

# Corporate social responsibility and total quality management

## As an antecedent of hotel performance

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Both TQM and CSR are crucial management philosophies in the hotel industry, which entail huge challenges regarding new tourist profiles, tourists who seek the highest standards in facilities and services, more aggressive competition or the appearance of traveller communities whose opinions are spread over the Internet [1]. Quality in the hotel industry is a key factor in order to obtain a competitive advantage and market distinction. It might guarantee customer loyalty, customer satisfaction, productivity/profitability and cost savings [2]. Additionally, the hotel industry is one of the sectors that can most benefit from the development of CSR due to the economic, social and environmental impacts of this approach.

TQM and CSR could be simultaneously implemented by hospitality organizations to develop a valuable firm strategy that provides a sustainable competitive advantage. In spite of the benefits of adopting TQM and CSR, there are no contributions that simultaneously analyze both management philosophies to explain their influence on the performance of hotels. The contribution of this study is to fill all these gaps in the literature by examining how the commitment to both TQM and CSR practices influences the results of the hotel's main stakeholders, which in turn will have an impact on the business performance. Furthermore, we study how the implementation of TQM may influence the development of CSR.

This paper examines how the implementation of both TQM and CSR influences the results of hotels' stakeholders as an antecedent of business performance through an empirical study of Spanish hotels from the Andalusian region.

The results of our study indicate that managing quality in a way that encompasses the whole organization through the selected enablers has a positive influence on two main stakeholders: employees and customers. This is consistent with previous contributions that demonstrate the importance of quality management in the hospitality industry to support and improve its competitiveness [2]. Nevertheless, it seems that quality management has no direct influence on the satisfaction of society's needs. The image and reputation of hotels and the level of satisfaction of society regarding their actions are more related to the implementation of CSR actions. Moreover, findings support our assumption that CSR actions benefit the results regarding employees, customers, and society.

Our study confirms that the level of development of corporate social responsibility is positively influenced by TQM implementation. The adoption of both approaches improves the capacity of hotels to create benefits for its stakeholders. This result is coherent with those works that suggest that quality management models are a foundation and catalyst for effective CSR in organizations [3]. Empirical evidence from this study also shows that it is necessary

to fulfill the expectations of the three groups of stakeholders as their results have a significant and positive relationship with the performance of hotels.

The current study provides theoretical and managerial implications. From a stakeholder framework, this study tests, in an integral way, the benefits of two relevant management philosophies to achieve a sustainable competitive advantage. Examining the combination of both philosophies can provide new insights about the capacity of a hotel to improve the results with respect to stakeholders and its level of competitiveness. From the management perspective, developing both TQM and CSR requires taking into account several aspects for a successful implementation, such as: obtaining commitment from the top management and overcoming resistance to change. Evidence of the potential synergy of TQM and CSR and its impact on stakeholders and the performance of a hotel contributes to their added-value. Particularly, quality management, which is used already in many hotels, can stimulate and facilitate the development of CSR. Understanding this complementary implementation can encourage hotels to reconsider their commitment to TQM and CSR in order to advance towards corporate sustainability. Furthermore, knowledge concerning different effects of both management philosophies can provide useful information to managers so as to adopt suitable practices to fulfill the stakeholders' expectations.

### References

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