSR and pertaining to actions focused on external stakeholders).

Adopting an interpretive research approach (Dutton & Jackson, 1987) and drawing from stakeholder salience theory (Mitchell, Agle, & Wood, 1997), both managerial interpretation and stakeholder issue

salience are argued to simultaneously function as dual cognitive mechanisms mediating the relationship between institutional pressures and external CSR. First, managerial interpretation captures managers' perceptions of CSR issues as potential opportunities/threats to their enterprise (Jackson & Dutton, 1988). Opportunities/threats may take many forms, such as profits/losses, acquired/lost customers and positive/negative emotions (Sharma, 2000). Second, stakeholder issue salience discerns how managers prioritise and act on CSR issues based on the saliency of those stakeholders who raise these issues. Specifically, managers will be attentive to these issues if they have been sponsored by legitimate, powerful or urgent stakeholder groups (Agle, Mitchell, & Sonnenfeld, 1999). Building on the resource-based view of the firm (Barney, 1991), discretionary slack (i.e., managers' subjective assessments of their access to the enterprise's internal resources) is embedded in our model as a sequential mediating mechanism that arguably transmits the influence of those cognitive mechanisms to external CSR. By doing so, our logic is derived from Durand et al.'s (2019) willingness and ability model that corporate socially responsible behaviour in response to institutional pressures is facilitated/constrained by cognitive and resource capacities. In sum, our model resonates with Basu and

* Corresponding author. School of Hospitality and Tourism Management, University of Surrey, Guildford, GU2 7XH, United Kingdom.

E-mail addresses: m.nageh@surrey.ac.uk (M.N. Ibrahim), a.kimbu@surrey.ac.uk (A.N. Kimbu), m.ribeiro@surrey.ac.uk (M.A. Ribeiro).

Palazzo's (2008) sensemaking view of CSR as resulting from managers' cognitive representations of the institutional environment.

Yet, cross-cultural studies between Eastern and Western countries have been scarce in the CSR literature (Farooq, Rupp, & Farooq, 2017), despite the theoretical evidence that institutional pressures, stakeholders and CSR issues vary according to the national context (Matten & Moon, 2008). Our study's emphasis is, therefore, on two culturally distinct countries: Egypt and the United Kingdom (UK), where survey data were collected from the managers of hospitality and tourism enterprises. Whereas Egypt is a collectivistic nation higher in power distance and uncertainty avoidance, the UK is an individualistic nation lower in power distance and uncertainty avoidance (Hofstede Insights, 2022). These substantial cultural differences motivated us to examine how national culture moderates the relationship between institutional pressures and both stakeholder issue salience and external CSR. The distinction between both countries extends to the economic and institutional landscapes. Whereas Egypt is a developing economy characterised by institutional voids, the UK is a developed country ruled by a strong institutional presence (Gupta, Crilly, & Greckhamer, 2020; World Bank, 2022). Thus, a multi-group analysis was performed to explore the potential variation in our hypothesised relationships among Egyptian and British managers. In doing so, our study addresses three main research questions: Do institutional pressures affect external CSR? If so, via which mediating mechanisms? To what extent do these effects differ between Egypt and the UK?

The present research makes several theoretical contributions. First, we enrich the micro-foundations of institutional theory and CSR by empirically demonstrating how managers' interpretations of CSR issues affect organisational responsiveness to the institutional environment. Second, we provide initial evidence for Durand et al.'s (2019) model by showing that stakeholder issue salience and discretionary slack consequently determine the willingness and ability of enterprises to engage in external CSR. Third, cross-cultural CSR research is enriched by revealing the variation in managers' interpretations of CSR issues and the institutional environment across Egypt and the UK. In short, our work contributes to the ongoing debate of why, and how, enterprises act heterogeneously in homogeneous institutional environments. Our findings are also of practical relevance for managers and policymakers.

Managers are suggested to use stakeholder issue salience as an effective identification typology of CSR issues and a tool for building sustainable stakeholder relationships. We further offer practical ways for managers to improve the organisational functioning of their enterprises. Given the variation we found in managers' perceptions across Egypt and the UK, national policymakers are suggested to frame relative institutional mechanisms to their unique context in terms of regulations, financing, competitiveness and knowledge sharing to foster the efficacy of socially responsible business models. The following section presents the theoretical rationales underlying our arguments and hypotheses.

2. Literature review and hypotheses development

2.1. Theoretical background

With institutional theory in the foreground, our conceptual model (see Fig. 1) integrates cognitive, stakeholder and resource-based insights in order to fully explain the drivers of external CSR. Our multi-theory approach is grounded in the following theoretical assumptions. First, institutional theory is inevitable for understanding how the local institutional context shapes decision-makers' sensemaking (Hahn, Preuss, Pinkse, & Figge, 2014). Second, the cognitive lens explores how managers make sense of the institutional environment and draw inferences about CSR demands (Dutton & Jackson, 1987). Third, stakeholder salience theory complements the cognitive lens by illuminating how managers logically perceive CSR issues raised by respective stakeholders (Mitchell et al., 1997). Fourth, the resource-based view guides us to explain how internal resources translate managerial cognitive outcomes into specific CSR actions (Barney, 1991). In sum, neither theoretical paradigm is independently sufficient to paint a complete picture of an enterprise's CSR responsiveness to the institutional environment (McGahan, 2021), but collectively they do.

2.1.1. External CSR

CSR is broadly recognised as "context-specific organisational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance" (Aguinis, 2011, p. 858). Given that stakeholders are primarily external

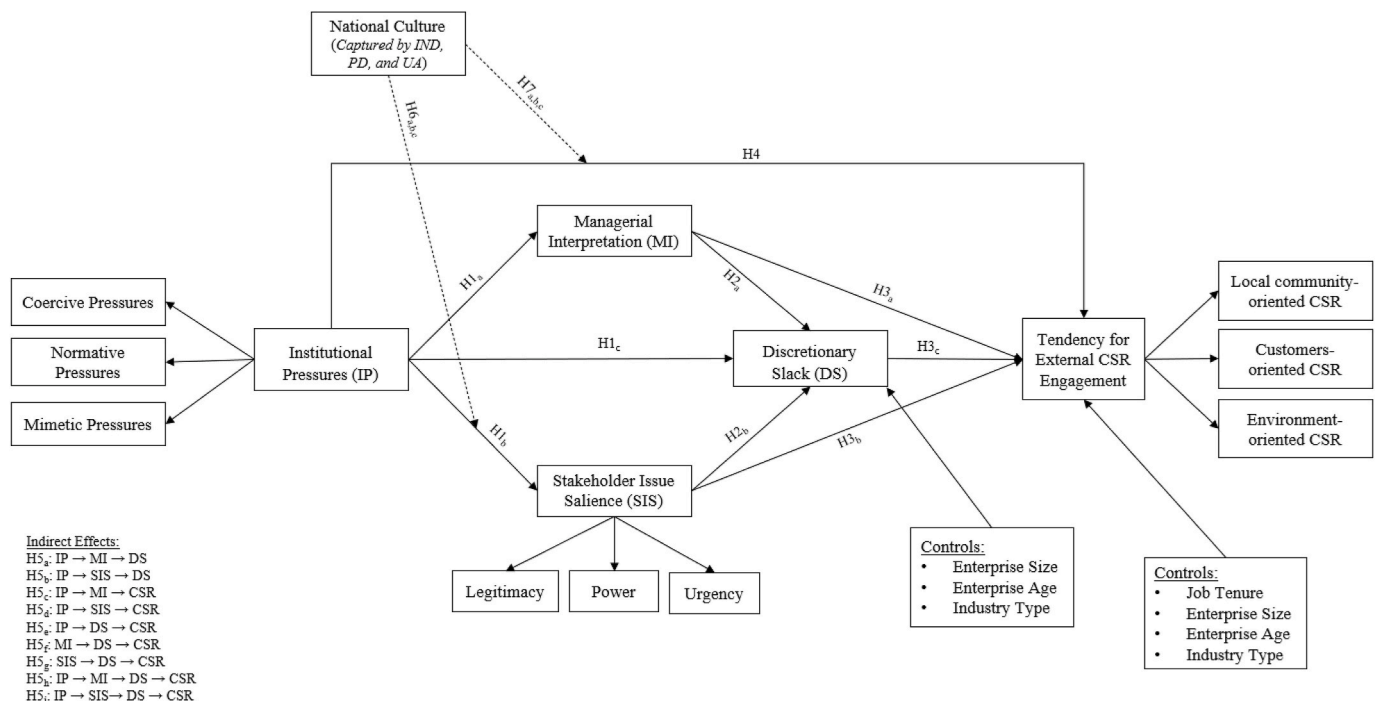


Fig. 1. Theoretical framework. Note: IND = individualism, PD = power distance, UA = uncertainty avoidance.

and/or internal to a firm, CSR is dichotomised into external and internal activities (Farooq et al., 2017). Whereas external CSR is the responsible stewardship of enterprises towards their external stakeholders (e.g., local communities, customers and the environment), internal CSR reflects how enterprises responsibly treat their employees (for a review, see El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015). In this study, we focus on external CSR because external stakeholders are the main actors in the institutional environment (Ortiz-de-Mandojana, Aguilera-Caracuel, & Morales-Raya, 2016) and the governance, growth and survival of hospitality and tourism enterprises (Chan & Wong, 2006). Here, external CSR involves actions that target the local community (e.g., fund-raising campaigns and voluntary initiatives), customers (e.g., product quality, safety and hygiene programmes) and the environment (e.g., waste management and heritage conservation) (Farooq et al., 2017). Research has overwhelmingly focused on the direct relationship between the institutional environment and CSR (Aguinis & Glavas, 2012), virtually ignoring its intrinsic mechanisms and boundary conditions (Basu & Palazzo, 2008). We, therefore, examine the underlying mechanisms that can explicate the institutional pressures-external CSR link.

2.1.2. Institutional pressures

According to institutional theory, firms are tied into a myriad of institutions that affect their behaviour and organisational decision-making (Campbell, 2007). These institutions exert pressure on organisations through coercive, normative and mimetic processes, collectively resulting in institutional isomorphism (DiMaggio & Powell, 1983). Coercive pressures chiefly stem from powerful actors, including governments and resource-dominant organisations, in the form of laws, regulations and technical requirements (DiMaggio & Powell, 1983). Normative pressures are typically exerted by non-governmental and professional organisations, which are linked to enterprises in a network that facilitates the appropriate processes, standards and knowledge necessary for enterprises to conform to institutional demands (Berrone, Fosfuri, Gelabert, & Gomez-Mejia, 2013). Mimetic pressures primarily come from competitors, especially in uncertain situations wherein enterprises face extraordinary changes, environmental disruptions and/or unclear objectives that cause a sense of ambiguity among managers (DiMaggio & Powell, 1983). Although institutional theory continues to be a useful lens for understanding the impact of the external environment on CSR decision-making (Li & Lu, 2020), it has been criticised for neglecting the behaviours, backgrounds and motivations of individual decision-makers (Schilke, 2018). As a result, heterogeneity in organisational responsiveness to homogeneous institutional pressures has remained largely unexplained (Schilke, 2018). Moreover, both inconsistency and inconclusiveness of the relationship between institutional pressures and CSR have been widely evident in previous studies (EL Ghouli, Guedhami, & Kim, 2017; Li & Lu, 2020). To address these gaps, the micro-institutional stream has been recently advocated for a better understanding of the individual cognitive processes that explain the managerial sensemaking of institutional complexity (George, Chattopadhyay, Sitkin, & Barden, 2006). Accordingly, we hereafter integrate two cognitive mechanisms to capture the mediating role of managerial cognition between institutional pressures and CSR.

2.1.3. Managerial cognition

Because of the ambiguity in CSR issues that stem from the institutional environment, these issues do not transform into organisational actions without the intervention of individual decision-makers (Daft & Weick, 1984). This connotes the mediating nature of managerial cognition in transforming external events into organisational responses (Bundy, Shropshire, & Buchholtz, 2013). To facilitate this cognitive process, interpretive research suggests the use of different cognitive frames, which act as information-filtering processes of reality construction that ascribe an objective meaning to issues, guiding managers for specific responses (Hahn et al., 2014). Thus, two cognitive

mechanisms, managerial interpretation and stakeholder issue salience, are invoked in the present study to unpack managerial cognition of CSR issues. Placing them in parallel, our model suggests that managers make sense of CSR issues through the simultaneous evaluation of them regarding their potential threats/opportunities to the enterprise, and the salience of stakeholders who raised them. Our conceptualisation is in line with the micro-foundations of CSR, which are based on individual actions and interactions that frame CSR perceptions and sensemaking processes (Aguinis & Glavas, 2012).

2.1.3.1. Managerial interpretation. Like other strategic issues, CSR issues are naturally ill-defined categories, such as events, dilemmas, developments and trends (Schneider & De Meyer, 1991). According to the cognitive view, this ambiguity in CSR issues can be alleviated through managers' interpretations of these issues (Nadkarni & Barr, 2008). Interpretation is a cognitive process through which managers make sense of complex data from the surrounding environment (Daft & Weick, 1984) and attach meaningful labels to issues they face (Thomas, Clark, & Gioia, 1993). Managers carve out the meanings of CSR issues using cognitive categories that group these issues with similar perceived classifications (Thomas et al., 1993). Two of the most frequent categories applied to strategic issues are "opportunity" and "threat" (Jackson & Dutton, 1988). Whereas issues labelled as "opportunities" are associated with expected positive gains, such as increased profits, satisfied customers and more control, issues labelled as "threats" relate to expected losses, such as budget tightening, increased costs and less control (Sharma, 2000). Both classifications act as evaluative appraisals through which issues permeate to determine the subsequent behaviour and motivations of decision-makers, and in turn, influence the process and content of the enterprise's actions (Dutton & Jackson, 1988). Notably, these labels are neither stable nor objective. Rather, they are dynamic and change over time, constantly requiring the development of urgently subjective representations by decision-makers (George et al., 2006).

2.1.3.2. Stakeholder issue salience. Following Hahn et al.'s (2014) conceptualisation, external CSR activities are indeed responses to stakeholder issues that convey the explicit concerns and claims advocated by stakeholders. Examples of stakeholder CSR issues include emissions reduction, fair labour practices and sustainable products/services. While stakeholder salience refers to "the degree to which managers give priority to competing stakeholder claims" (Mitchell et al., 1997, p. 854), stakeholder issue salience denotes "the degree to which a stakeholder issue resonates with and is prioritised by management" (Bundy et al., 2013, p. 352). Drawing from stakeholder salience theory (Mitchell et al., 1997), a CSR issue becomes salient if it has been sponsored by a stakeholder group who has all or some of the following attributes: (1) the *legitimacy* of the stakeholder's relationship with the enterprise, (2) stakeholder's *power* to influence the enterprise and (3) the *urgency* of stakeholder's claims on the enterprise. As such, stakeholder issue salience is a multidimensional construct composed of legitimacy, power and urgency dimensions, which together act as perceptual factors that judge the fit of issues championed by stakeholders with the enterprise (Durand et al., 2019).

First, legitimacy reflects the appropriateness and desirability of organisational actions in the eyes of stakeholders (Agle et al., 1999). Indeed, enterprises seek to gain legitimacy to secure their resources and acquire further controllability over their business environment (George et al., 2006). Second, power is exerted by stakeholders on enterprises in the form of penalties, boycotts and supplier withdrawals, among others, to influence the organisational outcomes (Pfeffer, 1981). Third, urgency embodies the extent to which stakeholder claims are immediate and require instant attention from enterprises to avoid any adverse consequences (Mitchell et al., 1997). Urgent demands are typically attributed to criticality, time sensitivity and visibility (Dutton & Duncan, 1987).

Managers are central to stakeholder salience theory (Mitchell et al., 1997) because it is the managers who prioritise stakeholder relationships and subjectively evaluate the degree of legitimacy-power-urgency a stakeholder deserves. Nonetheless, despite its recognised role, this three-attribute framework has not been adequately examined in tourism research, where the focus has been mostly on examining pressures, rather than the issues of stakeholders, and on the dimension of legitimacy (Wang, Font, & Liu, 2020).

2.1.4. Discretionary slack

While the two above-mentioned cognitive mechanisms reflect managers' willingness to engage in external CSR, Durand et al. (2019) have theorised that willingness alone does not specify action; instead, willingness needs to be coupled with the ability to invest in CSR activities. Following this, we position "discretionary slack" as a mediating mechanism between managerial cognition (indexed by managerial interpretation and stakeholder issue salience) and external CSR. Discretionary slack refers to "the cushion of actual or potential resources which allows an organisation" to respond or adapt to internal and external pressures (Bourgeois, 1981, p. 30). Drawing from the resource-based theory (Barney, 1991), slack resources give managers leeway and flexibility to address CSR issues and respond to changing external environments. Organisational slack can include excess cash, employees and machinery, among other resources (Sharfman, Wolf, Chase, & Tansik, 1988). Slack can be either available (i.e., uncommitted resources that are visible to and immediately employable by decision-makers) or unavailable (i.e., committed resources characterised by low levels of discretion) (Chattopadhyay, Glick, & Huber, 2001). To date, tourism researchers have focused on certain facets of organisational slack, such as social capital, while paying less attention to the tangible aspect (Jang, Park, & Choi, 2022). In the following section, we hypothesise the relationships between the aforementioned variables, and illustrate and justify these through literature-based reasons and empirics.

2.2. Hypotheses development

2.2.1. Institutional pressures, managerial interpretation, stakeholder issue salience and discretionary slack

The sensemaking literature demonstrates that changes in the external environment influence managers' interpretations of strategic issues as opportunities or threats to their enterprise, and these interpretations determine the required actions in response to these issues (Daft & Weick, 1984). Going forward in this study, we use the concept of managerial interpretation to denote only "perceived threats". Previous research has held that exogenous institutional arrangements may affect managers' perceptions of the salience of stakeholder issues and of the resources controlled by their organisations (Crilly & Sloan, 2012). Concerning resources, scholars view institutions as determinants of how resources are either mobilised between organisations or allocated to decision-makers (Berrone et al., 2013). In their meta-analysis, Wangrow, Schepker, and Barker (2015) identified that isomorphic pressures can predict managerial discretion. In practice, Sharfman et al. (1988) demonstrated that institutional pressures force managers to be conscious of selecting their options for slack resources. Thus, we posit:

H1(a,b,c). Institutional pressures positively influence (a) managerial interpretation, (b) stakeholder issue salience and (c) discretionary slack.

2.2.2. Managerial interpretation, stakeholder issue salience and discretionary slack

Cognitive research has evidenced that managers' perceptions of a CSR issue as an opportunity or a threat carry a sense of risk, whose degree influences the magnitude of discretion allowed for them to hold slack resources (Chattopadhyay et al., 2001). More specifically, in opportunity circumstances, managers will be more risk-averse and then decide to hold slack resources, whereas in threat situations managers

will be more risk-seeking to avoid losses and ergo more likely to consume slack resources. Following stakeholder salience theory (Agle et al., 1999), it is expected that CSR issues advocated by influential stakeholders persuade upper management with the feasible allocation of resources to undertake CSR actions. As an example, when an enterprise does not respond well to customers' calls for CSR, those customers can launch boycotts to threaten the enterprise's irreplaceable sources of revenue (i.e., sales and cash flow). Furthermore, the resource-based theory submits that slack cannot be mobilised for CSR without the need either to exploit/avoid an opportunity/threat or to address the demands of key stakeholders (Barnett, 2007). Thus:

H2(a,b). Discretionary slack is positively influenced by (a) managerial interpretation and (b) stakeholder issue salience.

2.2.3. Managerial interpretation, stakeholder issue salience, discretionary slack and external CSR

Because of the differences in managers' interpretations of the external environment and subjective evaluations of slack resources, all managers are not supposed to address CSR issues in the same way (Nadkarni & Barr, 2008). Empirically, Sharma (2000) found that environmental strategic activities are shaped by managers' interpretations of environmental issues as potential threats/opportunities to their jobs and their firm. Research found that hotel managers' perceptions of the benefits gained from eco-innovation enhance the application of innovative practices (Wang et al., 2020). Logically, Crilly and Sloan (2012) explained that the manner in which stakeholder issues are perceived affects the associated corporate attention and actions. As observed by David, Bloom, and Hillman (2007), the level of a stakeholder's salience determines whether managers take a symbolic or substantive response to their CSR issues. Since external CSR requires substantial resources, discretionary slack is thought to be a key determinant of organisational engagement in external CSR activities (Chiu & Sharfman, 2011). Moreover, greater levels of slack assign managers more flexibility to meet institutional demands (Berrone et al., 2013) and manage risky situations (Sharma, 2000). Therefore:

H3(a,b,c). External CSR is negatively influenced by (a) managerial interpretation, but positively influenced by (b) stakeholder issue salience and (c) discretionary slack.

2.2.4. Institutional pressures and external CSR

Strategic management thinking holds that corporations tend to conform to institutional pressures because of their willingness to avoid penalties, secure their legitimacy and enhance their competitiveness (Berrone et al., 2013). Considerable research has established the role of institutional environments in driving CSR (e.g., Li & Lu, 2020; Uyar, Karaman, & Kilic, 2021). For instance, hotels subject to more institutional pressures were found to be more likely to publicly communicate their climate change-related information (De Grosbois & Fennell, 2022). Furthermore, tourism enterprises tend to follow environmental standards because of the pressures exerted by traveller groups (Miller, 2001), local communities (Uyar et al., 2021) or environmental non-governmental organisations (NGOs) (Chan & Wong, 2006). Thus:

H4. Institutional pressures positively influence external CSR.

2.2.5. The mediating role of managerial interpretation, stakeholder issue salience and discretionary slack

As earlier discussed, we argue that, inspired by Durand et al.'s (2019) willingness and ability logic, managerial interpretation, stakeholder issue salience and discretionary slack may function as mediators between institutional pressures and external CSR. Concerning willingness, both managerial interpretation and stakeholder issue salience may help managers to determine the extent to which a singular CSR issue matters to their enterprises. Regarding ability, the extent of discretionary slack available may determine whether enterprises take externally-directed

CSR actions. The joint consideration of discretionary slack and managerial cognition factors resonates with the notion that internal resources cannot be mobilised by managers before their cognitive assessments of CSR issues' saliency (Freeman, Dmytriiev, & Phillips, 2021). Previous studies found that managerial cognition and beliefs mediate the relationship between institutional pressures and organisational strategic actions (Nadkarni & Barr, 2008). Recently, Li and Lu (2020) found, first, a positive influence of governmental initiatives on enterprises' CSR actions and, second, considerable variation in the effects based on legitimacy perceptions. As mentioned before, discretionary slack augments the viable strategic choices available to managers, so that enterprises with more slack resources are more likely to engage in socially responsible behaviour than those with limited slack (Sharfman et al., 1988). For example, Berrone et al. (2013) observed that slack resources moderate the influence of institutional pressures on the adoption of eco-innovation practices. Taken together, we predict:

H5(a,b). The indirect influence of institutional pressures on discretionary slack is mediated by (a) managerial interpretation and (b) stakeholder issue salience.

H5(c,d,e). The indirect influence of institutional pressures on external CSR is mediated by (c) managerial interpretation, (d) stakeholder issue salience and (e) discretionary slack.

H5(f,g). The indirect influence of (f) managerial interpretation and (g) stakeholder issue salience on external CSR is mediated by discretionary slack.

H5h. Managerial interpretation and discretionary slack sequentially mediate the indirect influence of institutional pressures on external CSR.

H5i. Stakeholder issue salience and discretionary slack sequentially mediate the indirect influence of institutional pressures on external CSR.

2.2.6. The moderating effects of national culture

Hofstede (1984) initially built his cultural framework based on four dimensions, which are individualism, power distance, uncertainty avoidance and masculinity. Later, two new dimensions were added, i.e., long-term orientation and indulgence (Hofstede, Hofstede, & Minkov, 2010). In this study, we focus on the first three dimensions due to their wide validation in management and CSR research, and because their attributes are more relevant to the hospitality and tourism context (Kang, Lee, & Yoo, 2016). We did not account for masculinity, because both Egypt and the UK, albeit with a little difference, are masculine nations ($\text{Masculinity}_{\text{Egypt}} = 55$, $\text{Masculinity}_{\text{UK}} = 66$; Hofstede Insights, 2022). We furthermore did not account for long-term orientation and indulgence because they have been criticised for their overlap with the original four dimensions, their focus on the Eastern context and their reliance on different samples (Gyapong & Afrifa, 2021). Individualistic societies are autonomous, and individuals prioritise their interests over those of the community (Hofstede et al., 2010). Power distance depends on the ability of a leader to control the behaviour of subordinates, and thus, shape the organisational climate and performance (Kang et al., 2016). Managers in societies with high uncertainty avoidance are risk-averse and exercise less discretion to launch their initiatives (Crossland & Hambrick, 2011).

We expect that national culture (indexed by individualism, power distance and uncertainty avoidance) amplifies/exacerbates the influence of institutional pressures on both stakeholder issue salience and external CSR. Institutional and stakeholder theories have suggested that national culture exerts a unique influence on the institutions and stakeholders, and how they both influence managers' cognition and enterprises' socially responsible behaviour (Campbell, 2007). The cross-cultural work of Maignan and Ralston (2002) has attributed the systematic differences in the frequency and content of stakeholder CSR issues between countries to the heterogeneity in their national culture. It is worth noting that we ignored the moderating effect of national culture

on the relationships involving managerial interpretation and discretionary slack for three theoretical reasons. First, interpretive research prescribes that decision-makers within the same organisation are divergent in their perceptions of issues as opportunities/threats because of the variance in their educational backgrounds, values, preferences and worldviews rather than their country's national culture (Thomas et al., 1993). Second, the threat/opportunity rigidity proposes that differences in managerial perceptions are not inherent in the national culture; instead, they are rooted in the enterprise's internal environment (Dutton & Jackson, 1987). Third, the resource-based theory (Barney, 1991) conceptualises slack as an internally developed capital that is heterogeneous across enterprises and their respective intrinsic organisational systems, rather than across national cultural systems. Taken together, we propose:

H6. National culture moderates the positive effect of institutional pressures on stakeholder issue salience.

H7. National culture moderates the positive effect of institutional pressures on external CSR.

According to the sensemaking literature, contextual factors, such as home country, considerably influence how managers map their cognitive thoughts and diagnose strategic issues (Daft & Weick, 1984). As observed by Schneider and De Meyer (1991), national culture is a key determinant of organisational functioning and strategic responsiveness. They found, for example, that Latin European managers were more likely to label a strategic issue as a threat and lead proactive behaviours, than were managers from other cultural backgrounds. Consequently, we expect that our proposed relationships will differ significantly between Egypt and the UK, given that both countries are culturally distinct.

H8(a,b,c,d). The effect of institutional pressures on (a) managerial interpretation, (b) stakeholder issue salience, (c) discretionary slack and (d) external CSR differs across Egyptian and British managers.

H8(e,f). The effect of managerial interpretation on (e) discretionary slack and (f) external CSR differs across Egyptian and British managers.

H8(g,h). The effect of stakeholder issue salience on (g) discretionary slack and (h) external CSR differs across Egyptian and British managers.

H8i. The effect of discretionary slack on external CSR differs across Egyptian and British managers.

3. Methods

3.1. Study context

In a response to mounting calls for more cross-cultural CSR research (Farooq et al., 2017), our theoretical model depicted in Fig. 1 was tested across Egypt and the UK in 2021; two culturally distinct countries as indicated by Hofstede Insights' (2022) cultural value metrics. Whereas Egypt is considered a collectivistic nation ($\text{IND} = 25$) high in power distance ($\text{PD} = 70$) and uncertainty avoidance ($\text{UA} = 80$), the UK is an individualistic country ($\text{IND} = 89$) low in power distance ($\text{PD} = 35$) and uncertainty avoidance ($\text{UA} = 35$). Economically speaking, whereas Egypt is a developing or emerging economy, the UK is a developed country (World Bank, 2022). In terms of the institutional fabric, whereas Egypt is characterised by institutional voids whereby informal networks are key in arranging business interactions (World Bank, 2022), the UK is a liberal market economy characterised by a strong institutional presence and underpinned by market-based mechanisms that shape the business environment (Gupta et al., 2020). Regarding the stakeholder composition, research suggests that Egyptian businesses care more about governments and the local community, while British businesses prioritise customers and shareholders (EL Ghouli et al., 2017). Despite these major differences, for both countries, the tourism industry is a key economic sector. The two countries are extremely renowned for their

rich histories and heritage. In 2019, Egypt received approximately 13 million visitors, earned \$12.6 billion in revenue, and occupied the third position for both international tourism arrivals and receipts in the Middle East (UNWTO, 2020). In the same year, the UK received approximately 39 million visitors, earned nearly \$53 billion in revenue, and achieved fifth and third positions for international tourism arrivals and receipts, respectively, in Europe (UNWTO, 2020). In terms of capabilities, whereas Egypt is still developing its infrastructure in line with its strategy: “Egypt’s Vision 2030 for Sustainable Development” (Egyptian Ministry of Finance, 2021), the UK is renowned for its world-class infrastructure and superior amenities.

3.2. Sample and procedures

Data were collected, using web-based self-administered questionnaires, from the managers of hospitality and tourism enterprises based in Egypt and the UK. Our choice of online administration was due to the prevailing COVID-19 pandemic at the time of data collection which did not allow for face-to-face contact due to social distancing measures imposed by governments in the study countries and across the globe. In the UK, we derived a list of hospitality and tourism businesses from four official UK tourism websites (Visit England, Visit Wales, Visit Scotland and Visit Northern Ireland), ensuring all regions were included, to reduce any bias. Then, we conducted stratified random sampling to recruit participants from each region (Bryman, 2012). In Egypt, we followed the same sampling and recruiting procedures but with a list of hospitality and tourism enterprises derived from the official websites of the Egyptian Hotel Association and Egyptian Travel Agents Association. To augment the response rate from Egypt, we used convenience sampling of personal networks via LinkedIn. The randomly selected Egyptian enterprises were based primarily in Cairo, Alexandria, Luxor, Aswan and the Red Sea region, which are the main tourism hot spots. As a token of appreciation and to obtain sizeable samples, we informed all participants that they will receive a summary report highlighting the findings and potential implications of the study.

The original English version of the questionnaire form was translated into Arabic and back-translated following Brislin’s (1970) recommendations. We then sent both versions to a panel of academics and practitioners who verified the content’s validity and readability. Based on their feedback, minor changes were made. Next, to ensure the face validity of the questionnaire, we conducted a pilot study from 1 to 20 July 2021, yielding 64 Egyptian and 40 British valid responses. Based on feedback from the pilot study, minor changes were made to the final version (full English and Arabic questionnaires are available in the Supplementary Material section – Appendices A and B). To avoid any social desirability bias, the participants’ anonymity and confidentiality were guaranteed; this was explained in the cover letter attached to the survey. We further stated that there were no right or wrong answers. Finally, data were simultaneously collected in Egypt and the UK from August 1, 2021 to November 30, 2021. Overall, data collection resulted in 233 British questionnaires and 242 Egyptian questionnaires, which dropped to 232 and 221, respectively, after checking for missing data. We were not able to calculate our samples’ representativeness owing to the unavailability of complete and up-to-date figures of the hospitality and tourism enterprises’ population in Egypt and the UK.

3.3. Construct measurement

All the items for each construct were rated on a scale ranging from 1 “strongly disagree” to 5 “strongly agree”.

Institutional pressures (IP). We measured this second-order construct using Colwell and Joshi’s (2013) reflective nine-item measure, which covers the three first-order variables: coercive, normative and mimetic pressures. A sample item was “Our industry expects all companies/businesses in the industry to be environmentally responsible”.

Managerial interpretation (MI). Sharma’s (2000) three-item scale was

used to measure managers’ interpretations of CSR issues in terms of their perceived emotional associations, loss/gain considerations and issue controllability. An example item included “Any actions that I may take for social responsibility are constrained by others in the company/business”.

Stakeholder issue salience (SIS). Following Mitchell et al.’s (1997) stakeholder salience theory, we tested SIS as a second-order construct, constituting the first-order variables of legitimacy, power and urgency. A modified version of Agle et al.’s (1999) nine-item stakeholder salience measure was used. To capture SIS, we modified the instructions and changed the beginning of each item from “The stakeholder group” to “Our company/business conforms to the CSR issues raised by external stakeholders who/whom”. For example, one item was modified from “This stakeholder group urgently communicated its claims to our firm” to “Our company/business conforms to the CSR issues raised by external stakeholders who urgently communicate their claims to our company/business”.

Discretionary slack (DS). It was measured using Atuahene-Gima, Slater and Olson’s (2005) subjective four-item measure. A sample item was “We have substantial resources at the discretion of management for funding strategic social or environmental initiatives”.

Tendency for external CSR engagement. This was used as a reflective second-order construct covering activities that target: the local community, customers and the environment. The original scale developed by El Akremi et al. (2015) was used and then adapted to the tourism context following Garay and Font (2013), and Wang, Li, and Xu (2019). To capture the participants’ tendency, at the beginning of each item we added “As the manager (or having a managerial role), I will ensure that”. An example item included “our company/business tries to buy materials or goods locally and prioritises local suppliers”.

3.4. Control variables

We first controlled for *job tenure* due to its potential association with managers’ tendency to address stakeholder demands and engage in external CSR activities (Chen, Ko, Li, & Yang, 2021). Second, *enterprise size* was controlled for, and measured by, the total number of employees (Ribeiro et al., 2021), because it correlates with managerial discretion (Wangrow et al., 2015) and CSR (Chen et al., 2021). Third, we controlled for *enterprise age* due to its synergy with the enterprise’s ability to acquire resources (Ribeiro et al., 2021). Fourth, we controlled for *industry type* because of its confounding effects on managerial discretion (Crossland & Hambrick, 2011) and CSR (Chen et al., 2021).

3.5. Analytical strategy and preliminary statistical verification

Prior to testing the hypotheses, multiple quality checks were performed to guarantee the legitimacy of our data. First, non-response bias was checked by comparing the responses of 15 early respondents with 15 late counterparts in both subsamples via the independent sample *t*-test. In both subsamples, there was no significant difference between the two groups so non-response bias was deemed not to be an issue in our data. Second, severe outliers and unengaged responses were detected, resulting in the removal of 11 questionnaires. Hence, the net useable questionnaires for our final analyses became 228 (UK) and 214 (Egypt). Third, the Kolmogorov-Smirnov test was performed to check the normality of our data. The results indicated that the data did not follow the normal distribution ($p < 0.001$). Another indication of the non-normal distribution was that some values of skewness and kurtosis (see Appendix C of the Supplementary Material section) were found to exceed their threshold range values of -1 to 1 and -2 to 2 , respectively (Hair, Hult, Ringle, & Sarstedt, 2017). Fourth, sampling adequacy was verified using the Kaiser-Meyer-Olkin test and Bartlett’s test of sphericity. The results were 0.898 ($\chi^2 = 7972.441$, $df = 528$, $p > 0.001$), revealing the good quality of the pooled sample and the appropriateness of the factor analysis. Fifth, multicollinearity was checked through the

calculation of the variance inflation factor (VIF) for the study’s constructs. The results of VIF values ranged from 1.06 to 2.60, not exceeding the cut-off value of 5.0 (Hair et al., 2017). Thus, multicollinearity was not an issue across all samples. Lastly, owing to the use of a self-administered questionnaire at a singular point in time, common method bias (CMB) was expected to threaten the results (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Applying Harman’s single-factor test, we found that a single factor accounted for 22.65, 30.97 and 28.14% of the total variance in the UK, Egypt and pooled samples, respectively, implying that CMB was not an issue across all samples.

After ensuring the quality of our data, SPSS (v.28.0) software was used to calculate the descriptive statistics and the correlation matrix (can be found in Appendices C and D of the Supplementary Material section). As detailed in Table 1, whereas the Egyptian sample was majorly comprised of younger participants and large businesses, the British sample majorly represented elderly participants and micro-businesses. Both samples were well-educated and skewed towards the accommodation sector. Then, SmartPLS (v.3.3.7) software (Ringle, Wende, & Becker, 2015) was used to perform partial least square structural equation modelling (PLS-SEM) and multi-group analysis

Table 1
Descriptive summary of sample.

Sociodemographic and business characteristics	n (%)	
	UK	EG
	n = 228	n = 214
Gender		
Male	114 (50)	202 (94.4)
Female	109 (47.8)	12(5.6)
Prefer not to say	5 (2.2)	n.a.
Age		
18–29 years	18 (7.9)	24 (11.2)
30–39 years	33 (14.5)	86 (40.2)
40–49 years	42 (18.4)	68 (31.8)
50–59 years	59 (25.9)	32 (15.0)
≥60 years	76 (33.3)	4 (1.9)
Education Level		
High school or less	22 (9.6)	5 (2.3)
Vocational training	24 (10.5)	4 (1.9)
Undergraduate	101 (44.3)	177 (82.7)
Postgraduate	81 (35.5)	28 (13.1)
Managerial Role		
Owner	106 (46.5)	8 (3.7)
Manager	71 (31.1)	127 (59.3)
Director	41 (18.0)	47 (22.0)
Supervisor	9 (3.9)	32 (15.0)
Job Tenure		
1–2 years	44 (19.3)	59 (27.6)
3–4 years	45 (19.7)	61 (28.5)
5–10 years	53 (23.2)	44 (20.6)
>10 years	86 (37.7)	50 (23.4)
Enterprise Size		
1–5 employees	125 (54.8)	6 (2.8)
6–10 employees	28 (12.3)	9 (4.2)
11–25 employees	34 (14.9)	10 (4.7)
26–49 employees	20 (8.8)	19 (8.9)
≥50 employees	21 (9.2)	170 (79.4)
Enterprise Age		
1–9 years	81 (35.5)	50 (23.4)
10–19 years	44 (19.3)	63 (29.4)
20–29 years	32 (14.0)	33 (15.4)
30–39 years	16 (7.0)	28 (13.1)
40–49 years	16 (7.0)	18 (8.4)
≥50 years	39 (17.1)	22 (10.3)
Industry Type		
Accommodation	98 (43.0)	126 (58.9)
Food and beverage	34 (14.9)	25 (11.7)
Transport	3 (1.3)	3 (1.4)
Travel agency	15 (6.6)	53 (24.8)
Visitor attraction	44 (19.3)	6 (2.8)
Events venue or organiser	16 (7.0)	n.a.
Arts, craft and culture	18 (7.9)	1 (0.5)

(MGA). In contrast to the traditional covariance-based SEM, PLS-SEM was more convenient for this study for four main reasons: (1) it requires neither large samples nor normally distributed data; (2) its ability to analyse complex models, generating higher predictive power with more precise R^2 values and effect sizes; (3) its nonparametric approach aligns with MGA; and (4) its fit with the exploratory nature of our model that connects variables that have been seldom examined together (Henseler, 2018). As per convention, first, the measurement model was performed to test the reliability and validity of the latent constructs and, second, the structural model was run to test our hypotheses (Hair et al., 2017).

4. Results

4.1. PLS estimation: evaluation of measurement model

To evaluate the validity and reliability of the measurement model, we followed a two-stage approach because our theoretical model has second-order constructs (Wang et al., 2019). In the first stage, first-order variables were approached for confirmatory factor analysis (CFA) in SmartPLS without the inclusion of any second-order constructs. Then, in the second stage, latent construct scores obtained from the first stage were used to build a hierarchical second-order model without the inclusion of first-order variables, which appeared as indicators for the higher-order constructs in this stage. As depicted in Fig. 2 and tabulated in Appendices E and F (see the Supplementary Material section), all standardised factor loadings for items and constructs were significant, exceeding the cut-off value of 0.50, except MI2 (see Appendix A), which failed to reach significance in the Egyptian dataset. A plausible explanation for this result is the item’s contradiction with the Egyptian culture characterised by high power distance. Because the MI construct was gauged by only three items and MI2 was significant in both the UK and pooled sample, we decided to retain this item, thus not violating the psychometric properties of the construct. Contrarily, we deleted the fourth item in the discretionary slack (see Appendix A) owing to its very low factor loading that severely threatened the reliability of the construct.

To assess convergent validity, the value of average variance extracted (AVE) was calculated for each construct. As tabulated in Appendices E and F, all AVEs were above the threshold of 0.50 across all samples, except for MI (AVE = 0.48) in the Egyptian subsample. Nonetheless, as noted by Bacq and Alt (2018), MI’s convergent validity could be acceptable since it was discriminately valid compared to other constructs and its AVE was slightly lower than the cut-off value. Thus, we moved on to discriminant validity, which was assessed following the Fornell and Larcker (1981) criterion and the heterotrait–monotrait (HTMT) ratio. As shown in Table 2, the square root of AVE for each construct was superior to its respective cross-variable correlations, thus meeting the former criterion. The latter measure was also guaranteed since all HTMT values were lower than the threshold of 0.90 (Henseler, Ringle, & Sarstedt, 2015). Collectively, the measurement model across all samples had satisfactory convergent and discriminant validity. Regarding internal consistency, recent literature has suggested the use of composite reliability (CR) rather than Cronbach’s alpha, owing to PLS-SEM’s underestimation of the α values (Wang et al., 2019). Appendices E and F show that CR estimates for both first-order and second-order constructs rose above the cut-off value of 0.70 (Hair et al., 2017), demonstrating their reliability and appropriateness. Next, the overall model fit was assessed using the standardised root mean square residual (SRMR) for first-stage and second-stage models across all samples. All SRMR values were clearly below the cut-off value of 0.08 (Hair et al., 2017), indicating the models’ satisfactory fit across all samples.

Before moving on to assess the structural model on the pooled dataset, it was necessary to establish the measurement invariance (Ting, Fam, Hwa, Richard, & Xing, 2019). Following Henseler, Ringle, and

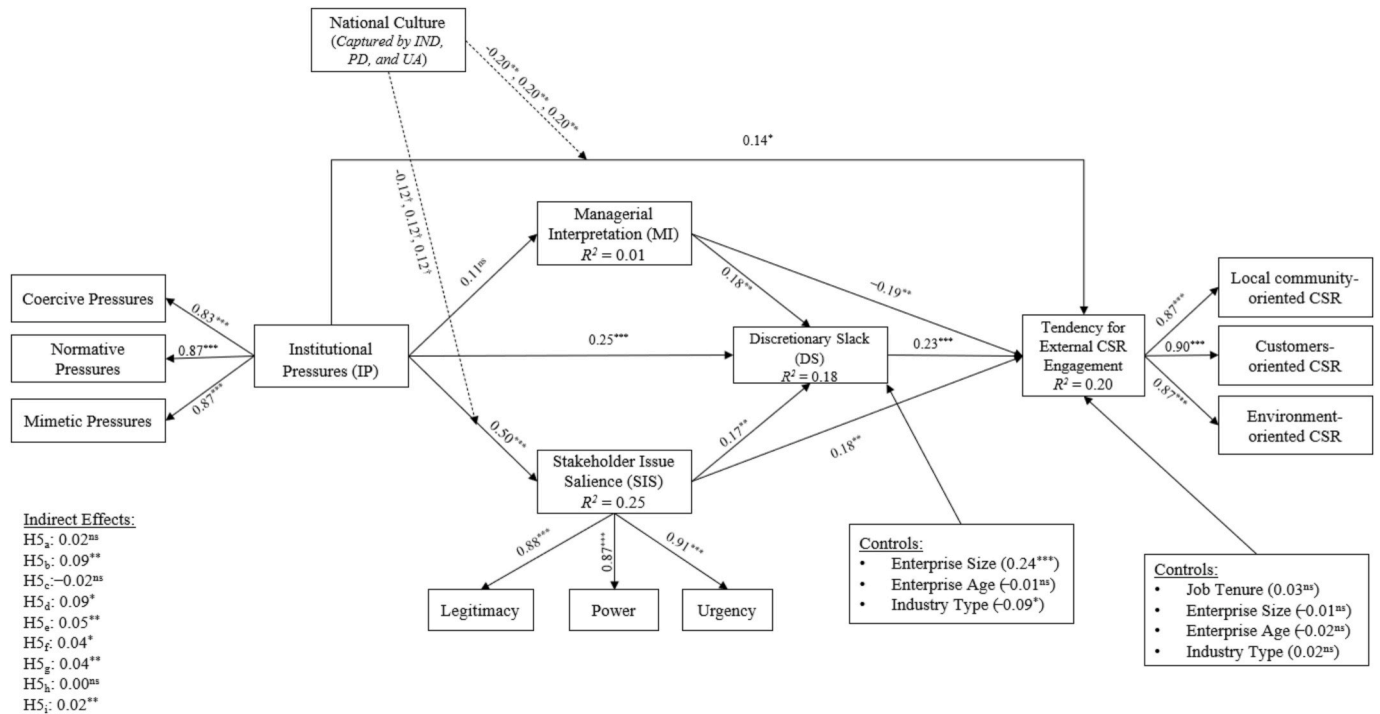


Fig. 2. SEM results. Note: n = 442; ns nonsignificant, †p < 0.10, *p < 0.05, **p < 0.01, ***p < 0.001.

Table 2
Discriminant validity.

	IP	MI	SIS	DS	CSR
United Kingdom					
IP	0.80	0.14	0.45	0.11	0.13
MI	–	0.72	0.27	0.21	0.54
	0.06				
SIS	0.36	– 0.18	0.89	0.20	0.24
DS	0.09	– 0.15	0.18	0.83	0.28
CSR	0.08	– 0.37	0.23	0.24	0.88
Egypt					
IP	0.86	0.23	0.67	0.38	0.60
MI	–	0.69	0.12	0.30	0.11
	0.21				
SIS	0.57	– 0.12	0.88	0.38	0.46
DS	0.28	0.14	0.29	0.76	0.49
CSR	0.52	– 0.06	0.41	0.37	0.89
Pooled					
IP	0.86	0.19	0.59	0.44	0.35
MI	0.11	0.72	0.16	0.27	0.22
SIS	0.50	0.00	0.88	0.36	0.37
DS	0.36	0.21	0.30	0.82	0.36
CSR	0.30	– 0.12	0.32	0.30	0.88

Note: The bold diagonal elements are the squared root of the average variance extracted. Above-diagonal elements are the heterotrait–monotrait (HTMT) ratio; below-diagonal elements are correlations between the constructs for Fornell–Larcker Criterion; IP = institutional pressures, MI = managerial interpretation, SIS = stakeholder issue saliency, DS = discretionary slack, CSR = tendency for external CSR engagement.

Sarstedt (2016), the measurement invariance of composites (MICOM) approach was used. This technique has demonstrated its appropriateness for PLS-SEM as a composite-based analysis technique (Rasoolimanesh, Roldán, Jaafar, & Ramayah, 2017). According to MICOM, we followed three steps: configural invariance assessment, compositional invariance assessment, and equal means and variances assessment. As shown in Table 3, the partial measurement invariance was established after meeting the conditions of configural and compositional invariance (Henseler et al., 2016). Thus, we proceeded with hypotheses testing and

MGA.

4.2. PLS estimation: evaluation of structural model

To test the significance of estimated path coefficients, the bootstrapping method was employed with 5000 resamples. According to the results depicted in Fig. 2 and tabulated in Appendix G of the Supplementary Material section, all direct hypotheses were supported, except for H1_a (IP → MI). By contrast, both stakeholder issue saliency (β = 0.50, p < 0.001) and discretionary slack (β = 0.25, p < 0.001) were positively predicted by institutional pressures, accepting H1_(b,c). Both managerial interpretation (β = 0.18, p < 0.01) and stakeholder issue saliency (β = 0.17, p < 0.01) positively impacted discretionary slack, accepting H2_(a,b). External CSR was found to be positively influenced by institutional pressures (β = 0.14, p < 0.05), stakeholder issue saliency (β = 0.18, p < 0.01) and discretionary slack (β = 0.23, p < 0.001), but negatively influenced by managerial interpretation (β = – 0.19, p < 0.01), lending support to H4 and H3_(b,c,a), respectively. As presented in Appendix G, the values of effect size (f²) for direct paths ranged from small to strong effects, according to Cohen’s (1988) criteria.

The structural model quality was assessed by calculating the coefficient of determination (R²) and cross-validated redundancy (Q²) for each endogenous construct. The R² values for stakeholder issue saliency, discretionary slack and external CSR were 0.25, 0.18 and 0.20 respectively, exceeding the cut-off value of 0.10 (Hair et al., 2017). The Stone-Geisser test, following the blindfolding procedure, returned a Q² value of 0.19, 0.12 and 0.14 for stakeholder issue saliency, discretionary slack and external CSR, respectively, all above zero. Taken together, these R² and Q² values show the model’s fit and explanatory power to predict external CSR. However, one exception is managerial interpretation, whose R² and Q² values were zero, and this was because of its nonsignificant association with its only predictor (institutional pressures). Furthermore, the model’s global goodness-of-fit was achieved, with a value of SRMR at 0.07, below the recommended cut-off value of 0.08 (Hair et al., 2017).

Table 3
Measurement invariance results.

Construct	Configural Invariance (Same Algorithms for Both Groups)	Compositional Invariance (Correlation =1)		Partial Measurement Invariance Established	Equal Mean Assessment			Equal variance assessment			Full Measurement Invariance Established
		C=1	CI		Differences	CI	Equal	Differences	CI	Equal	
IP	Yes	1.00	[0.99, 1.00]	Yes	-0.87	[-0.18, 0.18]	No	-0.13	[-0.27, 0.27]	Yes	Yes
MI	Yes	0.93	[0.40, 1.00]	Yes	-0.72	[-0.18, 0.18]	No	-0.42	[-0.22, 0.22]	No	No
SIS	Yes	0.99	[0.99, 1.00]	Yes	-0.45	[-0.18, 0.18]	No	-0.15	[-0.33, 0.33]	Yes	No
DS	Yes	0.98	[0.98, 1.00]	Yes	-1.02	[-0.19, 0.18]	No	-0.06	[-0.22, 0.23]	Yes	No
CSR	Yes	0.99	[0.99, 1.00]	Yes	-0.18	[-0.19, 0.19]	Yes	-0.14	[-0.35, 0.36]	Yes	Yes

4.3. Mediating effects

To test the significance of mediating effects, the product-of-coefficients approach was applied using a bias-corrected bootstrap procedure with 5000 resamples. As demonstrated in Table 4, we did not find support for the simple and sequential mediating effects of managerial interpretation on pathways from the institutional pressures either to discretionary slack or to external CSR, thus, rejecting H5(a,c,h). Conversely, stakeholder issue salience was found to be a cognitive vehicle from institutional pressures to both discretionary slack ($\beta = 0.09$, 95% CI [0.03, 0.14]) and external CSR ($\beta = 0.09$, 95% CI [0.02, 0.16]), thus accepting H5(b,d). Similarly, discretionary slack was a significant mechanism leading to external CSR from institutional pressures ($\beta = 0.05$, 95% CI [0.02, 0.09]), managerial interpretation ($\beta = 0.04$, 95% CI [0.00, 0.07]) and stakeholder issue salience ($\beta = 0.04$, 95% CI [0.01, 0.07]), lending support to H5(e,f,g). Finally, the serial indirect

Table 4
Mediation testing.

Hypothesis	Path	Specific Indirect Effect	t-value	95% CI		Supported
				Lower Boot	Upper Boot	
H5 _a	IP → MI → DS	0.02	1.20	-0.01	0.05	No
H5 _b	IP → SIS → DS	0.09**	3.06	0.03	0.14	Yes
H5 _c	IP → MI → CSR	-0.02	1.13	-0.05	0.03	No
H5 _d	IP → SIS → CSR	0.09*	2.51	0.02	0.16	Yes
H5 _e	IP → DS → CSR	0.05**	3.33	0.02	0.09	Yes
H5 _f	MI → DS → CSR	0.04*	2.47	0.00	0.07	Yes
H5 _g	SIS → DS → CSR	0.04**	2.70	0.01	0.07	Yes
H5 _h	IP → MI → DS → CSR	0.00	1.13	-0.00	0.01	No
H5 _i	IP → SIS → DS → CSR	0.02**	2.73	0.00	0.03	Yes

Note: Estimates are based on bootstrapping with 5000 resamples; $n = 442$; * $p < 0.05$, ** $p < 0.01$.

impact of institutional pressures on external CSR through stakeholder issue salience and discretionary slack was positive and statistically significant ($\beta = 0.02$, 95% CI [0.00, 0.03]), supporting H5_i.

4.4. Moderating effects and multi-group analysis (MGA)

Before conducting MGA, a two-stage approach (Fassott, Henseler, & Coelho, 2016) was used to test the moderating effects of national culture. As summarised in Table 5 and plotted in Figs. 3 and 4, national culture (captured by its three sub-dimensions: individualism, power distance and uncertainty avoidance) moderated the effects of institutional pressures on both stakeholder issue salience and external CSR at least at the 0.10 significance level, lending support to H6 and H7. Next, we performed MGA using both Henseler’s MGA and the permutation test with 5000 bootstraps (Henseler, Ringle, & Sinkovics, 2009). These analytical methods seem more conservative for analysing path coefficient differences between groups (Rasoolimanesh et al., 2017). As shown in Table 6, four hypotheses were significantly different between Egypt and the UK, supporting H8(b,d,e,f). By contrast, other hypotheses (H8(a,c,g,h,i)) were virtually similar across Egyptian and British managers.

5. Discussion and implications

The primary goal of this study was to understand why hospitality and tourism enterprises act heterogeneously towards the homogeneous institutional pressures calling for external CSR actions. Our results demonstrate that managerial interpretation, stakeholder issue salience and discretionary slack all play a key role in such heterogeneity. Although these hypotheses have not been tested before, the findings are in line with previous arguments that the institutional environment shapes, first, how managers perceive stakeholder demands (Crilly & Sloan, 2012) and, second, the degree of slack assigned to decision-makers (Berrone et al., 2013). Contrary to our expectations, there was no effect of institutional pressures on managerial interpretation, contradicting the notion that the institutional environment affects

Table 5
Moderation testing.

Hypothesis	Path	Path Coefficient	t Statistics
H6 _a	IP X IND → SIS	-0.12†	1.92
H6 _b	IP X PD → SIS	0.12†	1.91
H6 _c	IP X UA → SIS	0.12†	1.93
H7 _a	IP X IND → CSR	-0.20**	3.23
H7 _b	IP X PD → CSR	0.20**	3.26
H7 _c	IP X UA → CSR	0.20**	3.23

Note: Estimates are based on bootstrapping with 5000 resamples; IND = individualism, PD = power distance, UA = uncertainty avoidance; $n = 442$; † $p < 0.10$, ** $p < 0.01$.

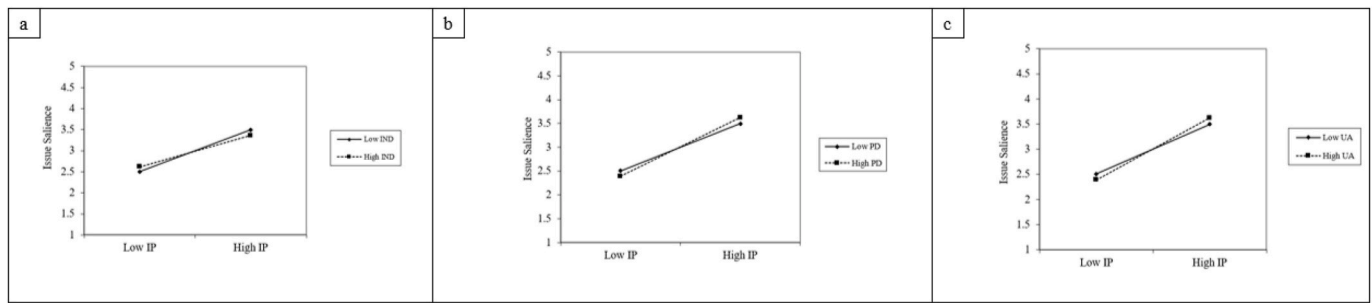


Fig. 3. The moderating effects of national culture on the relationship between institutional pressures and stakeholder issue salience.

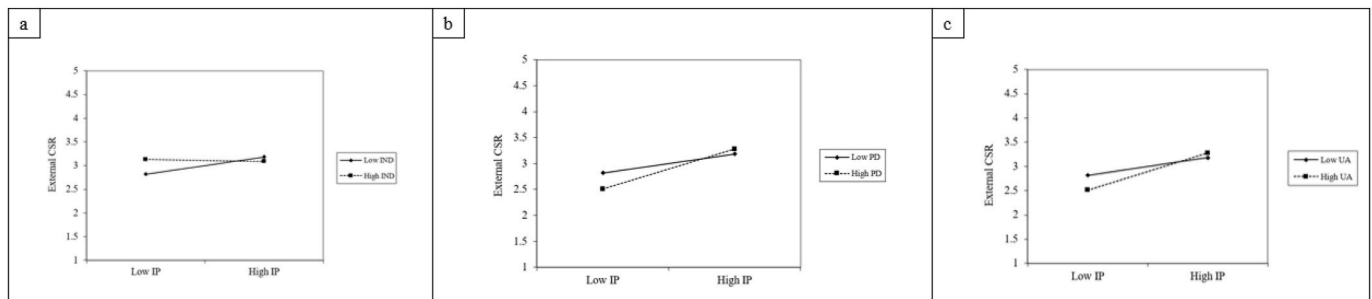


Fig. 4. The moderating effects of national culture on the relationship between institutional pressures and external CSR.

Table 6
Multi-group analysis results.

Hypothesis	Path	Path Coefficient		Path Coefficient Difference	P-value Difference (Two-tailed)		Supported
		UK	EG		Henseler's MGA	Permutation Test	
H8 _a	IP → MI	-0.04 ^{ns}	-0.22 ^{ns}	0.17	0.261	0.186	No/No
H8 _b	IP → SIS	0.35 ^{**}	0.57 ^{**}	-0.21	0.026	0.006	Yes/Yes
H8 _c	IP → DS	0.03 ^{ns}	0.22 [*]	-0.18	0.170	0.061	No/No
H8 _d	IP → CSR	-0.02 ^{ns}	0.38 ^{**}	-0.40	0.000	0.000	Yes/Yes
H8 _e	MI → DS	-0.12 [†]	0.21 [†]	-0.33	0.026	0.005	Yes/Yes
H8 _f	MI → CSR	-0.31 ^{**}	0.00 ^{ns}	-0.32	0.001	0.003	Yes/Yes
H8 _g	SIS → DS	0.13 ^{ns}	0.20 [*]	-0.06	0.581	0.278	No/No
H8 _h	SIS → CSR	0.15 ^{ns}	0.12 ^{ns}	0.03	0.758	0.389	No/No
H8 _i	DS → CSR	0.16 ^{**}	0.22 ^{**}	-0.05	0.501	0.267	No/No

Note: $n_{UK} = 228$, $n_{EG} = 214$; [†] $p < 0.10$, ^{*} $p < 0.05$, ^{**} $p < 0.01$, ^{**} $p < 0.001$; The significance of Henseler's test is achieved when the p value remains either above 0.95 or below 0.05.

managers' perceived threats and/or opportunities (Dutton & Jackson, 1987). We found that perceived threats positively influenced discretionary slack, contradicting Sharfman et al.'s (1988) proposition that threats force enterprises to hold slack resources, and running counter to Sharma (2000) who found that discretionary slack is a significant predictor of managerial interpretation. Our results also support that stakeholder issue salience is a positive determinant of discretionary slack, complementing previous research that focused on just one aspect of salience, such as urgency (Dutton, Stumpf, & Wagner, 1990). Managerial interpretation negatively affected external CSR, confirming Sharma (2000). By contrast, stakeholder issue salience and discretionary slack were both positive predictors of external CSR, supporting previous research (Chiu & Sharfman, 2011; David et al., 2007).

Our mediation analyses revealed that stakeholder issue salience and discretionary slack sequentially mediated the indirect relationship between institutional pressures and external CSR. Although these indirect relationships were neither proposed nor tested in previous studies, our work extends Li and Lu (2020) who focused on legitimacy perceptions as a mediator between governmental initiatives and CSR, and complements Berrone et al.'s (2013) approach that tested slack as a moderator influencing institutional pressures on organisational eco-innovation.

The nonsignificant mediating effect of managerial interpretation goes against the logic that interpretation channels the external environment into organisational actions (Dutton & Duncan, 1987). Our moderation analysis of national culture indicated that the effects of institutional pressures on both stakeholder issue salience and external CSR were more pronounced in higher levels of collectivism, power distance and uncertainty avoidance. These results are consistent with Kang et al. (2016), who found that enterprises operating in countries with these cultural attributes are more likely to engage in CSR and attend to stakeholder demands.

Our MGA results indicated that both countries exhibited significant variations concerning four hypotheses. One notable difference was that of the effect of institutional pressures on external CSR; whereas for Egypt this was positive, it seemed to be non-existent in the UK. Another interesting distinction was that while British managers perceived CSR issues as threats to their enterprises, their Egyptian counterparts identified them as opportunities. These observations are consistent with the arguments that countries differ in their composition of institutions and their treatment of stakeholder groups and strategic issues (Song & Kang, 2019). The findings are also consistent with Gupta et al.'s (2020) findings that stakeholder engagement strategies vary based on the local

institutional context. Below, we discuss the theoretical contributions and practical implications of these findings, followed by the study limitations and suggestions for future research.

5.1. Theoretical contributions

The current research makes several theoretical contributions. First, it adds to the emerging micro-institutional inquiry and CSR micro-foundations literature, answering the calls for integrating individual cognition, sensemaking and behaviour into the study of institutional environment and corporate responsiveness (Basu & Palazzo, 2008; Schilke, 2018). To date, the literature has mainly adopted a macro-level lens to investigating the direct linkage between institutional pressures and corporate actions (Li & Lu, 2020), and this gap is more obvious in the tourism literature (De Grosbois & Fennell, 2022). In an attempt to address these voids, we theoretically suggested, and empirically confirmed, that stakeholder issue salience and discretionary slack were both significant mechanisms that sequentially mediate institutional pressures on external CSR. These findings provide initial support for Durand et al.'s (2019) willingness and ability logic, which suggests that enterprises acting in socially responsible ways may first account for issue salience and, then, for the resources necessary for implementing strategic CSR initiatives. Taken together, stakeholder issue salience and discretionary slack manifest the dynamic nature of managerial decision-making when determining which, and for whom, CSR actions should be initiated. Second, this study contributes to the strategic cognition literature, taking an initial step in empirically investigating the salience of stakeholder CSR issues. This is distinct from the extant literature that primarily focused on the salience of stakeholders rather than the salience of their issues (Wang et al., 2020). Methodologically, unlike previous qualitative studies (Cantrell, Kyriazis, & Noble, 2015), we add to the quantitative research by adapting Agle et al.'s (1999) scale of stakeholder salience to measure stakeholder issue salience in the context of tourism CSR. Third, we enrich the resource-based view of the firm by demonstrating the mediating role of discretionary slack in bridging all the indirect pathways to external CSR. This observation was justified by our respondents' quotes (see C2, C3 and C5 in Appendix H of the Supplementary Material section), which were voluntarily given by them at the end of our survey. It is worth noting that slack was a paramount driver for external CSR in both countries, supporting Ortiz-de-Mandojana et al.'s (2016) claim that, regardless of the national institutional setting, firms' resources are fundamental to their sustainable management practices.

Our study offers important insights into cross-cultural CSR research, which remains scant in the tourism literature (Song & Kang, 2019) and in the mainstream management scholarship (Farooq et al., 2017). By conducting the study across two culturally distinct countries, we evidenced that national culture can be a source of variation in the influence of the institutional environment on the extent to which managers perceive stakeholder issue salience and external CSR. Nevertheless, since our study was conducted between only two countries, our moderation results warrant interpretation with caution. Our MGA enriches cross-cultural research. In terms of the institutional inquiry, our findings indicated that IP → external CSR was significant in Egypt and non-existent in the UK. There are three plausible explanations for this observation. First, variations in CSR across different countries emanate from the historical and long-standing differences between their institutions (Matten & Moon, 2008). Second, business policies in emerging economies, as in Egypt, are primarily shaped by decentralised governments and highly-powered local industry associations, which together force enterprises to comply with their compulsory codes of conduct (Li & Lu, 2020). Third, given that the UK sample is skewed towards micro and small enterprises (MSEs), we suspect that they prefer to consider stakeholders rather than institutional pressures. This assumption is fuelled by the idea that MSEs, compared to their large counterparts, are normally far away from large-scale institutional sanctions (Thomas,

Shaw, & Page, 2011). These explanations are also in line with the feedback given by our respondents (see C1 and C7 in Appendix H). In terms of the sensemaking literature, noticeable differences were observed in the signal of MI → external CSR between Egypt and the UK. This observation is in line with Schneider and De Meyer's (1991) findings that cultural differences cause variations in whether individuals perceive the same issues as potential threats or opportunities, and subsequent variations in their strategic actions.

5.2. Practical implications

The findings of this study are of practical relevance for the managers of hospitality and tourism enterprises. First, managers should regularly and actively exchange information with institutional constituents (e.g., trade associations, NGOs and competitors) to scan for any uncertain environmental changes that could potentially affect their capabilities, social legitimacy or competitiveness. Second, top management teams are advised to make plausible interpretations of strategic issues that can influence the everyday operations of their enterprises, thus fostering organisational communication, learning and adaptation. Third, we prompt managers to crystallise stakeholder issue salience as a sorting criterion in the formal organisational routines and procedures to effectively process stakeholder issues and build sustainable stakeholder relationships. Research documents that if an enterprise does not respond well to the CSR issues raised by its stakeholders, this may worsen its relationships with those stakeholders, and it would suffer a decline in profit from the opportunities offered by them (Barnett, 2007). Thus, managers should accurately estimate the legitimacy-power-urgency a stakeholder deserves and be fully aware of the consequences of any misperception or inattention to the issues raised by key stakeholder groups. Fourth, managers are urged to expand their slack by seeking alternative external sources via their social and business networks, particularly in resource-scarce contexts and crisis periods (e.g., COVID-19). Fifth, managers are advised to set their enterprise's CSR strategy in motion with the local institutional context and stakeholder composition.

This study further offers several policy implications. First, policy-makers should create an enabling environment for hospitality and tourism enterprises through monetary (e.g., tax-reductions and long-term funding schemes) and non-monetary (e.g., softening laws, environmental monitoring and eco-knowledge/innovation) incentives to assist them in their dealings with any potential threats and/or scarce resources that may hinder their adoption of CSR practices. Second, local governments are recommended to actively support trade associations and facilitate geographical clustering, co-competition and networking between businesses for capacity building and industrywide knowledge exchange. Third, tourism MSEs in the UK need to be fiscally supported by the government and industry associations, especially during the COVID-19 recovery period, as recommended by our respondents (see C4 and C6 in Appendix H). Fourth, given the stringent institutional stimulus of the Egyptian institutions, policymakers are urged to heighten the institutional arrangements that target enterprises' social performance, as suggested by our participants (see C8 and C9 in Appendix H). In turn, it would be possible for Egypt's 2030 vision of sustainable development to advance at a faster pace. Fifth, policymakers are advised to be aware of cultural sensitivities when (re)designing institutional plans that target enterprises. Given that local cultural systems influence institutions and market conditions as well as the expectations of individuals and societies about corporate governance, labour rights and public health (Matten & Moon, 2008), policymakers should globalise the standards and regulations of CSR to effectively fit the domestic needs of stakeholders and businesses in their home country. Sixth, external stakeholders can benefit from our insights into better communicating their demands (see C10 in Appendix H), and finally, policymakers should encourage stakeholders to push enterprises to participate in sustaining the destinations.

5.3. Limitations and future research

Our study has a number of limitations that point to potential directions for future research. First, the convergent validity of the managerial interpretation construct (Sharma, 2000) had a relatively low score of AVE. This limitation may be due to its first-time application in the tourism literature, and/or the fact that interpretation is naturally tricky to be tested deductively (Bundy et al., 2013). Therefore, future research could develop this measure by deriving further items/indicators from the strategic interpretation literature (Jackson & Dutton, 1988). Second, our approach was oriented only toward external stakeholders. It would be interesting to extend our perspectives to internal CSR, focusing on the treatment of employees within enterprises. Third, future research is encouraged to seek other variables, such as organisational identity and firm communication, which could further bolster the micro-foundations of CSR. Fourth, since we used a cross-sectional design, causality cannot be warranted. Hence, potential value is seen in using experiments to advance our understanding in this domain. Furthermore, Hofstede's cultural values we used may be neither representative of the population nor indicative of the population's heterogeneity (Kang et al., 2016). Therefore, future research can use self-reported scales for measuring these cultural dimensions. Finally, qualitative, longitudinal and multi-level analyses are much-needed to yield a richer description of our findings (Aguinis & Glavas, 2012). For example, researchers can conduct a longitudinal examination of how enterprises' actual CSR engagement has changed post the COVID-19 pandemic.

6. Conclusion

The cross-fertilisation between institutional theory and the literature on organisational sensemaking, stakeholder salience and slack resources has theoretically enriched our understanding of the manifestation of the micro-institutional inquiry into CSR. Our conceptual model offers a more realistic view of how managers discuss, interpret, make sense of and act on the institutional environment calling for externally-directed CSR actions. Our empirical results point out that hospitality and tourism enterprises are driven not only by institutional pressures, but also by managerial interpretations of CSR issues in terms of stakeholder salience and potential losses and/or gains, and then by the extent of discretionary slack available to support CSR decisions. The study's results showed a degree of variability between Egypt and the UK, adding novel perspectives to the cross-cultural CSR research. We hope that this study paves the way for scholars and practitioners to advance CSR in the global tourism industry in the post-COVID-19 era.

Author contributions

Mohamed Nageh Ibrahim: Conceptualisation, Investigation, Methodology, Data curation, Data Formal analysis, Writing – original draft, Writing – review & editing; Albert Nsom Kimbu: Conceptualisation, Methodology, Writing – review & editing; Manuel Alector Ribeiro: Conceptualisation, Methodology, Writing – review & editing.

Impact statement

This study offers insightful implications for the tourism research community and real-life enterprises in both developed and emerging regions of the globe. We advance understanding of the emerging micro-institutional and organisational sensemaking streams in the domain of CSR. Cross-cultural CSR research is expanded by conducting our work in two culturally distinct countries (Egypt and the UK), enriching international tourism management scholarship. Our findings offer robust evidence for managers that their interpretations of salient CSR issues matter for yielding favourable strategic outcomes. Crucially, hospitality and tourism enterprises need to develop their slack resources and establish strong networks with external stakeholders, thereby ensuring

their competitiveness, growth and survival. We affirm the need for policymakers to offer substantial (non)financial support for those enterprises, such that the sustainability of destinations can be guaranteed. As a long-term consequence, today's global social challenges, such as poverty, climate change and water scarcity, might be partially resolved.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Acknowledgements

The researcher, Mohamed Nageh Ibrahim, is funded by a full scholarship [Bureau ID: MM27/19] from the Egyptian Ministry of Higher Education and Scientific Research represented by The Egyptian Bureau for Cultural and Educational Affairs in London. This work is also partially financed by Portuguese Funds provided by FCT –Foundation for Science and Technology (Portugal) through project UIDB/04020/2020.

Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.tourman.2022.104690>.

References

- Agle, B. R., Mitchell, R. K., & Sonnenfeld, J. A. (1999). Who matters to CEOs? An investigation of stakeholder attributes and salience, corporate performance, and CEO values. *Academy of Management Journal*, 42(5), 507–525.
- Aguinis, H. (2011). Organizational responsibility: Doing good and doing well. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (pp. 855–879). Washington, DC: American Psychological Association.
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932–968.
- Atuahene-Gima, K., Slater, S. F., & Olson, E. M. (2005). The contingent value of responsive and proactive market orientations for new product program performance. *Journal of Product Innovation Management*, 22(6), 464–482.
- Bacq, S., & Alt, E. (2018). Feeling capable and valued: A prosocial perspective on the link between empathy and social entrepreneurial intentions. *Journal of Business Venturing*, 33(3), 333–350.
- Barnett, M. L. (2007). Stakeholder influence capacity and the variability of financial returns to corporate social responsibility. *Academy of Management Review*, 32(3), 794–816.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Basu, K., & Palazzo, G. (2008). Corporate social responsibility: A process model of sensemaking. *Academy of Management Review*, 33(1), 122–136.
- Berrone, P., Fosfuri, A., Gelabert, L., & Gomez-Mejia, L. R. (2013). Necessity as the mother of 'green' inventions: Institutional pressures and environmental innovations. *Strategic Management Journal*, 34(8), 891–909.
- Bourgeois, L. J., III (1981). On the measurement of organizational slack. *Academy of Management Review*, 6(1), 29–39.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185–216.
- Bryman, A. (2012). *Social research methods*. Oxford: Oxford University Press.
- Bundy, J., Shropshire, C., & Buchholtz, A. K. (2013). Strategic cognition and issue salience: Toward an explanation of firm responsiveness to stakeholder concerns. *Academy of Management Review*, 38(3), 352–376.
- Campbell, J. L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32(3), 946–967.
- Cantrell, J. E., Kyriazis, E., & Noble, G. (2015). Developing CSR giving as a dynamic capability for salient stakeholder management. *Journal of Business Ethics*, 130(2), 403–421.
- Chan, E. S., & Wong, S. C. (2006). Motivations for ISO 14001 in the hotel industry. *Tourism Management*, 27(3), 481–492.
- Chattopadhyay, P., Glick, W. H., & Huber, G. P. (2001). Organizational actions in response to threats and opportunities. *Academy of Management Journal*, 44(5), 937–955.
- Chen, J. J., Ko, S. I., Li, L. S., & Yang, F. X. (2021). Are better-connected CEOs more socially responsible? Evidence from the US restaurant industry. *Tourism Management*, 85, 104–304.

- Chiu, S. C., & Sharfman, M. (2011). Legitimacy, visibility, and the antecedents of corporate social performance: An investigation of the instrumental perspective. *Journal of Management*, 37(6), 1558–1585.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum.
- Colwell, S. R., & Joshi, A. W. (2013). Corporate ecological responsiveness: Antecedent effects of institutional pressure and top management commitment and their impact on organizational performance. *Business Strategy and the Environment*, 22(2), 73–91.
- Crilly, D., & Sloan, P. (2012). Enterprise logic: Explaining corporate attention to stakeholders from the ‘inside-out’. *Strategic Management Journal*, 33(10), 1174–1193.
- Crossland, C., & Hambrick, D. C. (2011). Differences in managerial discretion across countries: How nation-level institutions affect the degree to which CEOs matter. *Strategic Management Journal*, 32(8), 797–819.
- Daft, R. L., & Weick, K. E. (1984). Toward a model of organizations as interpretation systems. *Academy of Management Review*, 9(2), 284–295.
- David, P., Bloom, M., & Hillman, A. J. (2007). Investor activism, managerial responsiveness, and corporate social performance. *Strategic Management Journal*, 28(1), 91–100.
- De Grosbois, D., & Fennell, D. A. (2022). Determinants of climate change disclosure practices of global hotel companies: Application of institutional and stakeholder theories. *Tourism Management*, 88, Article 104404.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Durand, R., Hawn, O., & Ioannou, I. (2019). Willing and able: A general model of organizational responses to normative pressures. *Academy of Management Review*, 44(2), 299–320.
- Dutton, J. E., & Duncan, R. B. (1987). The creation of momentum for change through the process of strategic issue diagnosis. *Strategic Management Journal*, 8(3), 279–295.
- Dutton, J. E., & Jackson, S. E. (1987). Categorizing strategic issues: Links to organizational action. *Academy of Management Review*, 12(1), 76–90.
- Dutton, J. E., Stumpf, S. A., & Wagner, D. (1990). Diagnosing strategic issues and the investment of resources. In R. Lamb, & P. Shrivastava (Eds.), *Advances in strategic management*. Greenwich, CT: JAI Press.
- Egyptian Ministry of Finance. (2021). *Egypt 2030 vision*. Retrieved from <https://mof.gov.eg/en/About/5fbd28790f63030007fec9bb/5fe3763a7bfc600007cbce92>.
- El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2015). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*, 41(2), 619–657.
- EL Ghoul, S. E., Guedhami, O., & Kim, Y. (2017). Country-level institutions, firm value, and the role of corporate social responsibility initiatives. *Journal of International Business Studies*, 48(3), 360–385.
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, 60(3), 954–985.
- Fassott, G., Henseler, J., & Coelho, P. S. (2016). Testing moderating effects in PLS path models with composite variables. *Industrial Management & Data Systems*, 116(9), 1887–1900.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Freeman, R. E., Dmytryiev, S. D., & Phillips, R. A. (2021). Stakeholder theory and the resource-based view of the firm. *Journal of Management*, 47(7), 1757–1770.
- Garay, T. G., & Font, X. (2013). Corporate social responsibility in tourism small and medium enterprises evidence from Europe and Latin America. *Tourism Management Perspectives*, 7, 38–46.
- George, E., Chattopadhyay, P., Sitkin, S. B., & Barden, J. (2006). Cognitive underpinnings of institutional persistence and change: A framing perspective. *Academy of Management Review*, 31(2), 347–365.
- Gupta, K., Crilly, D., & Greckhamer, T. (2020). Stakeholder engagement strategies, national institutions, and firm performance: A configurational perspective. *Strategic Management Journal*, 41(10), 1869–1900.
- Gyapong, E., & Afrifa, G. A. (2021). National culture and women managers: Evidence from microfinance institutions around the world. *Business & Society*, 60(6), 1387–1430.
- Hahn, T., Preuss, L., Pinkse, J., & Figge, F. (2014). Cognitive frames in corporate sustainability: Managerial sensemaking with paradoxical and business case frames. *Academy of Management Review*, 39(4), 463–487.
- Hair, J. F., Jr., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling*. Thousand Oaks, CA: Sage.
- Henseler, J. (2018). Partial least squares path modeling: Quo vadis? *Quality and Quantity*, 52(1), 1–8.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405–431.
- Henseler, J., Ringle, C., & Sinkovics, R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20(1), 277–320.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management*, 1(2), 81–99.
- Hofstede Insights. (2022). *Compare countries*. Retrieved from <https://www.hofstede-insights.com/product/compare-countries/>.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). New York: McGraw-Hill.
- Jackson, S. E., & Dutton, J. E. (1988). Discerning threats and opportunities. *Administrative Science Quarterly*, 33(3), 370–387.
- Jang, S., Park, J. S., & Choi, Y. T. (2022). Organizational resource and resilience in tourism. *Annals of Tourism Research*, 93, Article 103322.
- Kang, K. H., Lee, S., & Yoo, C. (2016). The effect of national culture on corporate social responsibility in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 28(8), 1728–1758.
- Li, S., & Lu, J. W. (2020). A dual-agency model of firm CSR in response to institutional pressure: Evidence from Chinese publicly listed firms. *Academy of Management Journal*, 63(6), 2004–2032.
- Maignan, I., & Ralston, D. A. (2002). Corporate social responsibility in Europe and the US: Insights from businesses’ self-presentations. *Journal of International Business Studies*, 33(3), 497–514.
- Matten, D., & Moon, J. (2008). Implicit and “explicit” CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), 404–424.
- McGahan, A. M. (2021). Integrating insights from the resource-based view of the firm into the new stakeholder theory. *Journal of Management*, 47(7), 1734–1756.
- Miller, G. (2001). Corporate responsibility in the UK tourism industry. *Tourism Management*, 22(6), 589–598.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886.
- Nadkarni, S., & Barr, P. S. (2008). Environmental context, managerial cognition, and strategic action: An integrated view. *Strategic Management Journal*, 29(13), 1395–1427.
- Ortiz-de-Mandojana, N., Aguilera-Caracuel, J., & Morales-Raya, M. (2016). Corporate governance and environmental sustainability: The moderating role of the national institutional context. *Corporate Social Responsibility and Environmental Management*, 23(3), 150–164.
- Pfeffer, J. (1981). *Power in organizations*. Boston: Pitman.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Rasoolimanesh, S. M., Roldán, J. L., Jaafar, M., & Ramayah, T. (2017). Factors influencing residents’ perceptions toward tourism development: Differences across rural and urban world heritage sites. *Journal of Travel Research*, 56(6), 760–775.
- Ribeiro, M. A., Adam, I., Kimbu, A. N., Afenyo-Agbe, E., Adeola, O., Figueroa-Domecq, C., et al. (2021). Women entrepreneurship orientation, networks, and firm performance in the tourism industry in resource-scarce contexts. *Tourism Management*, 86, Article 104343.
- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3. Boenningstedt: SmartPLS GmbH*. <http://www.smartpls.com>.
- Schilke, O. (2018). A micro-institutional inquiry into resistance to environmental pressures. *Academy of Management Journal*, 61(4), 1431–1466.
- Schneider, S. C., & De Meyer, A. (1991). Interpreting and responding to strategic issues: The impact of national culture. *Strategic Management Journal*, 12(4), 307–320.
- Sharfman, M. P., Wolf, G., Chase, R. B., & Tansik, D. A. (1988). Antecedents of organizational slack. *Academy of Management Review*, 13(4), 601–614.
- Sharma, S. (2000). Managerial interpretations and organizational context as predictors of corporate choice of environmental strategy. *Academy of Management Journal*, 43(4), 681–697.
- Song, H. J., & Kang, K. H. (2019). Implementing corporate social responsibility strategies in the hospitality and tourism firms: A culture-based approach. *Tourism Economics*, 25(4), 520–538.
- Thomas, J. B., Clark, S. M., & Gioia, D. A. (1993). Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes. *Academy of Management Journal*, 36(2), 239–270.
- Thomas, R., Shaw, G., & Page, S. J. (2011). Understanding small firms in tourism: A perspective on research trends and challenges. *Tourism Management*, 32(5), 963–976.
- Ting, H., Fam, K. S., Hwa, J. C. J., Richard, J. E., & Xing, N. (2019). Ethnic food consumption intention at the touring destination: The national and regional perspectives using multi-group analysis. *Tourism Management*, 71, 518–529.
- UNWTO. (2020). *Tourism highlights*. Retrieved from <https://www.e-unwto.org/doi/book/10.18111/97892842242456>.
- Uyar, A., Karaman, A. S., & Kilic, M. (2021). Institutional drivers of sustainability reporting in the global tourism industry. *Tourism Economics*, 27(1), 105–128.
- Wang, Y., Font, X., & Liu, J. (2020). Antecedents, mediation effects, and outcomes of hotel eco-innovation practice. *International Journal of Hospitality Management*, 85, Article 102345.
- Wang, C., Li, G., & Xu, H. (2019). Impact of lifestyle-oriented motivation on small tourism enterprises’ social responsibility and performance. *Journal of Travel Research*, 58(7), 1146–1160.
- Wangrow, D. B., Schepker, D. J., & Barker, V. L., III (2015). Managerial discretion: An empirical review and focus on future research directions. *Journal of Management*, 41(1), 99–135.
- World Bank. (2022). *World bank country and lending groups*. Retrieved from <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>.



Mohamed Nageh Ibrahim is a PhD Researcher in the School of Hospitality and Tourism Management, University of Surrey, UK. His research interests include corporate social responsibility (CSR), leadership, organisational resilience and entrepreneurship.



Dr Manuel Alector Ribeiro is a Senior Lecturer in Tourism Management at the School of Hospitality and Tourism Management, University of Surrey, UK; a Senior Research Fellow within the School of Tourism and Hospitality Management at the University of Johannesburg, South Africa; and visiting Associate Professor at the Faculty of Economics, University of Algarve, Portugal. His current research draws widely on social impacts assessment, emotional aspects of consumption and consumer behaviour.



Dr Albert N. KIMBU (a.kimbu@surrey.ac.uk) is a Reader and Head of Department of Tourism and Transport in the School of Hospitality and Tourism Management, University of Surrey, UK. He is also a Senior Research Associate, School of Tourism and Hospitality, University of Johannesburg, South Africa. He researches stakeholder networks, development-led tourism entrepreneurship, gender mainstreaming and gendered entrepreneurial pathways in tourism for inclusive development in emerging destinations.