QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

CORPORATE SUSTAINABILITY, CONTEXT AND PERFORMANCE:

AN EMPIRICAL EXAMINATION OF THE INDIAN HOTEL INDUSTRY

BY

TAHNIYATH FATIMA

A Dissertation Submitted to

the College of Business and Economics

in Partial Fulfillment of the Requirements for the Degree of

Doctorate of Philosophy in Business Administration

January   2021

COMMITTEE PAGE

The members of the Committee approve the Dissertation of
Tahniyath Fatima defended on 16/11/2020.

_____
Prof. Saïd Elbanna
Thesis/Dissertation Supervisor

_____
Prof. Paul Phillips
Committee Member

_____
Prof. Habib Mahama
Committee Member

_____
Prof. Rana Sobh
Committee Member

Approved:

_____
Dr. Adam Mohamed Fadlalla, Dean, College of Business and Economics

ABSTRACT

FATIMA, TAHNIYATH, Doctorate : January : 2021,

Doctorate of Philosophy in Business Administration

Title: Corporate sustainability, context and performance: An empirical examination of the Indian hotel industry

Supervisor of Dissertation: Prof. Saïd Elbanna.

Corporate sustainability has been of prime interest to many industries including the travel and tourism industry as it shares a bidirectional relationship with the society and the environment. Taking this into account, this study aims to contribute to the literature by examining drivers of corporate sustainability in the Indian hospitality industry from two different perspectives, namely environmental perspective and organizational perspective. As the Indian travel and tourism industry ranks in the bottom 20%-40% on health and hygiene and environment sustainability, the setting of this study, India, holds particular importance. A three-stage mixed-methods research design was utilized that comprised: 1) conducting semi-structured interviews with four academic scholars and five industry experts, 2) analyzing 200 surveys, and 3) carrying out five in-depth interviews with hotel managers from 4- and 5- star hotels in India.

Given that performance management research in the hospitality industry remains stagnant despite the prevalence of multi-dimensional performance metrics, this study also contributes to the hospitality industry and sustainability literature through developing a semi-hierarchical sustainability balanced scorecard (SBSC) scale. Consequently, a refined SBSC scale comprising six perspectives that include 21 indicators is developed. In light of the COVID-19 pandemic, and through conducting a

post-hoc analysis, a new health and safety perspective is also proposed that explores a road to recovery by stressing the health and well-being of both employees and tourists. Furthermore, in order to contribute towards resolving the escalating ambiguity of the sustainability-performance relationship, the study looks at the overall organizational performance, including financial and non-financial perspectives, which is only explored in a limited way in the sustainability-performance literature.

The findings of this research lend support to the belief that corporate sustainability has a positive impact on organizational performance. It also indicates that, in situations of high levels of competitive intensity, presence of slack resources, and top management commitment to sustainability, having a sustainability strategy improves the overall performance of hotels. Surprisingly, environmental munificence did not significantly influence corporate sustainability; however, it directly improved organizational performance. Practical implications including the use of the SBSC for performance assessment and ways to improve corporate sustainability in hotels amongst others are highlighted. The study also enlists various avenues for future research that incorporate research opportunities relating to improving the understanding and practice of balanced scorecard along with building up knowledge on emerging research topics like sustainable tourism and new tourism management.

DEDICATION

To my parents,

Fahmeeda Yasmeen and Mohammed Jeelani,

this accomplishment is yours

&

To Zaina Khan,

for bringing laughter to my life

ACKNOWLEDGMENTS

Considerable credit goes to my supervisor, Prof. Saïd Elbanna, whose unwavering support and constant feedback have guided me in completing this dissertation. I would like to express my appreciation for the profound scholar that he is, where Prof. Saïd's opinions and research knowledge have contributed magnanimously towards helping me improve upon the quality of this dissertation. Prof. Saïd has been a delight to work with, where his active energy, humble values and work ethics have defined my Ph.D. journey and have laid a solid foundation for me to step ahead into fulfilling my academic career aspirations.

Thank you to Prof. Belaid Aouni, my boss, who has continuously supported me in my race against time towards the completion of my dissertation and has been quite benevolent in giving me the luxury of time that has allowed me to focus on my dissertation.

I would also like to extend my gratitude to my external examiner, Prof. Paul Phillips, internal examiner, Prof. Habib Mahama, and jury member, Prof. Rana Sobh, for their insightful feedback and constructive comments which gave me the opportunity to learn new concepts and apply them not just towards the development of my research study but also towards self-enhancement of research skills.

Dr. Abdalkareem Eyalawwad, Dr. Mohamed-Elmutasim Elbashir, and Dr. Tamer Elsharnouby, thank you very much for your willingness to review my study and for providing your thoughtful feedbacks that have guided me in enhancing this research's quality.

Many thanks to Dr. Hani Kamel for his theoretical and methodological advice which provided me with an enriched understanding of the concepts. I would also like

TABLE OF CONTENTS

CHAPTER 6 - DEVELOPING AN INDUSTRY-SPECIFIC SCALE FOR

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1 - INTRODUCTION

1.1. Introduction

Survival is the key goal for any species on this planet. A key component of survival is one's ability to sustain oneself. The world we live in today has threatened our sustainability and, in turn, our survival with interconnected systemic problems such as energy and environment depletion, global poverty, climate change and more (Capra & Luisi, 2014; Farmaki, 2019). In accord to this, several global initiatives have taken place to counteract the growth of these worldwide issues. For example, the United Nations initiated an international movement towards sustainable development in 1987 that was taken up by the World Commission on Environment and Development (WCED, 1987). The United Nations initially began sustainable development with the idea to conserve the surrounding ecology in 1971 (*Convention on Wetlands of International Importance Especially as Waterfowl Habitat*, 1971), where sustainable development has now evolved into sustainable development goals (SDGs) that include various social and environmental factors like eradication of poverty and hunger, improving good health and well-being, providing quality education, promoting industry, innovation and infrastructure, developing affordable and clean energy, having responsible consumption and production, and taking climate action, to name a few (United Nations, 2020).

Accordingly, sustainable development, in general, has been defined as development that enables one to meet the needs of the current generation without reducing the ability of future generations to satisfy their needs (WCED, 1987). Section 1.2 builds upon this definition through appraising sustainability literature and giving a general overview on the related terminologies in use. As the global sustainability issues

1

have arisen, individuals, governments, and organizations have begun to search for their roles in reaching their respective country's sustainable development goals from a macro perspective. While various countries attempt to meet these sustainable development goals and improve their economies, organizations have quite a strong role to play with their vast amount of resources and influences, which at times exceeds those of the countries (Belinchón & Moynihan, 2018).

Current research has pointed out a research gap of contextually examining organizations' engagement towards corporate sustainability, where industry and firm characteristics may impact the cost structure of engaging in such discretionary activities (Wickert et al., 2016). Further research on this topic remains fragmented, where studies have examined internal or external drivers separately, one at a time (Colucci et al., 2020). Hence, examining corporate sustainability as a function of both internal motives and external drivers is appropriate give the context-dependent nature of corporate sustainability that requires examination from multiple perspectives (Athanasopoulou & Selsky, 2015). Wickert and Risi (2019) further assert that organizations may primarily be motivated to engage in corporate sustainability due to three reasons: 1) ethical, as in it is the 'right thing to do', 2) instrumental, does doing good lead to doing well for the business?, and 3) relational, which considers corporate sustainability as a response to judgment about social, ethical and environmental issues by external parties. In this study, four antecedents are considered which pertain to the ethical and relational motives of engaging in corporate sustainability and include examining the roles of environmental factors like competitive intensity and environmental munificence, and organizational factors such as slack resources and top management commitment. Section 1.2 elaborates on the selection of these antecedents of corporate sustainability. With respect to the instrumental motive, there is much debate in the corporate

sustainability literature about whether such an activity is profitable for the business. In short, does working for the sustainable development of the country come at the cost of the organization's own sustainability? Section 1.3 dwells on this question and provides an outlook on the current status quo of the academic literature regarding the sustainability-performance relationship.

Amongst the world's fastest growing economies, India ranked the highest with an economic growth of 6.8% in 2019 (International Monetary Fund, 2019). Moreover, in the emerging economy of India, the travel and tourism industry contributed around US$ 194 billion to the country's gross domestic product (GDP) of US$ 2.7 trillion in 2019, which constitutes nearly 6.74% of the total GDP (The World Bank, 2020; World Travel & Tourism Council, 2020a). As the performance of the travel and tourism sector grew by 4.9% in 2019, it serves as a good source to capitalize upon in order to meet the sustainable development goals of India. Further, in relation to sustainable development, the hospitality industry stands out within the travel and tourism industry as it entails environmental and socio-economic outcomes (Sainaghi et al., 2018; Serra-Cantallops et al., 2017). To better understand the need to consider the hospitality industry in India, section 1.4 in this chapter elaborates upon this industry and country's selection as a research context. The chapter also provides a discussion on the formulation of the research questions as listed in section 1.5. Section 1.6 portrays the research design that has been implemented in this dissertation. Lastly, section 1.7 presents a structural outlook of the dissertation through outlining each chapter, and section 1.8 concludes with a concise summary of this introduction chapter.

1.2. The concept of corporate sustainability

The concept of sustainability has taken various titular forms in literature, where overlapping constructs like corporate social responsibility (CSR), corporate social performance (CSP), and corporate citizenship (CC) have been proposed and are now interchangeably used by researchers (Aguinis & Glavas, 2012; Albinger & Freeman, 2000; Evans & Davis, 2014; Matten & Crane, 2005; Wood, 1991). The terminology of CSR had been most widely used by researchers in the sustainability literature (Matten & Crane, 2005), until the advent of the sustainability construct in general, and corporate sustainability, to be precise.

The origin of corporate social responsibility dates back to the 1950s (Jamali, 2007) and, ever since, the construct has evolved considerably along the way into the above theoretical constructs, and can now be termed as corporate sustainability. To define CSR, the definition mentioned by Aguinis and Glavas (2012) is referred to, which indicates CSR as those context-specific actions and policies undertaken by organizations that consider the expectations of stakeholders along with the triple bottom line of economic, social and environmental performance. The triple bottom line approach indicates that equal consideration needs to be given to the three aspects of sustainability, namely economy, ecology and society (Beske & Seuring, 2014). In addition to the stakeholder approach popularized by the construct of CSR, the corporate citizenship (CC) construct brought into perspective the relationship of a business with its society, where the organization was viewed as a citizen, and, like an individual, was subject to the imposed regulations. The CC concept has exclusively based its conceptualization on the social performance model put forth by Carroll (1979). This model stresses that an organization's responsibilities could take varied forms of meeting the economic targets (economic responsibility), or being legally compliant to

4

the societal rules laid down (legal responsibility), or undertaking ethical actions towards doing the right thing (ethical responsibility), or engaging in philanthropy by contributing to the society and environment in ways that have not been imposed or defined by any authority (discretionary responsibility).

With these two different ideologies of stakeholder theory and business citizenship, the notion of corporate sustainability took hold in the sustainability literature as it connected these theories together and allowed for an overarching understanding of the sustainability concept (see Figure 1.2). Accordingly, for ease of reference and understanding, this research study makes use of the term 'corporate sustainability' to refer to sustainability literature in general, which incorporates both the constructs discussed above. Corporate sustainability can be defined as discretionary activities incorporating the triple bottom line approach of economy, ecology and society which are driven towards meeting the demands of both direct and indirect stakeholders (Beske & Seuring, 2014; Malik, 2015; Pedersen et al., 2018). In this terminology of corporate sustainability, the relationship that an organization has with its society is tapped into by exploring the interactions between them, where the organization is responsible to the society for its actions (Logsdon & Wood, 2002) and attempts to meet the expectations of its stakeholders through addressing the triple bottom line approach of economy, ecology and society. The concept of corporate sustainability is introduced through a detailed review in Chapter 2.
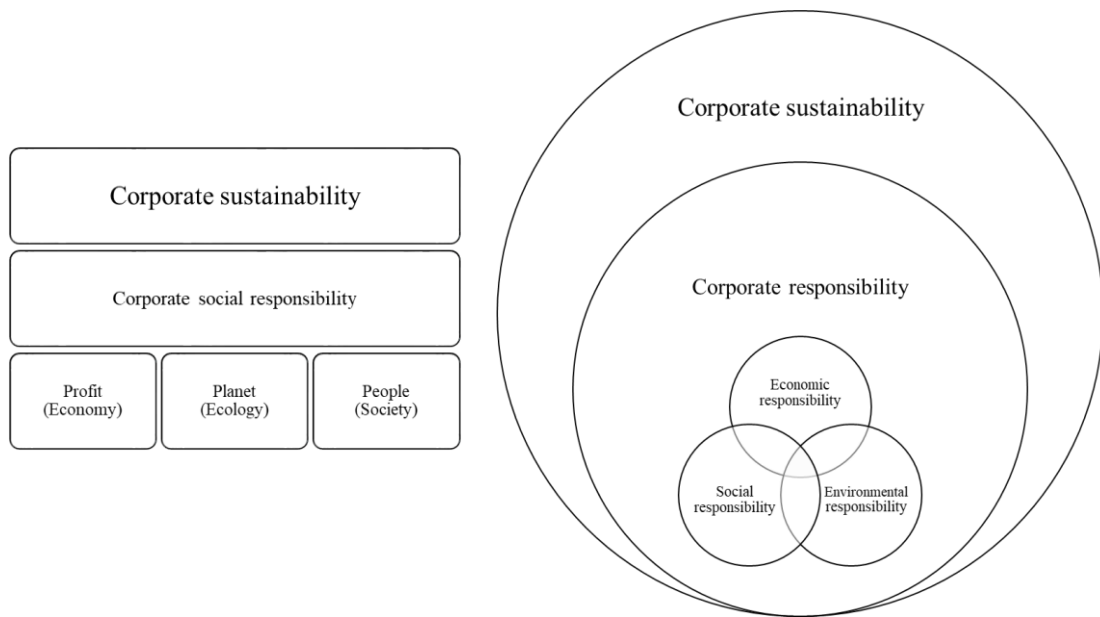
Figure 1.2. Mapping of corporate sustainability, CSR and corporate responsibility (adapted from Marrewijk (2003))

The two prominently researched questions in corporate sustainability literature, as indicated by Hahn et al. (2017), pertain to 1) the conditions which motivate organizations to partake in sustainability activities, and 2) examining the relation between sustainability and higher financial performance. With respect to the first research question, the external and internal drivers of sustainability are primarily based on specific theories such as resource dependency theory, stakeholder theory, institutional theory, resource-based view theory and agency theory (Hahn et al., 2017; Mellahi et al., 2016). Further, Mellahi et al. (2016) suggest utilization of different theories for external and internal drivers. This would enable researchers to engage in theory pruning, i.e. integrating several theories (ibid.). From a strategic point of view, the inclusion of contextual factors in assessing strategic decisions is crucial, and focusing only on one aspect can give a fragmented picture, thereby indicating the need to assess both organizational and environmental contextual variables (Rajagopalan et al., 1993; Shepherd & Rudd, 2014). Further, scholars have encouraged the exploration

of a comprehensive understanding of corporate sustainability which includes both an internal and an external perspective (Frynas & Yamahaki, 2016; Mellahi et al., 2016; Mzembe et al., 2019). Accordingly, there exists a significant research gap in the sustainability literature to involve a comprehensive outlook that includes a multi-level approach and builds upon various conceptual streams (Aguinis & Glavas, 2012). Similarly, Athanasopoulou and Selsky (2015) assert that the social context of corporate sustainability consists of several levels and needs to be examined through studying it from multiple perspectives, where, although corporate sustainability occurs at the organizational-level, it, however, is subject to the influence of social context from various perspectives such as institutional, organizational and individual.

Specific to the hospitality and tourism industry, which is the research context of this study as will be discussed in section 1.4, there exists a research gap in examining the drivers of sustainability, where the research on this topic is still in an emerging phase (Coles et al., 2013). Hence, this research study tries to fill in these research gaps through examining the impact of contextual variables, belonging to two perspectives, environmental (external) and organizational (internal), on organizations' corporate sustainability. The theoretical supports for these drivers are gathered from different theories including institutional theory, contingency theory, slack resources theory, and upper echelons theory. Chapter 4 discusses these relationships and the theoretical support in detail along with a depiction of the conceptual model.

Primarily, the concept of sustainability has been identified with stakeholder theory, which emphasizes the organization's relationships with other stakeholders that include a vast circle consisting of employees, customers, suppliers, society and others (Jamali, 2008; Zerbini, 2017). However, this ideology is counter to instrumental theories such as that of Friedman, where profit maximization of the shareholders was

to be the end goal of a business (Garriga & Melé, 2004). To this accord, various researchers have proceeded to move towards examining the second research question identified by Hahn et al. (2017), i.e. whether corporate sustainability improved the performance of organizations, and, if so, to what extent. This topic of sustainability-performance relationship, which is also the main research focus of this dissertation and a significant part of the sustainability literature, is discussed in the following section.

1.3. Business case of corporate sustainability

Sustainability-performance literature is overwhelmingly focused on the traditional business case, which has tried to justify that investment in sustainability leads to financial benefits for the firm (Carroll & Shabana, 2010). The term 'business case' here simply refers to making a case to the business for undertaking a specific cause or project (ibid.). Accordingly, the majority of research, in response to how sustainability changes the focus of an organization from profit maximization (Friedman, 2007), extensively investigated the impact of sustainability on financial performance. While a considerate number of studies reported positive relationships (Erhemjamts et al., 2013; Goll & Rasheed, 2004; Jo et al., 2015; Mishra & Suar, 2010), some research studies posited the presence of a negative impact (Quéré et al., 2018), such that divestment of resources away from core business and towards discretionary activities of sustainability reduced financial performance for organizations (Kang et al., 2016).

Referring to Table 1.3, it can be conspicuously inferred that a majority of research examining the sustainability-performance relationships has considered merely financial measures, as opposed to testing for the effects of sustainability on a comprehensive measure of organizational performance. Moreover, a sheer focus on

8

financial information inherently limits performance evaluation (Park & Gagnon, 2006). A few exceptions are studies conducted by Mishra and Suar (2010) and Martinez-Conesa et al. (2017), who included non-financial measures in their operationalization of organizational performance and found the existence of positive effects of sustainability on financial and non-financial measures. Thus, corporate sustainability affects several other aspects of organizational performance, specifically non-financial ones (Aguinis & Glavas, 2012) and these may include increased levels of customer satisfaction (Saeidi et al., 2015), improved corporate image (Zerbini, 2017), efficient resource usage (Price & Sun, 2017), and better employee performance (Story & Neves, 2015). Hence, when organizations engage in sustainability merely for the financial profits, be it short term or long term, they end up overlooking the potential positive impact sustainability has on their non-financial outcomes (Brower & Dacin, 2020).

Table 1.3. Measures of organizational performance

Reference	Corporate sustainability measures	Organizational performance measures
McWilliams and Siegel (2000)	KLD database	Accounting profits
Maignan and Ferrell (2001)	Economic corporate sustainability, legal corporate sustainability, ethical corporate sustainability, and discretionary corporate sustainability	ROI, ROA, Profit growth
Goll and Rasheed (2004)	Corporate sustainability towards society	ROA, ROS
Mishra and Suar (2010)	Corporate sustainability towards employees, investors, community, natural environment, and suppliers	Financial performance: ROA Non-financial performance: (1) sales growth rate, (2) market share, (3) operating profits, (4) workplace relations, (5) cash flow from operations, (6) return on investment, (7) new product development, (8) market development, (9) research and development, (10) cost reduction programs, (11) personnel development, and (12) employee health and safety
Erhemjamts et al. (2013)	KLD database	Number of acquisitions, advertising expenses, SG&A expenses, Tobin's Q and ROA
Zhu et al. (2014)	Corporate sustainability in terms of long-term and short-term profitability	ROI, ROE, ROS and growth in sales
Bai and Chang (2015)	Corporate sustainability towards employees, customers and society	Firms' growth rates, ROI, overall profitability
Jo et al. (2015)	Trucost PLC database	ROA

Reference	Corporate sustainability measures	Organizational performance measures
Saeidi et al. (2015)	Ethical corporate sustainability, economic corporate sustainability, discretionary corporate sustainability, and legal corporate sustainability	Balanced scorecard (focus on financial perspective only)
Wang et al. (2015)	Economic corporate sustainability, social corporate sustainability, environmental corporate sustainability, and corporate governance	ROA, ROE, Tobin's Q
Cornett et al. (2016)	KLD database	ROE
Kang et al. (2016)	KLD database	Tobin's Q
Lee and Jung (2016)	Corporate sustainability towards environment, employees, suppliers and customers	ROA
Martinez-Conesa et al. (2017)	Corporate sustainability towards suppliers, customers, employees, local community and environment	Financial performance, customer satisfaction, employee satisfaction
Price and Sun (2017)	KLD database	Tobin's Q, daily stock returns
Theodoulidis et al. (2017)	KLD database	ROA, Tobin's Q
Kao et al. (2018)	Corporate sustainability ranking created by the China CSR research center of the Southern Weekend	Tobin's Q

Reference	Corporate sustainability measures	Organizational performance measures
Platonova et al. (2018)	Corporate sustainability disclosure index (six dimensions) 1. Mission and vision statement 2. Products and services 3. Commitment towards employees 4. Commitment towards debtors 5. Commitment towards society 6. Zakah, charity and benevolent funding	Return on average assets (ROAA)
Quéré et al. (2018)	Vigeo CSR ratings	Change in turnover (sales revenue) compared to the prior year (%), operating profit or loss/turnover (%), EBITDA/turnover (%), EBIT/turnover (%), financial P&L/turnover (%), net income/turnover (%), cost of employees/turnover (%), R&D expenses/turnover (%)
Hou et al. (2019)	KLD database	R&D intensity
Brower and Dacin (2020)	KLD database	Tobin's Q, net income

With regard to corporate sustainability measures, researchers commonly resorted to making use of secondary data sources such as the KLD database (Erhemjamts et al., 2013; Hou et al., 2019; McWilliams & Siegel, 2000), Vigeo (Quéré et al., 2018), annual reports (Platonova et al., 2018) or other local databases (Kao et al., 2018), as opposed to making use of primary measures. Accordingly, scholars have recommended future research to address this limitation through utilizing direct measures when assessing corporate sustainability (Michelon et al., 2013; Oh et al.,

2017; Wagner & Blom, 2011). This research study makes use of a questionnaire as a measuring instrument to assess corporate sustainability and organizational performance directly from respondents. Chapter 5 discusses in detail the operationalization of all the focal constructs involved in this study.

In sustainability-performance research, one needs to assert the stakeholder management concept that brings into focus the need to manage relationships with stakeholders (Freeman, 2010). In this vein, business and society are interdependent beings or crucial stakeholders, where they need not be viewed as being mutually exclusive, such that actions beneficial for the society may not necessarily hinder the financial sustenance of an organization (Carroll & Shabana, 2010). With stakeholder management taking substance, scholars are beginning to portray sustainability as a strategic asset which needs sufficient resource investments to relay positive effects on the performance of the organization (McWilliams & Siegel, 2001). Hence, there exists a significant research gap towards comprehensively examining the impact of corporate sustainability on organizational performance (Engert et al., 2016; McWilliams et al., 2006). Through the analysis of performance measurement literature, the concept of balanced scorecard (BSC) put forth by Kaplan and Norton (1992) originated which satisfied the above criterion of including non-financial perspectives (Andon et al., 2005; Phillips, 2007). This discussion has set the tone for the close examination of the organizational performance literature that occurs in this dissertation through a systematic literature review conducted in Chapter 3.

1.4. Research context

The context of this research study is set in India, one of the world's fastest growing economies (Bajpai, 2019), with a gross domestic product (GDP) of around

US$ 2.73 trillion in 2019 (The World Bank, 2020). The majority of India's GDP support comes from the service sector, which contributed to nearly 54% of India's GDP in 2019 (Bajpai, 2019). Within the service sector, the tourism industry has played a significant role with a constantly increasing growth of foreign exchange earnings given the higher number of foreign tourist arrivals between the time period of 2015 and 2018 (Ministry of Finance, 2020). However, India's tourism industry experienced a downfall from US$ 28.6 billion in 2018-19 to a value of US$ 24 billion in 2019-20, yet it still accounts for nearly 2% of the world's tourism foreign exchange earnings, accruing an overall rank of 13th (Ministry of Finance, 2020). Hence, the tourism industry in India is of crucial importance to the country's economy as well as the global tourism industry

Further, India's tourism industry is identified as being amongst the most competitive travel and tourism industries in South Asia, while, globally, it is amongst the top 25 economies in terms of outperforming the global average performance (World Travel & Tourism Council, 2020c). Hence, from a global perspective, India's tourism industry is quite competitive and high performing. It has also shown a high percentage increase in its business environment pillar, which pertains to the ease of doing business and includes indicators such as foreign direct investment, domestic and international competition, property rights, and legal efficiency, with a new rank of 39th from its previous standing of 89th (World Travel & Tourism Council, 2020c). Within the tourism industry, the hospitality industry in India is encouraged to incorporate sustainability measures in their project development phases, where abidance to specific requirements enables the project approval process and categorization of hotels towards specific star categories (Ministry of Indian Tourism). Further, a comprehensive sustainable tourism criterion is implemented to ensure sustainable practices throughout the tourism industry, which incorporates hotels and resorts, tour operators, transport

sector, and tourism-related community and government organizations (Ministry of Indian Tourism).

Accordingly, the context of this research is based on the Indian hospitality industry, which is a crucial part of the Indian service sector referring to its above average global economic impact (Ministry of Finance, 2020; World Travel & Tourism Council, 2020c). Section 3.5.1 in Chapter 3 further elaborates on the need to examine the hospitality industry, which has been lacking in performance measurement literature in comparison to industrial and manufacturing sectors (Sainaghi, 2010). In response to this research gap, scholars began developing scorecards that were better suited to the hospitality industry (Elbanna et al., 2015). However, the traditional BSC overlooks significant stakeholders such as society and environment (Phillips, 2007), thereby leaving a research gap that was utilized by Hansen and Schaltegger (2016) to propose various sustainability BSC (SBSC) architectures which incorporate these neglected stakeholders in different manners. Further, as the nature of these scorecards varies across business units (Figge et al., 2002), a distinct need exists in designing a SBSC suited to the hospitality industry (Fatima & Elbanna, 2020). This dissertation, hence, builds upon this theoretical gap and develops an SBSC scale to enable hotels to assess their organizational performance. Chapter 6 delves into the statistical analysis method employed in validating the scale developed for the SBSC.

1.5. Research questions

Upon recognizing the presence of the above research gaps, a research question was posed that was aimed at advancing the literature by addressing these gaps: "How does a set of external and internal contextual factors influence corporate sustainability and organizational performance?". This central research question can further be broken

down into the following research questions which formed the foundational base of developing the dissertation:

1. Research Question 1 (RQ1): How can we measure the overall performance of hotels that incorporate sustainability?

2. Research Question 2 (RQ2): What are the effects of contextual antecedents from the environmental perspective, i.e. competitive intensity and environmental munificence, on corporate sustainability?

3. Research Question 3 (RQ3): How do contextual antecedents at the organizational perspective, i.e. slack resources and top management commitment, impact corporate sustainability?

4. Research Question 4 (RQ4): How does corporate sustainability impact organizational performance?

5. Research Question 5 (RQ5): Can organizations benefit from their environmental and organizational attributes, namely, competitive intensity, environmental munificence, slack resources, and top management commitment, to increase their organizational performance through corporate sustainability?

     The above research questions are addressed through the development of a conceptual model comprised of:

1. Four contextual antecedents belonging to two perspectives:

    a. Environmental perspective: Competitive intensity and environmental munificence

    b. Organizational perspective: Slack resources and top management commitment

2. Mediator variable: Corporate sustainability

3. Consequence: Organizational performance

Figure 1.5 depicts how each of these research questions is developed and answered throughout the dissertation in various chapters. The theoretical development chapters, 2 and 3, allowed formulation and clarification of the research questions, where each of the research questions was responded to through formulating and empirically testing a set of research hypotheses in chapters 4, 6 and 7. Chapter 8 links the discussion of the findings to the five research questions and the answers this research study discovered. In order to realize the testing of the conceptual model, the dissertation is developed into a three-stage research design, which allowed for the above research questions to be empirically tested and responded to. The next section outlines the implemented research design.

Research Question 1

Chapter 2 — The concept of *balanced scorecard* is identified to measure organizational performance

Chapter 3 — The literature on balanced scorecard is extensively reviewed which led to the formulation of a **sustainability balanced scorecard (SBSC)** for the hospitality industry

Chapter 5 — A scale is developed to assess SBSC which underwent preliminary analysis

Chapter 6 — The proposed SBSC scale is empirically tested and refined with a new perspective of 'health and safety' to assist the hospitality industry in dealing with COVID-19 pandemic

Research Question 2

Chapter 2 — The need to consider multiple perspectives when examining antecedents of corporate sustainability is identified

Chapter 4 — The specific contextual antecedents for the environmental perspectives are identified: **competitive intensity** and **organizational munificence**

The relationships between each environmental construct and corporate sustainability is hypothesized under *first group of hypotheses*

Chapter 7 — The hypothesized relationship between each individual environmental construct and corporate sustainability is empirically tested using SEM analysis under first group of hypotheses

Chapter 8 — The results attained for the two hypotheses are discussed under the first group of hypotheses in relation to the specific research question

Research Question 3

Chapter 2 — The need to consider multiple perspectives when examining antecedents of corporate sustainability is identified

Chapter 4 — The specific contextual antecedents for the organizational perspectives are identified: **slack resources** and **top management commitment**

The relationships between each organizational construct and corporate sustainability is hypothesized under *first group of hypotheses*

Chapter 7 — The hypothesized relationship between each individual organizational construct and corporate sustainability is empirically tested using SEM analysis under first group of hypotheses

Chapter 8 — The results attained for the two hypotheses are discussed under the first group of hypotheses in relation to the specific research question

Research Question 4

Chapter 2 — The ambiguity in corporate sustainability-performance relationship is introduced

Chapter 4 — The relationship between **corporate sustainability** and **organizational performance** is hypothesized under *first group of hypotheses*

Chapter 7 — The hypothesized relationship between corporate sustainability and organizational performance is empirically tested using SEM analysis under first group of hypotheses

Chapter 8 — The results attained for the hypothesis is discussed under the first group of hypotheses in relation to the specific research question

Research Question 5

Chapter 4 — The potential mediating role of corporate sustainability is discovered

The **mediating role of corporate sustainability** between all the four contextual variables, from both environmental and organizational perspectives, and organizational performance is hypothesized under second group of hypotheses

Chapter 7 — The hypothesized mediating relationships are empirically tested using SEM analysis under *second group of hypotheses*

Chapter 8 — The results attained for the four hypotheses are discussed under the second group of hypotheses in relation to the specific research question

Figure 1.5. Mapping of the research questions

1.6. Research design

Multi-level studies can benefit from a mixed methods approach consisting of qualitative and quantitative studies (Aguinis & Glavas, 2012); hence, this dissertation makes use of a mixed methods approach that has been split into three stages of qualitative and quantitative research methods. Mixed methods can be defined as the utilization of both qualitative and quantitative components that occur in an inter-dependent manner, and which integrate the study findings across the varied methods used (Grafton et al., 2011). Chapter 5 illustrates the three-stage research design from a closer perspective. As depicted in Table 1.6, the first stage is composed of qualitative interviews that were conducted to test the proposed measures of the constructs, specifically the new scale developed for the SBSC. The second stage is quantitative in nature and consists of the main survey data collection which allowed for the SBSC scale and hypotheses testing. The third and final qualitative stage is a post-hoc analysis which provided more insights into the non sequitur results attained from the model and scale testing.

Table 1.6. Research methods summary

Stage	Research method	Sample	Research objectives	Data analysis
Stage 1: Exploratory	Semi-structured interviews	Four academic experts and five industry experts	1. Scale refinement 2. Understanding the practicality of proposed conceptual model and terminology of variables	Content analysis
Stage 2: Descriptive	Survey research	Surveyed 200 hotel managers from 4-star and 5-star hotels in India	1. Scale testing 2. Examining hypotheses	Partial least square structural equation modeling (PLS-SEM)
Stage 3: Post-hoc	In-depth interviews	Five hotel managers	Examining the reasons for results attained in second stage related to eliminated items from SBSC scale and hypotheses testing	Content analysis

1.7. Structure of the dissertation

The dissertation is structured into eight chapters, where chapters 2 to 8 form the main body of the dissertation that consists of reviewing the respective literatures, development of model, scales and hypotheses, running analysis tests on the model and hypotheses, and discussing the attained results. The description of each chapter can be summarized as follows:

Chapter 2 introduces one of the main constructs involved in the study, corporate sustainability. This chapter tells the story of how the utilization of the corporate sustainability terminology in the sustainability literature in general, and the dissertation, in particular, came about. Further, a detailed review of the corporate sustainability

construct is produced, with an exclusive focus on the conceptualization and measurement issues involved in the corporate sustainability literature and how it had a spillover effect in the sustainability-performance literature.

Chapter 3 articulates the other focal construct of the dissertation, organizational performance, and reviews the performance measurement literature from a balanced scorecard perspective. In trying to further understand the balanced scorecard literature from an industry point of view, this chapter relates a systematic review of the balanced scorecard adapted from different domains of literature, specifically, general business, management and ethics, and hospitality and tourism. The chapter conveys various insights that lay the foundation for developing a scale to measure organizational performance in the form of a sustainability balanced scorecard. Moreover, it provides several avenues for future research, which are both theoretical and methodological in nature.

Chapter 4 portrays the conceptual model inspired from the literature reviews provided in chapters 2 and 3. The theoretical support of the conceptual model is developed along with an overview of the research questions around which two select groups of hypotheses are formulated. The chapter develops a set of nine hypotheses, direct and indirect in nature, that allow for further empirical testing.

Chapter 5 represents the research methodology employed in conducting this research study. The chapter covers a variety of subjects involved in constructing the research methodology including the underlying epistemological philosophies, the multiple research designs involved (exploratory and descriptive), and the different data collection approaches undertaken. Consideration of all these topics led to the formation of a three-stage research design which is explicated in this chapter. The chapter also illustrates the different measures employed for all the constructs utilized in this research

study. In addition to the operationalization of constructs, the chapter also presents the analysis performed on the questionnaire and the conceptual model through the first exploratory stage of the three-stage research design.

Chapter 6 exclusively analyzes the SBSC scale used to operationalize organizational performance. The chapter discusses the statistical approach used in testing the validity and reliability of the developed scale based on the data collected from the second stage of survey research. The results attained from this psychometric analysis of the SBSC scale are refined through conducting a content analysis of the interview data collected in the third stage of post-hoc analysis. The chapter illustrates the concerns depicted in the results attained from the psychometric analysis of the scale and posits new insights and explanations through the aid of the content analysis. In light of the topical events, specifically pertaining to the COVID-19 pandemic, and the later implementation of third stage post-hoc analysis, a new perspective entitled 'health and safety' is proposed and explained that adds to the relevance of the SBSC scale for future research.

Chapter 7 identifies the remaining constructs involved in the conceptual model and tests their reliability and validity, along with the validated multi-dimensional SBSC construct from Chapter 6. The two groups of hypotheses relating to the direct and indirect effects amongst the antecedents (competitive intensity, environmental munificence, slack resources, and top management commitment), mediator (corporate sustainability), and consequence (organizational performance) are tested using the partial least squares structural equation modeling (PLS-SEM) approach.

Lastly, Chapter 8 covers two main aspects of discussion and conclusion. The empirical findings attained from the hypotheses testing are discussed in relation to the research questions posed in Chapter 4. The chapter also provides the theoretical and

practical implications made through this research study. Further, the limitations of the study are identified along with the corresponding avenues it holds for future research, which are also explained through the literature reviews of chapters 2 and 3.

1.8. Summary

In this introductory chapter, brief backgrounds of the concepts under study, i.e. corporate sustainability and organizational performance, have been discussed. This chapter provides a gist of the extant literature on corporate sustainability and its link to the organizational performance literature. The underlying limitations in the corporate sustainability and sustainability-performance literature are identified and these correspond to: selective examination of corporate sustainability antecedents and over emphasis on financial performance indicators as a consequence of corporate sustainability. Accordingly, these limitations were posed as research gaps for this dissertation and were acted upon to form the main research topic, which involved empirically examining corporate sustainability with respect to its contextual antecedents and organizational performance outcome.

The reasons behind the selection of Indian hospitality as the research context are touched upon as well. These included the Indian hospitality and tourism industry's increased economic contribution to the country's economy, its high worldwide contributions, and its increasing incorporation of sustainability. Furthermore, this chapter also identified the various research questions that will be answered by the end of this research study. A synopsis of the three-stage mixed methods research design employed in data collection was also portrayed, followed by a summarized structural discussion of the dissertation.

CHAPTER 2 - THEORETICAL BACKGROUND:

CORPORATE SUSTAINABILITY

2.1. Introduction

This chapter examines the literature for one of the focal constructs involved in this study, corporate sustainability. The chapter begins with a tertiary review of the widely known construct of corporate social responsibility (CSR) and reveals the findings of this review that led to the selection of the corporate sustainability construct. As issues of ambiguous definitions and improper measurement tools are thriving in the corporate sustainability literature, section 2.3 focuses on the conceptualization of corporate sustainability. This section further explores various synonyms of corporate sustainability, including CSR, and discusses each of these constructs and concludes with a definition for corporate sustainability. The prevalent measures for these varied constructs are also identified and examined to provide an overview of the diverse measures being utilized in the literature.

Section 2.4 identifies the strategic nature of corporate sustainability that has become an actively researched topic as organizations are now driven to direct their strategies towards sustainability, given that stakeholders such as consumers, governments and investors are increasingly demanding socially driven strategies (Jenkins & Yakovleva, 2006). The section then moves on to explore the antecedents of corporate sustainability and the importance of examining the outcomes, specifically, organizational performance, of corporate sustainability. Section 2.5 concludes with the summary of this chapter.

2.2. Tertiary review of corporate social responsibility

Similar to having pre-tests in empirical studies to ascertain the measuring instrument in question, a preliminary tertiary review for corporate social responsibility (CSR) was conducted to meet the following research purposes: 1) to better understand the trends in CSR literature and 2) to identify any knowledge gaps. Tertiary reviews or studies refer to a kind of literature review that analyzes secondary data in the form of extant literature reviews on a specific topic and classifies it with respect to a framework (Martins & Pato, 2019). Tertiary reviews are quite common in the field of information systems (Lacerda et al., 2020; Verner et al., 2014) and have been adopted here to closely examine corporate sustainability. In conducting a tertiary study, a scholar can investigate reviews that identify the core themes prevalent in the research area instead of reviewing a large amount of primary research studies (Abedinnia et al., 2017). Moreover, tertiary reviews give a snapshot of the overall trends in a particular research area and unveil the research gaps that can be examined by future scholars to enhance the current state of research (ibid.).

2.2.1. Tertiary review methodology

The aforesaid tertiary review was conducted through a systematic search for CSR review papers in three databases: EBSCO, Science Direct and ABI/Inform (ProQuest). These three databases were chosen for their large and diverse collection of journals and also because they are the prominent choice of other researchers (Al-Abdin et al., 2018; Eteokleous et al., 2016). Moreover, given that the objective of this preliminary literature review was to attain a clear understanding of the trends in CSR research, no restriction was placed on the time period. Lastly, the following keywords ("CSR" AND "review") OR ("corporate social responsibility" AND "review") were

used. The results were further filtered to focus only on peer-reviewed journal articles that were published in journals with a rating of at least B and above, as per the 2019 ABDC ranking, or 3 and above for the 2018 AJG ranking. Upon doing so, 76 review articles were identified that were then reviewed to understand the trends in CSR literature.

2.2.2. Trends and knowledge gaps

Upon analyzing the literature consisting of 76 review studies, this section attempts to synthesize the review literature of CSR into different thematic categories to highlight the inherent trends and, accordingly proposes four knowledge gaps for future empirical and review research to build upon. Approximately 84% of the review papers (64 out of 76) were published in the last five years (2015-2020). The selected reviews appear in 29 journals, of which two journals, Journal of Cleaner Production and Journal of Business Ethics, constituted 45% and 8% of review publications on CSR. Moreover, these two journals are dedicated to and focused on sustainability topics. The third journal, International Journal of Management Reviews, which focuses on reviews on varied management topics, had a contribution of 5% (these three journals make up 58% of the total). The remaining 42% of the CSR review papers were published in a variety of journals with each journal publishing one or two CSR review papers, each.

An interesting finding was revealed upon analyzing the topics being reviewed. The CSR construct eventually transformed into sustainability, where researchers began examining trends in sustainability literature as opposed to using the terminology of CSR. Figure 2.2.2.1 illustrates how the review studies, since 2008, began considering the term 'sustainability', in addition to CSR, when reviewing extant CSR literature. The review papers referring to the sustainability construct on a stand-alone basis emerged

in 2013, and, by 2020, most researchers had now begun to prominently refer to the terms sustainability or corporate sustainability instead of CSR. Montiel (2008) discusses the differences and similarities between the two constructs, CSR and corporate sustainability, and indicates that collaborative research on these two concepts can strengthen the research on social and environmental performance together. Further, corporate sustainability acts as the ultimate goal which can be reached through the intermediary CSR and its triple bottom line (Marrewijk, 2003). Hence, this study makes use of the term 'corporate sustainability'.
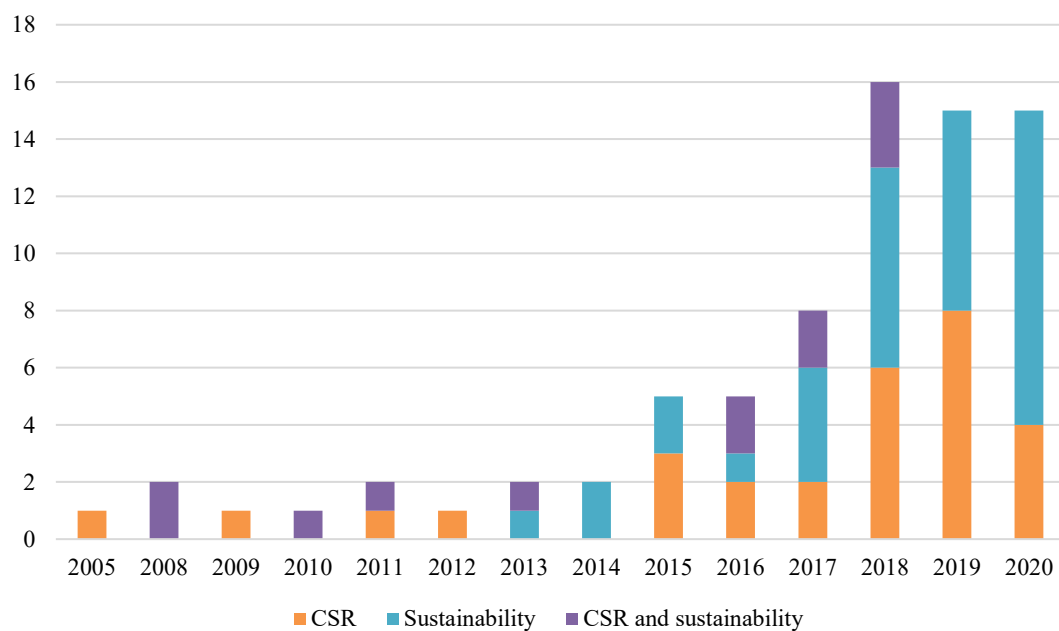
Figure 2.2.2.1. CSR and sustainability terminology trends

The collected reviews on CSR and sustainability were further distributed into different themes according to a framework, to better understand the trends in CSR and sustainability literature. Figure 2.2.2.2 depicts the thematic distribution of reviews on CSR and sustainability. The reviews are categorized based on the focus of their research

topics. In so doing, seven themes were developed. The majority of the reviews (29%) have concentrated on examining how CSR and sustainability have been studied in different disciplines like accounting, human resources, supply chain, marketing and so on. The next commonly reviewed theme, with 21% of review studies, is CSR and sustainability in specific industries like tourism, construction, sports, etc. Next, 14% of the reviews examined frameworks of CSR and sustainability that included, for example, its antecedents, consequences, mediators and moderators. Within this category, consequences of CSR/sustainability were prominently reviewed, where various scholars reviewed empirical findings of CSR on organizational performance. In spite of the significant empirical and review studies being conducted on CSR and organizational performance relationship, the results are inconclusive in nature, which could be attributed to inconsistent CSR measures and conceptualizations (Goll & Rasheed, 2004; Waddock & Graves, 1997; Wang et al., 2016). This study, accordingly, examines the relationship of corporate sustainability and organizational performance, keeping in mind the conceptualization and measurement of the corporate sustainability construct, which is discussed in the next section.

Some review studies also examined CSR and sustainability with other concepts such as data envelopment analysis, innovation, simulation and equity ownership. Given their stand-alone nature, these reviews were grouped under 'CSR/sustainability and other topics' which constituted 12% of reviews. Another considerable proportion (9%) of review papers looked at various phases of CSR and sustainability such as communication, reporting and embeddedness. Furthermore, 8% of review studies examined conceptualization of CSR/sustainability and focused on theories used in CSR and sustainability development, conceptualization of CSR and corporate sustainability, and so on. Lastly, 7% of the reviews addressed various types of CSR such as political

CSR, micro CSR and international CSR. In this last theme, no reviews existed with respect to types of sustainability.
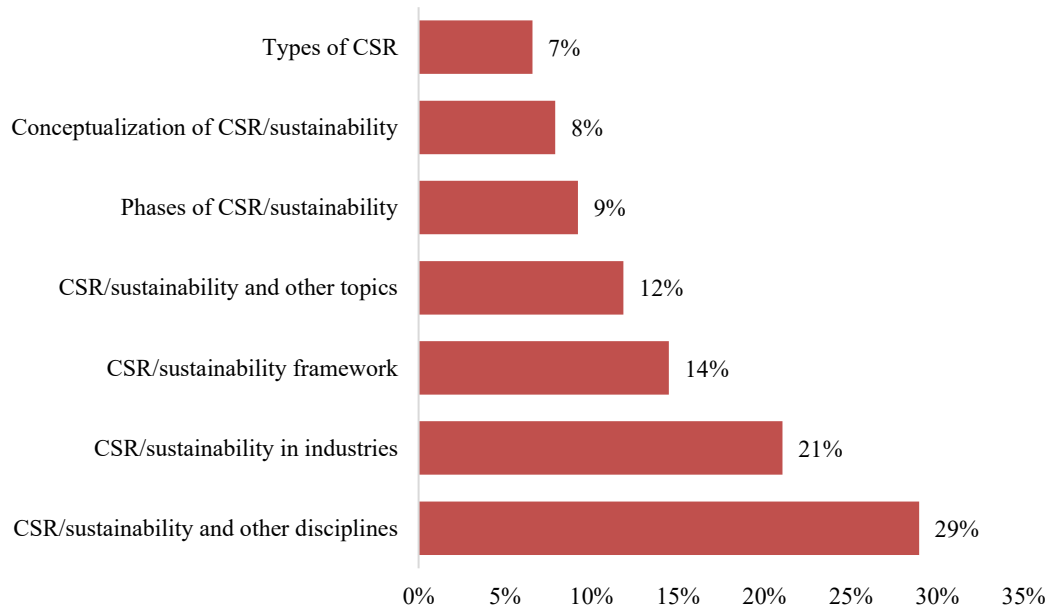
Figure 2.2.2.2. Thematic representation of CSR reviews

Based on analyzing the topics that extant CSR and sustainability reviews have looked at, four knowledge gaps were identified for future reviews, namely 1) CSR measurement tool, 2) multi-level CSR studies, 3) the role of mediators and moderators in CSR-performance relationship, and 4) CSR implementation. Considerable criticism exists regarding the lack of unanimity in CSR conceptualization, thereby causing difficulty in the development of a standard CSR measurement tool, where a recursive relation is also identified such that varied CSR measures have led to the absence of a standard CSR definition (Malik, 2015; Mishra & Suar, 2010). The ambiguity of CSR conceptualization and operationalization can be overcome by reviewing the extant CSR measurement tools being used and, accordingly, identifying the presence or lack of

commonalities in these CSR measures and suggesting propositions for future research. Section 2.3 builds upon this research prospect and presents various forms of corporate sustainability in the literature. However, this section only covers the edge of the sustainability conceptualization literature bound by the scope of this study.

Similarly, only a very limited number of researchers have conducted CSR or sustainability reviews from a multi-level approach (Aguinis & Glavas, 2012; Pisani et al., 2017), indicating a strong need for researchers to conduct multi-level reviews as CSR/sustainability is a multi-dimensional construct on its own and does not exist in isolation (Lindgreen et al., 2009c). Moreover, Aguinis and Glavas (2012), in their multi-level integrated review of CSR, identified underlying mediators and moderators in the CSR-performance relationship as a promising avenue for future research, to which various researchers have responded by conducting empirical studies (Bai & Chang, 2015; Lee & Jung, 2016; Martinez-Conesa et al., 2017; Price & Sun, 2017; Saeidi et al., 2015; Zhu et al., 2014). Accordingly, reviewing the extant literature by focusing on the mediators and moderators of the CSR-performance relationship can provide richer insights regarding the overall results and future research directions.

Inferring from Figure 2.2.2.2, the majority of review papers have examined CSR and sustainability in different fields and industries, indicating the vast adaptability of this concept in academia as well as in practice. However, examining the implementation and measurement of CSR has been identified as being of prominent interest to CSR research (Montiel, 2008). The empirical literature on CSR implementation has accordingly grown over the years, with researchers identifying its presence in industry-specific CSR reviews (Ortiz-Avram et al., 2018; Xia et al., 2018; Zhang et al., 2019). While these review studies provided an outlook on how CSR is implemented in small-medium enterprises (SMEs) and the construction industry, they

did not focus, as such, on the conceptualization of CSR implementation.

In administering the short tertiary review in this section, an overview was attained regarding the status quo of trends in CSR literature. The findings also paved the way for a better understanding of CSR and simultaneous constructs, which is explored in depth in the following section. Further, the need to examine the sustainability-performance relationship was also identified. The following sections discuss each of these topics, in turn.

2.3. Conceptualization of corporate sustainability

Sustainability at an organizational level and individual level alike is being actively practiced and is highly noticeable in today's era. Corporate sustainability looks at the actions of an organization which indicate its purpose of being socially responsible towards its internal and external stakeholders, and doing so usually involves going beyond the firm's interests and legal requirements (Bolton et al., 2011; McWilliams & Siegel, 2001). Furthermore, upon realizing the importance of other stakeholders (customers, employees, government, society etc.), in addition to shareholders, organizations are now obligated to fulfill the demand that they be socially responsible (McWilliams & Siegel, 2001). Synonymous to the practical adoption of corporate sustainability, scholarly knowledge of sustainability has also undergone significant development, where similar constructs representing the common theory of sustainability have emerged. These various constructs and their definitions are examined to understand how they relate to corporate sustainability.

2.3.1. Various forms of corporate sustainability

The extant literature refers to corporate sustainability by various related constructs such as corporate social responsibility (CSR), corporate social performance

31

(CSP) and corporate citizenship (CC) (Aguinis & Glavas, 2012; Albinger & Freeman, 2000; Matten & Crane, 2005). Corporate Social Responsibility (CSR) initially was looked at as voluntary activities being performed by organizations in addition to their economic and legal responsibilities, but is now considered in terms of discretionary activities being driven by stakeholders' demands, the organization's need to achieve high performance, and intrinsic or extrinsic motivations (Basu & Palazzo, 2008; Carroll, 1979). The corporate citizenship definition revolves around the economic, ethical, legal and discretionary responsibilities of an organization towards its society (Maignan & Ferrell, 2000; Wang, 2014). Similarly, corporate social performance is also defined with respect to a business's relation to the society, particularly the principles, processes and outcomes of the firm's societal relationship (Agle & Kelley, 2001). The diverse number of terms conceptualized to understand the construct of corporate sustainability has led to a difficulty for researchers in developing a valid measure of the corporate sustainability construct and for managers in identifying sustainability goals for their organizations due to a lack of proper theoretical definition (Agle & Kelley, 2001; Baden & Harwood, 2013; Montiel, 2008). Hence, for the purposes of this study, the terminology of corporate sustainability is adhered to that considers the relationship between a business and a society, as is highlighted in the constructs of corporate citizenship and corporate social performance, along with paying attention to other stakeholders as indicated by corporate social responsibility (Montiel, 2008). Further, to attain a general overview and strengthen the research on sustainability, the literature review utilized in this study merged the constructs corporate sustainability, corporate social responsibility, corporate citizenship and corporate social performance (Garriga & Melé, 2004; Montiel, 2008). Formally, corporate sustainability can be defined as discretionary activities incorporating the triple bottom line approach of economy,

ecology and society which is focused on meeting the demands of both direct and indirect stakeholders (Beske & Seuring, 2014; Malik, 2015; Pedersen et al., 2018).

While scholars unanimously agree on the importance of heeding stakeholders' interests and expectations, they also assert the inability of organizations to satisfy all of their stakeholders simultaneously (Heikkurinen, 2010; Lee, 2011; Porter & Kramer, 2006). Hence, some disagreement exists amongst researchers with respect to identification of stakeholders' relative importance to organizations (Pedersen, 2010, 2011). In response to this, Lee (2011) posited that the degree of resource dependence between an organization and its stakeholder could determine the importance of that particular stakeholder, thereby recognizing the presence or absence of the need to satisfy that stakeholder's interest. According to Martinez-Conesa et al. (2017), the importance of three stakeholders (employees, customers, and society) is identified by the social perspective, while the fourth stakeholder, environment, is currently at the heart of corporate sustainability issues. Mishra and Suar (2010) further indicate that these four stakeholders are the primary stakeholders, thereby implying their importance. Hence, in this study, the focus is on the voluntary environmental and social behavior of corporations.

2.3.2. Measuring corporate sustainability

Measuring the corporate sustainability of an organization has been a difficult task for many scholars mostly due to the lack of a unanimously agreed upon definition, and hence a standard scale to measure corporate sustainability (Agle & Kelley, 2001). In order to attain a better understanding of the various metrics used to assess corporate sustainability, a list of extant metrics is created in Table 2.3.2. The measures are categorized in the table for the different constructs, namely corporate social

responsibility, corporate citizenship, corporate social performance, and corporate sustainability, to understand how the scholars have operationalized these constructs as per their definitions discussed in section 2.3.1. Most researchers have used secondary data with a majority of them using the KLD database (Peloza, 2009) to avoid respondent bias; however, these measures lack specificity, leading to lower content validity, or at times do not have data available for the respective samples (Agle & Kelley, 2001; Peng & Yang, 2014). With respect to primary data, two prominent operationalizations were utilized based on: 1) the stakeholders towards whom the sustainability activities were oriented, such as employees, customers, investors, suppliers, society/community, environment and government, and 2) the type of organizational responsibilities being fulfilled, which comprise economic, legal, ethical and discretionary. Furthermore, Martinez-Conesa et al. (2017) indicate that a significant gap exists for future researchers to develop a corporate sustainability scale. Given the limited scope of this research study, pre-tested scales of corporate sustainability are utilized that are described in Chapter 5 of research methodology.

Table 2.3.2. Measures of sustainability

Reference	Measures
Corporate social responsibility	
Cornett et al. (2016); Erhemjamts et al. (2013); Hou et al. (2019); Jo et al. (2015); Kang et al. (2016); McWilliams and Siegel (2001); Price and Sun (2017)	Secondary data sources: KLD database, Trucost PLC database
Arendt and Brettel (2010); Goll and Rasheed (2004); Kemper et al. (2013)	CSR towards society
Ben Brik et al. (2011); Lindgreen et al. (2009b); Mishra and Suar (2010)	CSR towards employees, customers, investors, suppliers, community and environment
Zhu et al. (2014)	CSR in terms of long-term and short-term profitability
Bai and Chang (2015)	CSR towards employees, customers and society
Turker (2009)	CSR towards employees, customers, society and environment, and government
Lee and Jung (2016)	CSR towards employees, customers, suppliers and environment
Martinez-Conesa et al. (2017)	CSR towards employees, customers, suppliers, local community and environment
Kim et al. (2018); Saeidi et al. (2015)	Economic CSR, legal CSR, ethical CSR and philanthropic or discretionary CSR
Corporate citizenship	
Evans and Davis (2014); Maignan and Ferrell (2000); Wang (2014)	Economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities
Corporate social performance	
Albinger and Freeman (2000); Brower and Dacin (2020); Chiu and Sharfman (2011); Choi and Lee (2018); Ioannou and Serafeim (2012); Orlitzky et al. (2017); Peng and Yang (2014); Shahzad et al. (2016); Short et al. (2016)	Secondary data sources: KLD database, Fortune magazine rankings, Securities and futures institute database, Sustainable Investment Research International database

Reference	Measures
Carroll (1979); Wood (1991)	Economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities
Corporate sustainability	
Chen et al. (2017); Crifo et al. (2019)	Secondary data sources: Vigeo database, annual reports
Pedersen et al. (2018)	Social and environmental activities

2.4. Strategic nature of corporate sustainability

Sustainability has also been conceptualized in terms of the inherent motives that drive organizations towards initiating sustainability activities. These motivations are categorized as intrinsic motives and extrinsic motives. The former pertains to the organization's motivation to actually fulfill a social cause through discrete activities, thereby exhibiting intrinsic sustainability practices, i.e. value-driven sustainability, whereas the latter refers to the organization's intention to receive something in return for going out of its way to do better for the direct and indirect stakeholders, indicating extrinsic sustainability practices, i.e. strategic sustainability (Arevalo & Aravind, 2017; Basu & Palazzo, 2008; Story & Neves, 2015).

Primarily, various researchers examining corporate sustainability strategies used by organizations classified them on the basis of stakeholder theory (Carroll, 1979; Heikkurinen, 2010; O'Higgins, 2010; Pedersen, 2010, 2011; van Tulder et al., 2009), whereas limited studies have examined multiple theories such as institutional theory, in addition to the stakeholder theory (Lee, 2011; Pedersen & Gwozdz, 2014). Of the academicians who have implemented stakeholder theory to categorize corporate sustainability, the majority used the taxonomy of degree of corporate engagement

towards sustainability, while O'Higgins (2010) considered the nature of the stakeholders and Lee (2011) referred to the level of pressures (institutional vs. stakeholder). These varied categorizations of strategic corporate sustainability are listed in Table 2.4.

Table 2.4. Types of strategic corporate sustainability categorizations

References	Strategic corporate sustainability taxonomy
Carroll (1979)	Reaction, Defense, Accommodation and Proaction
Porter and Kramer (2006)	Strategic, Responsive
van Tulder et al. (2009)	Inactive, Reactive, Proactive/Interactive
Heikkurinen (2010)	Passive, reactive, Proactive, Entrepreneurial, Creative
O'Higgins (2010)	Skeptical, Pragmatic, Idealistic, Engaged
Lee (2011)	Obstructionist, Defensive, Accommodative, Proactive

In this study, the approach put forth by Porter and Kramer (2006) is considered to aid further understanding of the strategic nature of corporate sustainability. When sustainability is looked at from a strategic perspective, it is not just an expense but a strategic initiative readily adopted by organizations to differentiate themselves from their competition (Porter & Kramer, 2006; Serra-Cantallops et al., 2017). Similar to Porter and Kramer (2006), Bansal et al. (2015) differentiate sustainability as strategic and tactical, where the former is identified as those sustainability activities that significantly influence organizational structure due to substantial time and resource commitments, while the latter pertains to incremental and temporary activities that require relatively a lower level of resource investments and are initiated as a response to mitigate stakeholder concerns. Currently, sustainability is predominantly being viewed as a strategic issue (Park et al., 2017; Zerbini, 2017), and such a strategic interest

of organizations towards sustainability needs to be addressed by scholars. The next section provides an assessment of the extent to which the antecedents and organizational consequences of corporate sustainability have been investigated in the extant literature.

2.4.1. Antecedents of corporate sustainability

Corporate sustainability is involved at various levels: country level, institutional level, industry level, organizational level and individual level (Frynas & Yamahaki, 2016). However, literature on sustainability has traditionally focused on how it is shaped by external contexts, which may comprise stakeholders and institutions (Lee, 2011). For example, Helmig et al. (2016) examined stakeholder pressures on corporate sustainability by examining the impact of primary and secondary stakeholders and market dynamism on organizations. On the other hand, Lindgreen et al. (2009a) examined challenges faced by an organization upon assessing how consumers perceived the organization's level of corporate sustainability by interviewing the customers. Similarly, banks and their customers are looked at in an attempt to study the factors that cause organizations to participate in corporate sustainability by Pomering and Dolnicar (2009). O'Connor and Shumate (2010) compared and contrasted corporate sustainability at the institutional and economic industry levels. Additionally, Lattemann et al. (2009), in their goal to examine antecedents of corporate sustainability, assessed factors at different levels which included the governance environment, industry effect and firm characteristics.

Clearly, there exists a limited number of multi-level studies in corporate sustainability where academicians have not managed to pay attention to the factors at different levels that impact corporate sustainability. This understanding is further apparent if we look at how two research studies have addressed corporate sustainability

from two different levels, i.e. individual and industry. Lindgreen et al. (2011) considered the individual level by examining how high potentials can increase an organization's corporate sustainability, while Lim and Phillips (2008) studied industry level through examining the impact on Nike of fostering partnerships with its suppliers in order to enhance its corporate sustainability values. Further, an organization's output is contingent not only on its internal operations but also the environmental contingencies and constraints, over which it has no control (Pennings, 1975). Accordingly, there is a need to consider both external and internal antecedents of corporate sustainability. Section 4.4 in Chapter 4 elaborates on the antecedents being examined in relation to corporate sustainability and identifies the external and internal antecedents under focus for the study's conceptual model.

2.4.2. Corporate sustainability and organizational outcomes

Organizations' increased interest in adopting sustainable and green behavior has led to special efforts being taken towards being sustainability oriented. Evidently, research has also shifted its perspective from examining the prevalence of corporate sustainability amongst firms to evaluating several aspects of corporate sustainability (Bode & Singh, 2018). These include drivers, consequences, mediators and moderators as well as types of corporate sustainability strategies (strategic, symbolic, relational) as identified by various review papers on corporate sustainability (Aguinis & Glavas, 2012; Bauman & Skitka, 2012; Carroll & Shabana, 2010; Glavas, 2016; Gond et al., 2017; Schmitz & Schrader, 2015). Moreover, with the growing application of sustainability-oriented policies by organizations, studying the outcomes of corporate sustainability has become an extremely popular research topic. The impact of sustainability on the reputation of the firm, the firm's financial performance,

consumers' evaluation and choice of products/company, their loyalty, the firm's position in the market, and the firm's internal capabilities have been extensively studied (Aguinis & Glavas, 2012). The increased focus on sustainability has motivated practitioners to actively participate and identify the most profitable approaches.

A significant amount of extant research has examined the sustainability-performance relationship; however, a few research gaps still exist with respect to examining the aforementioned relationship, which could have contributed to the inconclusive nature of the relationship between corporate sustainability and organizational performance (Erhemjamts et al., 2013; Kang et al., 2016; Kemper et al., 2013; Lee & Jung, 2016; Mishra & Suar, 2010; Saeidi et al., 2015; Zhu et al., 2014). One of the research gaps pertains to unclear corporate sustainability definitions and measurement tools (Mishra & Suar, 2010). The ambiguity in conceptualizing corporate sustainability has been controlled for in this study by conducting a thorough review of other constructs relating to sustainability and by devising a succinct definition for corporate sustainability. Similarly, the extant measures of sustainability were also reviewed in section 2.3.2, which led to the selection of a proper measurement tool, detailed in Chapter 5, section 5.7.1.

Another significant drawback, and a research gap, in the sustainability-performance literature is with respect to the conceptualization and operationalization of organizational performance, which has mostly focused on the financial aspect with very few research studies examining the impact of corporate sustainability on non-financial attributes, in addition to the financial ones (Arendt & Brettel, 2010; Ben Brik et al., 2011; Martinez-Conesa et al., 2017; Mishra & Suar, 2010). Van Beurden and Gössling (2008) further assert that research examining the impact of corporate sustainability on an organization's financial performance has looked at either accounting-based

measures or market-based measures, leading to definitional differences where the organizational performance measures used across studies have varied. Additionally, organizations can attend to the paradoxical nature of sustainability issues, where economic, environmental, and social issues may compete with each other, through utilizing a balanced framework that assesses multiple performance areas (Hahn et al., 2018). This study thus responds by exploring the concept of the balanced scorecard as a potential method to conceptualize and assess organizational performance, which incorporates both financial and non-financial aspects, and thereby covers a wide spectrum of performance metrics. While a research study by Saeidi et al. (2015) conceptualized organizational performance in the form of a balanced scorecard, only the financial perspective was considered when testing for the effect of corporate sustainability on organizational performance. Hence, the following chapter explores this research opportunity and extensively reviews balanced scorecard literature.

2.5. Summary

Corporate sustainability, a widely established concept, yet lacking in theoretical conceptualization, has been examined in this chapter through surveying extant reviews on corporate social responsibility. The tertiary review identified the slow advent of sustainability terminology from its previous form of corporate social responsibility. Further, the multiplication of constructs representing the same concept of sustainability caused a disarray in the literature, which led to the absence of a standard definition and measure of corporate sustainability. The conceptualizations of these similar constructs, namely, corporate social responsibility, corporate citizenship, and corporate social performance, were discussed, which led to the identification of a definition for corporate sustainability. The corresponding operationalizations of these constructs

were also looked at, in order to lay the foundation for operationalization of the corporate sustainability construct.

In exploring the strategic nature of corporate sustainability, this chapter portrayed the established domain of corporate sustainability within the organization's strategy. The chapter also identified the efficacy in examining the antecedents and outcomes of corporate sustainability. Further, a research gap of conducting multi-level studies and examining the non-financial aspects along with the financial aspect of organizational performance was identified. The following chapter (Chapter 3) builds upon the latter need to study organizational performance, in an overall manner, while Chapter 4 examines the former research gap of examining antecedents from different perspectives along with studying organizational performance in the light of it being an outcome of corporate sustainability.

CHAPTER 3 - THEORETICAL BACKGROUND:
ORGANIZATIONAL PERFORMANCE FROM A BALANCED SCORECARD
PERSPECTIVE

3.1. Introduction

The previous chapter elaborated on one of the prime constructs of this study, corporate sustainability. This chapter introduces the dependent variable, organizational performance, and accordingly discusses the induction of the balanced scorecard (BSC) in performance management literature in section 3.2. In the literature review conducted on corporate sustainability, the prominence of financial measures being examined paved the way for the proposition of examining the balanced scorecard. Further, the concern regarding stakeholder mismatching put forth by Wang et al. (2016), due to various financial performance indicators being used by different scholars, can be reduced through using a BSC that corroborates financial and non-financial indicators in one place and recognizes various stakeholders and their needs, thereby supporting the stakeholder theory (Hansen & Schaltegger, 2016).

Moreover, limited quality review and conceptual papers exist on the BSC. Some notable exceptions are two quality reviews that exclusively examined BSC literature in accounting (Hoque, 2014) and sustainability BSC (SBSC) (Hansen & Schaltegger, 2016). Hoque (2014) conducted a systematic review on the BSC to examine the trends over the twenty years since its introduction in 1992. However, the review focused exclusively on the accounting and general business and management field. Another prominent systematic review, on the SBSC, conducted by Hansen and Schaltegger (2016) examined the extant literature on this emerging concept and, in doing so, they put forth a typology of the various prevailing structures of SBSC in the current

literature. Interestingly, neither of these review papers studied the status quo of BSC or SBSC literature at an industry level, or more specifically in the hospitality and tourism industry, which is a contribution of this study.

On the other hand, conceptual papers have primarily focused on BSC enhancement through combination with other topics such as total quality management (Hoque, 2003), and enlightened value maximization (Jensen, 2002). Nørreklit (2000), for example, tried to enhance the BSC through critically analyzing its key assumptions and relationships. With regard to an industry focus, no quality theoretical research studies on the BSC exist, highlighting a significant theoretical research gap of BSC literature, in general, and hospitality and tourism literature, in particular. Hence, given the rising importance of the BSC in business management and its comparatively limited diffusion in the hospitality and tourism industry, a systematic review of it is conducted here with respect to two streams, first, general business, management and ethics, and second, hospitality and tourism industry. Accordingly, the purpose of this systematic review includes attaining insights from ongoing research on the BSC in these popular disciplines and proposing how BSC in the hospitality and tourism industry can be advanced in terms of scholarly research. Through examining the status quo of BSC research, this study identifies the relevance of the BSC to the hospitality and tourism industry, given the ability of the BSC to cater to multiple stakeholders, thereby allowing organizations to manage the complex relationships that are inherent in the industry (Feng et al., 2003). Further, this review allows future researchers to advance and empirically test this line of thought. The hospitality and tourism industry, in particular, is in need of a comprehensive performance measurement tool that takes into account its labor-intensive nature (Phillips & Louvieris, 2005) and the BSC, with its combination of various non-financial and financial perspectives, can serve that purpose.

One of the main takeaway points from this systematic review included the concept of sustainable tourism, which brought into focus the importance of looking at the hospitality industry and the use of the sustainability balanced scorecard (SBSC), which considers the triple bottom line approach of corporate sustainability and sheds light on non-financial aspects of performance like learning and growth, internal business, customer, social, and environmental along with the financial aspect (Hansen & Schaltegger, 2016).

To sum up, this chapter aims to a) examine the prevalence of the BSC, b) survey the contemporary trends in BSC literature, c) create a preliminary SBSC framework for scale development, and d) suggest advancements to enhance BSC research. Thus, the chapter is structured into six main sections, where the first section (section 3.2) looks into the background of the BSC in performance measurement literature; the second section (section 3.3) identifies the enacted review methodology; the third section (section 3.4) presents an analysis of the included studies; the fourth section (section 3.5) highlights the key learnings from the review; the fifth section (section 3.6), sustainable tourism, introduces a framework for the SBSC and discusses the individual perspectives; and the sixth section (section 3.7) concludes this chapter with underlying implications gained from the systematic review conducted on the BSC.

3.2. Organizational performance: The background of the balanced scorecard

Profit – a means to an end or an end itself? The answer to this question forms the foundation of many performance measurement tools that promise to measure what the organization wants to measure. Practitioners and academicians alike keep forgetting that profit is merely the means to an end and not the end itself (Spiller, 2000). Back in the 20th century, March and Sutton (1997) indicated the plethora of research that

existed with organizational performance as a dependent variable where researchers mostly focused on examining the antecedents that could have a potential impact on an organization's performance. On the other hand, Kaplan and Norton (1992) further indicated that an excess amount of focus was being placed by researchers on the financial aspect of performance, and accordingly devised a unique method to assess organizational performance with non-financial indicators alongside financial indicators and called it a balanced scorecard. While scholars prior to Kaplan and Norton (1992) did mention the prevalent lack of using non-financial indicators, where Venkatraman and Ramanujam (1986) had highlighted the need to focus on organizational effectiveness as a whole and not just the financial performance by including operational indicators, however, Kaplan and Norton (1992) were, in fact, the first scholars to actively pursue their idea of a balanced scorecard and communicate it enthusiastically to practitioners worldwide, thereby, popularizing their performance measurement approach.

Kaplan and Norton (1992) and Kaplan and Norton (1996b) devised a balanced scorecard with four perspectives that are meant to have measures that work in favor of the completion of the overall strategy: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. While the financial perspective looks into the growth rate of revenues, cost reduction, and asset utilization, the customer perspective assesses customer satisfaction, services provided, customer relationships and so on (ibid.). Furthermore, internal business processes assess the level of process and product innovation, while the learning and growth perspective assesses the infrastructure (namely people, systems and organizational procedures) growth required for long-term improvement of the organization. In addition to that, researchers have emphasized the need to look beyond just accounting

measures (Mackey et al., 2007; Peloza, 2009) and focus on lead measures of performance (McWilliams & Siegel, 2001; Preston & O'Bannon, 1997). Hence, given the balanced nature of this performance measurement tool and the need for researchers to understand the impact on several aspects of an organization's performance (Malik, 2015; Mishra & Suar, 2010), this research study will look at the concept of a balanced scorecard.

Despite the multi-dimensional nature of organizational performance, research focus has been placed on lagged financial measures (Bartlett et al., 2014; Bento et al., 2017b). Hence, performance management research has highlighted the prevailing limitations of measuring organizational performance using single constructs (Maltz et al., 2003) and focusing exclusively on financial indicators (Neely & Al Najjar, 2006). Given the focus of existing performance measurement systems has merely been on financial measures, the BSC attained higher adoption with its inclusion of non-financial perspectives, in addition to financial ones, along with a focus on leading and lagging and short- and long-term measures. BSCs have evolved over the years since their inception as a mere performance measurement tool, in 1992, into a strategic management system (Papalexandris et al., 2004; Speckbacher et al., 2003; Vila et al., 2010).

Although the importance of the BSC is increasing in many service industries such as banking (Davis & Albright, 2004; Glaveli & Karassavidou, 2011), public sector (Kasperskaya, 2008; Umashev & Wiliett, 2008; Woods & Grubnic, 2008), and healthcare (Naranjo-Gil et al., 2009), to name a few, it is rarely examined in the hospitality and tourism industry (Elbanna et al., 2015). The economic impact of the hospitality and tourism industry has risen significantly over the past years, where the industry experienced a GDP growth of 3.5%, surpassing the global economic growth

of 2.5%, and contributed an overall 10.3% to global GDP in 2019 (World Travel & Tourism Council, 2020c). In addition to the industry's increasing economic contribution, hospitality and tourism also provided approximately 330 million jobs in 2019 and contributed approximately 25% towards job creation over the past five years (2015-2019) (ibid.). Given that the hospitality and tourism industry is the third largest growing industry, examining the current status of its performance measurement can highlight the specific areas that need to be further researched for an enhanced service delivery and superior organizational performance. Hence, this chapter conducts a review to know how the less researched BSC, as one of the most used performance management systems, has been studied in the hospitality and tourism industry, which is the sample industry in focus in this study. Further, insights are also attained through the review which are discussed in the four trends listed under section 3.4.1 and in section 3.4.2, which also inform the implications discussed in section 3.7 as well as several avenues listed for future research in Chapter 8, section 8.6.

3.3. Review methodology

Given the aims of this chapter, this review was conducted through a two-streamed literature search for scholarly peer-reviewed articles on the BSC in general business, management and ethics, and in the hospitality and tourism industry. Similar to previous performance measurement reviews (MacBryde et al., 2014; Sainaghi, 2010), EBSCO, Science Direct and ProQuest are used in this review to gather relevant research articles on the BSC.

The first literature search was carried out to gather relevant research articles on the BSC in general business, management and ethics. Five specific categories from the Academic Journal Quality (AJG) Guide (2018) are looked at. These are: 1) Accounting;

2) General Management, Ethics, Gender and Social Responsibility; 3) Human Resource Management and Employment Studies; 4) Regional Studies, Planning and Environment; and 5) Strategy. The AJG Guide (2018) is prominently used by management researchers to identify high-quality journals and also to focus on specific fields of research (e.g. Hoque, 2014; Lueg & Vu, 2015). To ensure quality, journal consideration was limited to a rating of 3 or above, as per the AJG (2018) (Elbanna, 2020), and journals with at least a rank of A or above in the Australian Business Deans Council (ABDC, 2019) (Hoque, 2014). Lastly, the impact factor provided by Journal Citation Report was also considered. Hence, inclusion of high-quality research is ensured. Given the above limiters to ascertain quality research along with the fact that the BSC was introduced for the first time in 1992, no restrictions were placed on the time period of the research papers being reviewed. Following Hoque (2014), the keywords "balanced scorecard", "balanced business scorecard", "scorecard" OR "BSC" appearing in the article title, abstract or the list of keywords were used to search for relevant papers.

The second literature search was conducted to identify research studies relating to the BSC in the hospitality and tourism industry. One category from the AJG (2018), Sector Studies, was looked at, as it consisted of tourism and hospitality journals. Further, the journal criteria were relaxed in this literature search to include a more representative number of published research articles on the BSC. Accordingly, this search focused on journals in the Sector category with either a rating of 2 or above, as per the AJG (2018), or journals with a rank of B or above, as per the ABDC (2019). Adapted from Sainaghi et al. (2013) and Sainaghi et al. (2019), a keyword search of "balanced scorecard", or "balanced business scorecard" or "scorecard" or "BSC" and "tourism" or "travel" or "hospitality" or "hotels" or "hotel" was utilized. Further,

references of these research articles were also examined for any relevant BSC-focused empirical studies that were conducted in the hospitality and tourism industry and published in journals satisfying the criteria (Sainaghi et al., 2019).

Upon applying this systematic literature review process, similar to George et al. (2019), a total of 123 relevant articles were shortlisted. Further examination on the nature of research (empirical or conceptual) led to a reduction of the shortlisted research papers to 106, where only empirical research studies were considered. However, the remaining relevant theoretical research studies were used to supplement this systematic review's findings and develop a proposed SBSC framework and an SBSC scale. Of the 106 empirical studies listed in Table 3.3, 37 research studies were from the hospitality and tourism industry (35%), thereby highlighting the comparatively low amount of quality research being carried out in this important industry.

Table 3.3. List of journals reviewed

Journal	AJG category	Ranking			Frequency
		ABDC 2019	AJG 2018	Impact factor 2019	
Management Accounting Research	Account	A*	3	4.044	10
Behavioral Research in Accounting	Account	A	3	-	7
European Accounting Review	Account	A*	3	2.322	4
The British Accounting Review	Account	A*	3	2.984	2
Financial Accountability and Management	Account	A	3	-	2
Abacus	Account	A	3	2.200	1
Critical Perspectives on Accounting	Account	A	3	2.528	1
Accounting, Auditing and Accountability Journal	Account	A*	3	2.537	1
Journal of Accounting, Auditing and Finance	Account	A	3	-	1
Contemporary Accounting Research	Account	A*	4	2.261	3
Accounting, Organizations and Society	Account	A*	4*	3.147	5
The Accounting Review	Account	A*	4*	4.562	5
Journal of Accounting Research	Account	A*	4*	4.891	2
Journal of Business Ethics	Ethics-CSR-Man	A	3	3.796	4
California Management Review	Ethics-CSR-Man	A	3	5.000	2

Journal	AJG category	Ranking			Frequency
		ABDC 2019	AJG 2018	Impact factor 2019	
Journal of Business Research	Ethics-CSR-Man	A	3	4.028	2
British Journal of Management	Ethics-CSR-Man	A	4	2.750	1
International Journal of Human Resource Management	HRM&Emp	A	3	3.150	2
Human Resource Management	HRM&Emp	A*	4	2.934	4
Business Strategy and the Environment	Regional Studies, Planning and Environment	A	3	6.381	2
Journal of Environmental Management	Regional Studies, Planning and Environment	A	3	4.865	2
Anatolia	Sector (Tourism)	B	1	1.112	1
Annals of Tourism Research	Sector (Tourism)	A*	4	5.493	1
Cornell Hospitality Quarterly	Sector (Tourism)	A	2	2.492	2
International Journal of Contemporary Hospitality Management	Sector (Tourism)	A	3	3.957	4
International Journal of Culture, Tourism & Hospitality Research	Sector (Tourism)	B	1	-	2
International Journal of Hospitality and Tourism Administration	Sector (Tourism)	B	1	-	2

Journal	AJG category	Ranking			Frequency
		ABDC 2019	AJG 2018	Impact factor 2019	
International Journal of Hospitality Management	Sector (Tourism)	A*	3	4.465	10
Journal of Hospitality Marketing & Management	Sector (Tourism)	A	1	3.011	1
Journal of Human Resources in Hospitality & Tourism	Sector (Tourism)	B	1	-	1
Journal of Travel & Tourism Marketing	Sector (Tourism)	A	2	2.989	2
Journal of Travel Research	Sector (Tourism)	A*	4	5.338	1
Journal of Vacation Marketing	Sector (Tourism)	A	1	1.865	1
Service Industries Journal	Sector (Tourism)	B	2	1.149	3
Tourism Analysis	Sector (Tourism)	A	2	-	1
Tourism Management	Sector (Tourism)	A*	4	6.012	2
Tourism Recreation Research	Sector (Tourism)	A	2	-	2
Tourism Review	Sector (Tourism)	B	1	1.060	1
Long Range Planning	Strat	A	3	3.363	6
Total					**106**

3.4. Overview and analysis of included studies

From Figure 3.4, it can be noticed that quality BSC research papers in general

business, management and ethics began appearing in 1997 (Butler et al., 1997) and rose significantly in two time periods, 2000-2004 and 2010-2014, but experienced simultaneous decreases in 2005-2009 and 2015-2019. On the other hand, comparatively there has been a lot less BSC literature in the hospitality and tourism industry, and this industry has not received as much research focus since the very beginning.
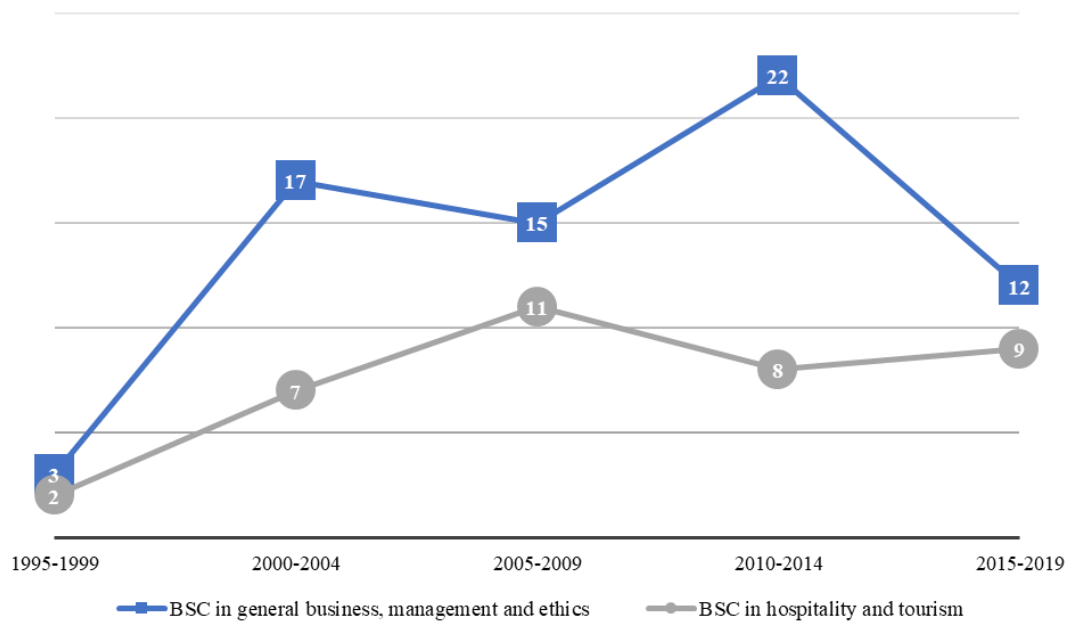
Figure 3.4. BSC research over the years

Of the 106 identified empirical studies, the first research study to examine the BSC in the hospitality and tourism industry was conducted by Brown and McDonnell (1995), who developed a preliminary BSC for the hospitality industry. Quality research in this industry gained momentum in the early 21st century but experienced a slight decrease in later years. The following sections compare and contrast the BSC empirical literature in the hospitality and tourism industry with that of general business, management and ethics. This comparative analysis of literatures comprising 106

empirical studies has enabled development of an SBSC framework and scale and has also, as seen in the later stages of this dissertation, informed future insights for BSC research in the hospitality and tourism industry.

3.4.1. BSC trends in general business, management and ethics

This section attempts to observe and analyze the trends on BSC research in general business, management and ethics. The 69 empirical studies were analyzed for their research topics, research objectives, nature of research study (exploratory or descriptive), and variables involved. Upon focusing on the research topics and research objectives, the empirical studies were categorized into the following four trends, namely, BSC adoption and implementation, sustainability and BSC, antecedents and consequences of BSC, and BSC as a framework. Research focus played a prominent role in categorizing the BSC literature amongst the four trends. For example, BSC adoption and implementation literature examined how the BSC has been adopted and implemented in organizations, while sustainability literature comprised research studies examining the interrelation between an organization's sustainability activities and BSC. Further, antecedents and consequences of the BSC stream consisted of research pertaining to what drives or inhibits BSC adoption and implementation and the impact of BSC, while the BSC as a framework category identified literature that utilized the BSC as a foundational framework to enhance performance management.

Following Hoque (2014), a five-year time period was used to identify the timeline of the research being analyzed. While research on the adoption and implementation of the BSC and using the BSC as a framework originated in the late 20th century, more descriptive research on the antecedents and consequences of the BSC did not occur until the early 2000s (see Figure 3.4.1). Furthermore, research on

antecedents and consequences of the BSC continued to contribute significantly to BSC literature until it experienced a significant decrease in 2015-2019, which may be due to the increasing prominence of other research trends like BSC adoption and implementation and sustainability and BSC. The sustainability and BSC trend, though, has gradually increased in terms of research focus; it, however, did experience a decrease in 2010-2014. The remaining section further draws out the inherent trends identified in the BSC literature with respect to the aforementioned research topics.
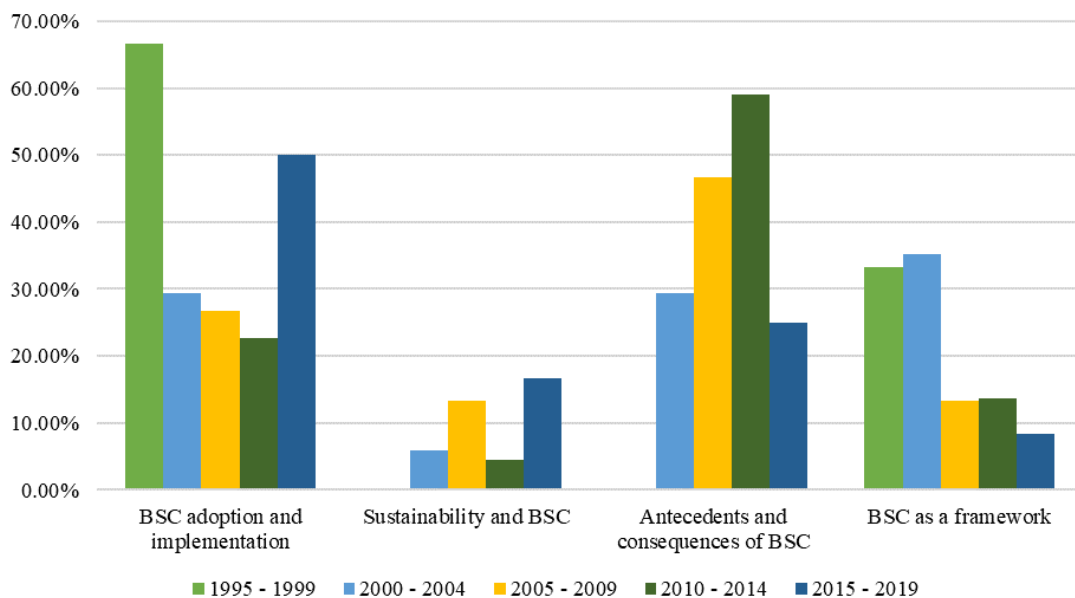
Figure 3.4.1. BSC literature trends in general business, management and ethics

First, BSC adoption and implementation has been the second most prominently researched topic. Considerable proportion of the research papers reviewed (31.8%) focus on understanding BSC adoption and implementation. Irrespective of the proliferation of this research focus since the early 21st century, most research studies (77.27%) are exploratory in nature. Such a vast number of exploratory studies could be

attributed to the unique nature of the BSC itself which calls for qualitative research methods that seek to understand the way BSC is being adopted or implemented by organizations. Given that organization's strategies vary greatly from one organization to another as well as from one industry to another, the way BSC is adopted and implemented is changing continuously (Busco & Quattrone, 2015). Hence, to date, BSC adoption and implementation remains a topic of interest to researchers. Researchers have actively tried to examine ways in which organizations can utilize BSC to realize their sustainability strategies. In doing so, they have given rise to a new stream of research trending under the name of *sustainability BSC*.

Second, sustainability has been incorporated into the BSC in two different ways; within the existing four perspectives (Dias-Sardinha & Reijnders, 2005) or as a stand-alone perspective (Bento et al., 2017a; Hansen et al., 2010; Hubbard, 2009), where the latter was a more frequent occurrence. A prominent BSC modification is the Sustainability BSC (SBSC) that has gained momentum in the BSC literature given the incorporation of the much in demand environmental and social perspectives within the BSC (Hansen & Schaltegger, 2018; Hubbard, 2009). Given the recently acquired interest of researchers in examining sustainability with respect to the BSC, the nature of research on this topic so far has been conceptual and exploratory, thereby accounting for the large proportion of qualitative research methods. These exploratory studies largely examined how organizations across various industries such as food, tourism and pharmaceutical are implementing sustainability-oriented BSCs. Relatively fewer studies have examined how SBSC implementation impacts an organization or is impacted by the organization; extant research has examined how the SBSC is impacted by shareholders' and evaluators' support for CSR and the impact this SBSC has on managers' performance evaluation (Bento et al., 2017b).

The active use of BSC to assess sustainability by various industries and its inclusion into the BSC framework as stand-alone perspective(s) highlights the popularity of SBSCs amongst organizations. Thus, the SBSC is a perfect research opportunity to further examine the two inter-related concepts, sustainability and BSC, which is discussed in the later sections of this chapter (please, see section 3.5 *Sustainable tourism*).

Third, the most prominent research topic that was observed in BSC literature relates to the examination of BSC's antecedents and consequences. Studies examining the antecedents of BSC have primarily examined the impact of organizational-level and/or individual-level factors on two aspects of BSC, namely, BSC usage (Jarrar & Smith, 2014; Naranjo-Gil et al., 2009; Wiersma, 2009) and operationalizing organizational performance using BSC (Elbannan & Elbannan, 2015). A larger research focus is placed on understanding BSC's consequences as compared to its antecedents. The research studies looking into the consequences of BSC usage primarily focus on two attributes: decision-making and performance evaluation. 70% of empirical papers examining the consequences of BSC studied how BSC impacted performance evaluation of managers and organizations. Through using experiments, scholars have tested for the existence of effects which BSC usage had on manager's personal decisions related to self-enhancement (Cianci et al., 2013) and organizational decisions (Cheng & Humphreys, 2012).

So far, none of the identified 69 studies have made use of actual field data to ascertain the causal relationship that exists between BSC and performance evaluation of managers or organizations, thereby indicating a research gap: do corporations actually utilize BSC in evaluating managers' performance? Additionally, none of the research studies on BSC performance evaluation studied an emerging or a developing

country. Therefore, in addition to collecting actual data from respondents in their natural environment (employees at organizations) through utilizing other research methods such as surveys, researchers also need to look at diverse contexts.

Another research scope exists where the performance evaluation of the BSC itself can be examined. Exceptionally, Cheng and Humphreys (2012) have assessed the BSC and its effectiveness with respect to the strategy it has been formulated on. However, given this untapped research scope, future research can investigate the BSC's multi-functional nature (Busco & Quattrone, 2015; Kaplan & Norton, 2001). For example, is the performance measurement tool delivering on its promises? Does it allow managers to translate, communicate and fulfill the organization's strategy? Hence, future research can actively engage corporations in studying the BSC's effectiveness, which does not primarily limit itself to higher organizational performance. This would assist practitioners in testing for its efficacy and, if needed, allow researchers to initiate a call for reconceptualization and redefinition of the BSC (Elbanna et al., 2015).

Fourth, few researchers utilized BSC as a framework with decision-making, performance metric and strategic control concepts like analytic hierarchy process (AHP) and comprehensive performance assessment (CPA) (Woods & Grubnic, 2008) to develop hybrid performance frameworks. Other studies built the structure of their research models based upon the BSC framework to better understand how various organizational factors impact organizational performance through HR (Yeung & Berman, 1997) and training (Glaveli & Karassavidou, 2011). These researchers managed to study multiple industries as well (Maltz et al., 2003) indicating the wide-spread acceptance of BSC concepts across the different service industries.

3.4.2. BSC trends in the hospitality and tourism industry

This chapter divided the literature on BSC into two streams: first, general business, management and ethics, and second, the hospitality and tourism industry. Overall, of the 106 papers that are looked at, 69 belong to the first stream, and in comparison, only 37 papers exclusively focus on the hospitality and tourism industry. These latter studies are highlighted in gray in Table 3.4.2.

The analysis shows that performance measurement systems in the hospitality and tourism industry are primarily driven by budgetary control to build revenues, by customer relationship management to ensure high quality of service, by strategically managing internal business processes, and by collaborations to drive innovation and learning (Phillips & Louvieris, 2005). Employee management is crucial and heavily invested in this industry (ibid.). The inter-reliability of employee and customer satisfaction in the hospitality and tourism industry illustrates the importance of utilizing the BSC in this industry. However, researchers have highlighted a lack of BSC application and research in this important industry (Elbanna et al., 2015; Ribeiro et al., 2019). Similar to BSC literature in general business, management and ethics, the BSC trends in the hospitality and tourism industry were found to be four-fold, *adoption and implementation* of the BSC, the use of the BSC in assessing *sustainability*, *antecedents and consequences* of the BSC, and utilizing the *BSC as a framework.*

Table 3.4.2. Summary of research on BSC[1]

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
1	*Brown and McDonnell (1995)*	*Examined the hotel sector performance measures in US and developed a BSC for a five-star hotel*	*Conducted an interview with the General Manager of a five-star hotel in US*	*Four*				√
2	Butler et al. (1997)	Examined the development and implementation of BSC	Case study of a consumer packaging company in UK, Rexam Custom Europe	Three	√			
3	Yeung and Berman (1997)	Examined the impact of HR practices in impacting business performance through BSC	Case study of Eastman Kodak in the film industry	-				√

---

[1] Italicized references refer to those in the hospitality and tourism industry.

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
4	Chesley and Wenger (1999)	Examined the BSC implementation over time through a mutual adaptation process	Longitudinal case study of a US federal defense agency	Four	√			
5	*Huckestein and Duboff (1999)*	*Developed Hilton balanced scorecard*	*Case study on Hilton Group*	*Four*				√
6	*Denton and White (2000)*	*Studied implementation of BSC in White Lodging Services and reported the positive impact of BSC implementation on financial performance*	*Longitudinal case study on White Lodging Services*	*Four*	√			
7	Spiller (2000)	Developed an ethical	Secondary data collected on 40 companies	-				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		performance scorecard	from New Zealand share market					
8	Ahn (2001)	Studied the implementation of a BSC in a strategic business unit	Case study of a Swiss electrical equipment company	Four	√			
9	*Atkinson and Brown (2001)*	*Assessed the current status of performance metrics in UK hotel sector and the presence of BSC*	*Surveyed 18 international hotel organizations in UK and interviewed 3 senior hotel executives*	*Four*				√
10	Malmi (2001)	Examined how and why BSCs are adopted in Finland	Semi structured interviews of 17 companies using BSC in Finland	Four to five	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
11	Rigby (2001)	Examined the usage of BSC by companies in North America	Survey of North American companies	-	√			
12	Walker and MacDonald (2001)	Developed an HR scorecard to influence and improve business performance	Case study of Verizon in the US	Four				√
13	*Doran et al. (2002)*	*Proposed successful ways to implement BSC in hotels by highlighting probable pitfalls and ways to overcome them*	*Interviewed 5 General Managers of hotels in USA*	*Four*	√			
14	Kasurinen (2002)	Examined the barriers affecting BSC adoption	Longitudinal case study of a metal company in Finland	-	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
15	Schay et al. (2002)	Developed an HR scorecard	Survey of US federal agencies	Four				√
16	van Veen-Dirks and Wijn (2002)	Devised a framework building upon critical success factors and BSC	Research data on 15 companies in Netherlands	-				√
17	*Feng et al. (2003)*	*Utilized BSC to compare and contrast destination marketing organization (DMO) websites in USA and China*	*3 evaluators assessed websites of 30 US DMOs and 34 DMOs in China*	*Four*				√
18	Maltz et al. (2003)	Developed a multi-dimensional performance framework using BSC and success measures model	Field interviews and surveys of CEOs and senior management	Five				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
19	Speckbacher et al. (2003)	Examined BSC usage in German speaking countries	Survey of publicly traded companies from Germany, Austria and Switzerland	Three to four	√			
20	Banker et al. (2004)	Examined how performance evaluation of managers is linked to strategic nature of performance measures of BSC	Experiment using MBA students for a clothing company	Four			√	
21	Braam and Nijssen (2004)	Explores how BSC usage affects organizational performance	Surveyed B2B companies in Netherlands	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
22	Davis and Albright (2004)	Examined whether the implementation of BSC has an impact on financial performance of banks	Quasi-experimental field-based research of multiple bank branches in USA	Four			√	
23	*Douglas and Mills (2004)*	*Used a modified BSC approach to evaluate national tourism organization websites and develop a model for website visitor retention*	*Surveyed 7 experts in tourism marketing and website development to evaluate websites of top 10 Caribbean destinations*	*Four*				√
24	*Kline et al. (2004)*	*Utilized BSC to evaluate websites of Bed & Breakfast (B&Bs) in Indiana, USA*	*Surveyed 9 trained evaluators (Master's students of hospitality and tourism) to*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
			assess 20 B&B websites					
25	Papalexandris et al. (2004)	Examined the use of a specific BSC model for performance measurement	Case study of a software company in Greece	Four				√
26	Roberts et al. (2004)	Examines the impact of disaggregating BSC on performance evaluation	Experiment using students for a retail company	Four			√	
27	Ullrich and Tuttle (2004)	Studies how BSC usage affects managers' time allocation	Experiment using students	-			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
28	van der Woerd and van den Brink (2004)	Develops and tests the applicability of Responsive scorecard that is oriented towards sustainability	Secondary data from food and tourism industry (trade associations for land and water recreation, supermarket chain and dairy competition) in Italy and Netherlands	Five		√		
29	*Yuan et al. (2004)*	*Used BSC to assess effectiveness of small winery websites involved in wine tourism*	*Surveyed 6 trained evaluators (Graduate students in web marketing of hospitality and tourism) who evaluated websites of 25 small wineries in a mid-*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
			western state in US					
30	Ax and Bjørnenak (2005)	Studied the communication, diffusion and transformation of BSC	Utilized secondary data from Sweden	Five	√			
31	Dias-Sardinha and Reijnders (2005)	Assessed environmental and social performance of companies using a thematic BSC	Semi-structured interviews in 13 large companies in Portugal	Four		√		
32	Dilla and Steinbart (2005)	Examined the impact of prior training and experience in designing BSC on performance evaluation	Experiment using students for a clothing company	Four			√	
33	*Evans (2005)*	*Examined the relevance of current performance*	*Surveyed 3-star and 4-star hotels in UK*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		measures to BSC perspectives						
34	*Myung et al. (2005)*	*Utilized BSC to evaluate websites of Convention and Visitor Bureaus (CVB) and Convention and Exhibition (CE) centers*	*13 trained evaluators assessed 6 CVB websites and 6 CE websites in US and 6 CVB websites and 6 CE websites in UK*	*Four*				√
35	*Phillips and Louvieris (2005)*	*Examined how current performance measurement approaches relate to BSC framework*	*Multiple case studies of 2 hotels, 2 pubs, 2 restaurants, 2 leisure operators and 2 visitor attractions in UK*	*Four*				√
36	*Park and Gagnon (2006)*	*Investigated the causal relationships amongst the*	*Surveyed 129 hotels in South Korea*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
37	*Huang et al. (2007)*	*performance measures of hotels using BSC* *Examined the prevalence of BSC in hotels in China and tested the causal relationships amongst the perspectives*	*Surveyed 186 3-star, 4-star and 5-star international tourist hotels in China*	*Four*				√
38	Malina et al. (2007)	Developed and studied the implementation of a distributor BSC	Conducted interviews in a Fortune 500 firm	Seven				√
39	*Phillips (2007)*	*Examined the implementation of BSC as a strategic control tool*	*Conducted a longitudinal field study at a hotel in UK*	*Five*	√			
40	Wong-On-Wing et al. (2007)	Examined the impact of overlooking	Experiment using students	-			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		causal links between BSC perspectives on creating conflict in performance evaluation	for a clothing company					
41	De Carlo et al. (2008)	*Studied the implementation of BSC in a destination management setting in the context of strategy assessment*	*Case study on Turin Convention Bureau*	*Four*	√			
42	Huang (2008)	*Developed a BSC to examine e-commerce strategy performance of Taiwanese travel agencies*	*Conducted interviews and a longitudinal survey on various general travel agencies, tour operator and domestic travel agencies*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
43	Jamali (2008)	Examined the prevalence of ethical performance scorecard developed by Spiller (2000) in firms	In-depth interviews of managers from firms in Lebanon and Syria	-		√		
44	Kasperskaya (2008)	Examined the implementation of BSC	Multiple case studies of Spanish public sector	Four	√			
45	Liedtka et al. (2008)	Studied the impact of evaluators' ambiguity intolerance on performance evaluation	Experiment using students	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
46	*McPhail et al. (2008)*	*Examined the extent of BSC utilization by HR managers with a focus on learning and growth perspective*	*Interviewed 14 HR managers at hotels in Australia*	*Four*				√
47	Rhodes et al. (2008)	Examined the impact of leadership styles, national culture, HR practices and organizational culture on BSC implementation	Case study on Central Bank of Indonesia	Four	√			
48	Umashev and Wiliett (2008)	Examined the factors of success or failure in BSC implementation	Cast study of the local government authority in Australia	-	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
49	Woods and Grubnic (2008)	Demonstrated the theoretical linkage between BSC and Comprehensive Performance Assessment (CPA)	Case study of Hertfordshire County Council in UK	Four				√
50	De Geuser et al. (2009)	Studied how and if BSC impacts organizational performance	Surveyed attendees to BSC conferences held in Switzerland, UK, Germany, Austria, France and Netherlands	-			√	
51	Kaplan and Wisner (2009)	Examines the impact of BSC structure (number of perspectives) on performance evaluation	Experiment using students for a manufacturing company	Five			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
52	*Kim and Njite (2009)*	*Utilized BSC to evaluate CVB websites in South Korea*	*Researchers analyzed the content of 8 convention center websites*	*Four*				√
53	Naranjo-Gil et al. (2009)	Examines the roles CFOs play in adoption of Management Accounting Systems (BSC)	Surveyed CFOs and looked at archives of public hospital sector in Spain	-			√	
54	*Patiar and Mia (2009)*	*Examined the impact of transformational leadership and market competition on organizational performance (BSC)*	*Surveyed 112 Managers from 56 hotels & resorts*	*Two*			√	
55	Wiersma (2009)	Studied the reasons or drivers for using BSC	Managers from 19 Dutch firms were surveyed	-			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
56	Cardinaels and van Veen-Dirks (2010)	Examines the impact of organization and presentation of BSC measures on performance evaluation	Experiment using students in Western Europe for a clothing company	Four			√	
57	Gonzalez-Padron et al. (2010)	Studied the impact of knowledge management on BSC perspectives	Surveyed senior executives from MNCs	Four			√	
58	Guimaraes et al. (2010)	Studied the application of BSC in waste utilities	Multiple case studies on four waste utilities in Portugal	Four	√			
59	Hansen et al. (2010)	Proposed and tested a community enabled BSC to integrate community and business goals	Case study of pharmaceutical company, Merck Ltd., in Thailand	Five		√		

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
60	*Kim and Kim (2010)*	*Developed a performance measurement tool using BSC and analytical hierarchy process to compare website evaluation in hospitality and tourism*	*Surveyed 11 experts in hospitality, tourism and MIS*	*Four*				√
61	Knechel et al. (2010)	Examined how BSC affected audit risk assessment	Experiment using senior auditors from a Big 4 Audit firm	Four			√	
62	Kraus and Lind (2010)	Examined the adoption of corporate BSC	Interviewed senior corporate managers of Swedish MNCs	Three to five	√			
63	*Stepchenkova et al. (2010)*	*Performed website evaluation using BSC on a census*	*2 researchers evaluated 967 websites of*	*Four*				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		of US CVB websites	*Convention Bureaus*					
64	Sundin et al. (2010)	Investigates the implementation of BSC to understand how BSC helps in balancing multiple objectives	Cast study of publicly owned Australian electric company	Four	√			
65	Tayler (2010)	Examined the impact of involvement in BSC implementation on evaluating success of strategic initiative roll outs	Experiment using students for a fast-food company	-			√	
66	*Vila et al. (2010)*	*Develops a sustainability BSC*	*Focus groups and surveys of Spanish tourist destination managers from*	*Six*		√		

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
67	*Chen et al. (2011)*	*Developed a performance evaluation model using BSC for hot spring hotels*	*1531 Spanish municipalities Conducted 30 interviews and surveyed managers from hot spring hotels in Taiwan*	*Four*				√
68	Ding and Beaulieu (2011)	Examined the role of mood congruency bias in performance evaluation	Experiment using students for a clothing company	-			√	
69	Glaveli and Karassavidou (2011)	Studied the impact of training on organizational performance through formulating a causal linkage value chain in the format of BSC	Case study of employees and customers of the Greek public bank's branches	Four				√

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
70	Lee and Yang (2011)	Examined the impact of organization structure and competition on BSC design	Surveyed CFOs from Taiwanese firms	Four			√	
71	Qu and Cooper (2011)	Studied the impact of inscriptions in BSC	Fieldwork on BSC development project for a Canadian medical	Four				√
72	Bentes et al. (2012)	Examines the integration of BSC with Analytical Hierarchy Process (AHP)	Focus groups conducted on 16 employees and secondary data collected from a Brazilian telecom company	Four				√
73	Cheng and Humphreys (2012)	Investigated the impact of causal linkages and perspective	Experiment using students	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
74	Kaplan et al. (2012)	categorization of BSC on strategy appropriateness judgements Examined the role of negativity bias in evaluation of favorable and unfavorable performance	Experiment using students for a retail company	Four			√	
75	Schloetzer (2012)	Examined the role of asymmetry and magnitude of interdependence between distributor and manufacturer in impacting BSC perspectives and contract renewal	Case study on manufacturer and distributor of petroleum	-			√	
76	*Wu and Chen (2012)*	*Studied the difference amongst hotels*	*Mixed methods (focus groups, in-depth*	*Two*			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		and motels in Taiwan on the relationships between CRM, RM experience and organizational performance (BSC)	*interviews and surveys) were used on a sample of hotels and motels*					
77	*Wu and Lu (2012)*	*Studied the impact of customer relationship management (CRM) and relationship management (RM) on organizational performance (BSC)*	*8 scholars, experts and hotel managers were involved in the focus group, 24 management supervisors at hotels & B&Bs were interviewed, 336 managers and supervisors from hotels and 224 managers and supervisors*	*Four*			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
			from B&Bs were surveyed					
78	Cianci et al. (2013)	Examined how type of incentive system and performance measure affects manager's self enhancement decisions	Experiment using students for a clothing company	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
79	Cooper and Ezzamel (2013)	Examined the adaptation of BSC in light of globalization	Longitudinal cast study of an MNC situated in Germany, UK and China	Four	√			
80	Bartlett et al. (2014)	Studied how a strategic timeline impacts performance evaluation	Experiment using MBA students	Four			√	
81	Jarrar and Smith (2014)	Examines the mediating role of innovation between entrepreneurial strategy and BSC usage	Surveyed top executives of a manufacturing company in Australia	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
82	*Kim et al. (2014)*	*Developed a website evaluation tool using a combined approach of BSC with analytical hierarchy process*	*Surveyed 57 experts in hospitality and IT to evaluate three hotel websites at economy, luxury and upscale levels respectively*	*Four*				√
83	MacBryde et al. (2014)	Studied how the presence of BSC promoted strategic transformation	Longitudinal case study of British Naval Base Clyde	-	√			
84	Semeijn et al. (2014)	Studied how managerial competencies impacted organizational performance measured as BSC	Surveyed managers, subordinates, peers and supervisors from a Dutch consultancy	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
85	*Zins (2014)*	*Examined the use of BSC as an internal benchmarking tool in destination management*	*115 tourism organizations were studied*	-				√
86	Busco and Quattrone (2015)	Studies how BSC implementation is affected by accounting inscriptions	Longitudinal case study of an oil and gas company in the Middle East	Four	√			
87	*Elbanna et al. (2015)*	*Developed and tested a BSC for the hospitality sector*	*Survey on managers from 4* star hotels and above in UAE and Qatar*	*Five*				√
88	Elbannan and Elbannan (2015)	Examined the impact of bank disclosures on operating performance (measured by	Secondary data of banks licensed by Central Bank of Egypt	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
89	*Kang et al. (2015)*	BSC) and market valuation *Utilized a sustainability BSC to understand how CSR affects organizational goals and vision*	*Surveying customers, employees and managers of a Thai hotel*	*Four*		√		
90	*Salehzadeh et al. (2015)*	*Investigated the impact of spiritual leadership on organizational performance that is measured by BSC*	*Surveyed middle managers from 46 hotels*	*Four*			√	
91	*Abdel-Maksoud et al. (2016)*	*Studied the impact of stakeholder pressure on use of eco-control systems and the impact of usage on hotel*	*Surveyed 150 Managers from 3-star to 5-star hotels*	*Four*			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		performance n UAE						
92	Chen et al. (2016)	Examines the impact of visual attention in performance evaluation	Experiment using employees from accounting and an MNC	Four			√	
93	Csikósová et al. (2016)	Quantified a marketing strategy by implementing BSC	Online surveys of Tatra bank in Slovakia	Four	√			
94	Humphreys et al. (2016)	Examined how BSC attributes (causal linkages and time delay information) impacted manager's	Experiment using students	Four			√	

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
95	Journeault (2016)	performance and mental model accuracy Proposes and tests a specific kind of sustainability BSC, Integrated scorecard	Multiple case studies of food producer and clothing retailer in Canada	Four		√		
96	Sutheewasinnon et al. (2016)	Examines the development of BSC and how it is affected by institutional pressures	Managers and executives in Thai public sector were interviewed and archival documents were looked at	Four				√
97	Ax and Greve (2017)	Tested the adoption of BSC in terms of its compatibility with organizational culture and	Web-based survey of Sweden manufacturing units	Five	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
		values and beliefs						
98	Bento et al. (2017b)	Examined the impact of presence of CSR measures and financial measures in BSC when making bonus and appraisal decisions	Experiment on students in US on a bank	Five			√	
99	Bobe et al. (2017)	Examined the adoption of BSC	Case study on two health care institutes (FMH and ALERT) in Ethiopia	Four	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
100	Cooper et al. (2017)	Studied the development and marketing of BSC	Multiple methods (interviews, field studies, secondary data) used from management consultancies and MNCs	-	√			
101	*Nazarian et al. (2017)*	*Examined the impact of national culture and balanced organizational culture on hotel performance*	*Surveyed 236 Managers and employees from 96 hotels in UK*	*Three*			√	
102	*Pool et al. (2017)*	*Investigated the impact of internal marketing orientation on BSC perspectives*	*Surveyed 116 travel agencies in Iran with fewer than 50 employees each*	*Four*	√			

No.	Study	Description	Methods	No. of BSC perspectives	BSC Trends			
					Adoption & Implementation	Sustainability & BSC	Antecedents & Consequences	Framework
103	Maran et al. (2018)	Studied the adoption of BSC with respect to internal and external environment	Longitudinal case study of an Italian public company	Four	√			
104	*Aureli and Del Baldo (2019)*	*Examined the CVB industry to see prevalence of BSC in website evaluation*	*Multiple case studies were conducted with 8 Convention Bureaus in Italy*	*-*				√
105	*Ribeiro et al. (2019)*	*Examined the resonance of current performance measures being used by the industry to BSC*	*Surveyed and interviewed managers and consultants from 4-star and 5-star hotels in Portugal*	*Four*				√
106	*Sainaghi et al. (2019)*	*Develops a BSC for new product development*	*Case study of a ski-resort in Italy*	*Five*				√

Unlike the BSC in general business, management and ethics, BSC literature in the hospitality and tourism industry primarily utilized the BSC as a framework in examining the industry in the late 20th century to early 21st century (see Figure 3.4.2). With the industry in its beginning stages of adopting the BSC, most researchers have looked into how prevailing performance measurement systems in the hospitality and tourism industry are similar to the BSC framework (Evans, 2005; Phillips & Louvieris, 2005; Ribeiro et al., 2019) and the various ways in which the BSC can be incorporated into the hospitality and tourism industry through nature-specific BSCs (Kang et al., 2015; Sainaghi et al., 2019; Vila et al., 2010) and sector-specific BSCs (Brown & McDonnell, 1995; Elbanna et al., 2015).
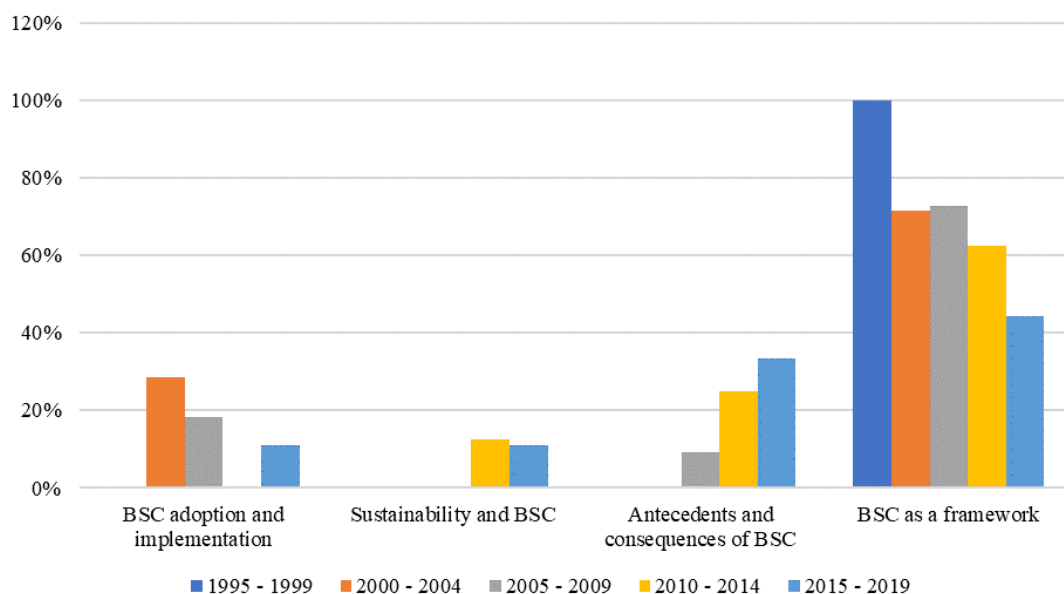
Figure 3.4.2. BSC literature trends in hospitality and tourism research over the years

Later in the 21st century researchers began conducting descriptive research studies and investigated the antecedents of hotel and travel agencies' performances, which was operationalized using the BSC (Abdel-Maksoud et al., 2016; Nazarian et al.,

2017; Patiar & Mia, 2009; Pool et al., 2017; Salehzadeh et al., 2015; Wu & Chen, 2012; Wu & Lu, 2012). Another prominently researched topic that emerged was the use of the BSC as a framework to construct performance measurement tools that aided website evaluation of destination management organizations (Feng et al., 2003), convention and visitor bureaus (Kim & Njite, 2009; Myung et al., 2005; Stepchenkova et al., 2010), national tourism organizations (Douglas & Mills, 2004), bed and breakfast (B&Bs) (Kline et al., 2004), small wineries (Yuan et al., 2004) and hotels (Kim et al., 2014; Kim & Kim, 2010). While some researchers have actively used the BSC as a framework for website evaluation, another study, by Aureli and Del Baldo (2019), did not find a widespread use of the BSC amongst convention bureaus in Italy.

Interestingly, the nature of the hospitality and tourism industry, specifically, its intangible assets, its focus on human resources, the inconsistency in service provision and the type of activities call for the use of a BSC (Ribeiro et al., 2019). Researchers examining the prevalent performance metrics being used in the hospitality and tourism industry (for example, Atkinson & Brown, 2001; Huang et al., 2007; McPhail et al., 2008; Phillips & Louvieris, 2005) found the existence of performance measures pertaining to all four traditional perspectives of the BSC, indicating an existing proliferation of BSCs in the industry, of which the practitioners seem to be unaware and which BSC scholars have been unsuccessful in utilizing efficiently. However, researchers successfully identified this research gap and proposed BSCs that exclusively fit the needs of specific hospitality sectors (Brown & McDonnell, 1995; Chen et al., 2011; Elbanna et al., 2015; Huang, 2008; Huckestein & Duboff, 1999) and new product development in a ski resort (Sainaghi et al., 2019). Hence, as identified by various researchers so far (Elbanna et al., 2015; Evans, 2005; Kang et al., 2015), examining the BSC in the hospitality and tourism industry is required, given the labor-

intensive nature of the industry that calls for the use of a comprehensive performance measurement system which caters to not just attaining profits but to measuring employee and customer performance as well.

Since the hospitality and tourism industry is yet to completely utilize the BSC, researchers have begun to actively introduce it. In a similar vein, an early study by Brown and McDonnell (1995) highlighted the prospect of the hospitality sector utilizing BSC, and accordingly developed a preliminary BSC. Huckestein and Duboff (1999) followed suit and explored how the Hilton group of hotels developed a Hilton scorecard loosely based on the BSC. Similarly, Elbanna et al. (2015) developed and tested a BSC for the hospitality sector, along with Huang (2008) and Chen et al. (2011), who developed BSCs for travel agencies and hot spring hotels, respectively. However, other sectors within the tourism industry still remain unexplored in terms of developing and utilizing a BSC to fit their organizational strategies and the nature of these sectors, such as tour operators, food and beverages, and tourism public departments. In terms of incorporating additional non-financial strategic perspectives, SBSC research in the hospitality and tourism industry has emerged where scholars have begun to incorporate sustainability into BSCs (Vila et al., 2010) and assess its impact on organizational goals and vision (Kang et al., 2015).

Researchers have utilized varied research methods such as surveys, interviews, case studies and focus groups. Although academic interest in the hospitality and tourism industry has only recently begun, researchers have already examined the industry in both developing and developed economies. Given that BSC research in the hospitality and tourism industry is still in its early stages, future research can further examine the differential implementation of BSCs in this industry as compared to other service industries. Moreover, the increased prominence of sustainability in the hospitality

sector (Kang et al., 2015) calls for further examination of BSC usage to uncover the implementation and performance of sustainability in the industry.

Relatively few studies examined the implementation of BSCs in the hospitality and tourism industry through longitudinal case studies and interviews. While some research examined the implementation of the BSC as a strategic decision (De Carlo et al., 2008; Phillips, 2007), other research found a positive financial impact of implementing the BSC in a hotel group (Denton & White, 2000) and another study proposed probable pitfalls to successful BSC implementation through engaging in informal discussion with hotel managers (Doran et al., 2002).

Rather less research has been conducted that investigates the causal nature of the BSC in this industry (35.1%); however, this lack of research could be attributed to the minimal level of BSC adoption in the industry itself. Amongst the exceptions are three studies that examined the causal nature between the BSC perspectives in a hotel setting and travel agencies in an eastern context (Huang et al., 2007; Huang, 2008; Park & Gagnon, 2006). Huang (2008) concluded that differences existed in the causal relations amongst the BSC perspectives depending on the strategy being implemented. Hence, these research studies are a beginning towards accruing a better understanding of the inter-relations of the multi-dimensional nature of performance measurement in the hospitality and tourism industry, which needs to be advanced upon through examining more sectors and countries.

The scope for researchers to examine the antecedents and consequences of implementing the SBSC in the hospitality and tourism industry had hardly been tapped into until a research study was conducted by Patiar and Mia (2009), who examined the impact of transformational leadership and market competition on a hotel's non-financial and financial performance. Consequent research further analyzed the impact

of organizational factors like relationship management (Wu & Chen, 2012; Wu & Lu, 2012), usage of eco-control systems (Abdel-Maksoud et al., 2016), organizational culture (Nazarian et al., 2017) and internal marketing orientation (Pool et al., 2017), and individual-level antecedents like spiritual leadership (Salehzadeh et al., 2015). Hence, scholars are yet to unravel various other avenues of incorporating the BSC in the industry, which would further advance performance measurement research and instill scholarly interest towards conducting descriptive research studies into the BSC (such as consequences of using the BSC) in the hospitality and tourism industry.

Through understanding the prevalent trends in general business, management and ethics, this systematic review was better able to compare these trends to the current status of BSC research in the hospitality and tourism industry and suggest further advancements in research to assist a more refined performance measurement. Section 8.6 in Chapter 8 expands upon this line of thought by proposing research avenues for future research on the basis of the knowledge gained from reviewing BSC research trends and gaps in general business, management and ethics along with extant BSC research in the hospitality and tourism industry. Further, some other implications gained from this review are listed in section 3.7, of which one crucial implication of sustainable tourism is developed in the next section.

3.5. Sustainable tourism

The concept of sustainability is prominent in the travel and tourism industry, to such an extent that its role in the industry has been widely recognized at the international forefront, where intergovernmental organizations like the United Nations have officially coined the term 'sustainable tourism'. Sustainable tourism ensures that the needs of consumers, the industry itself, environment and society are addressed along

with accounting for the current and future impact on economy, society and environment (UNEP & UNWTO, 2005). The concept of the BSC itself has recently been utilized to operationalize performance in the hospitality and tourism industry (Elbanna et al., 2015; Kang et al., 2015). Interestingly, while the hospitality and tourism industry has been identified as actively adopting the concept of sustainability quite a while ago (Vila et al., 2010), researchers have only recently began to avidly look at measuring sustainable tourism. While researchers have been successful in operationalizing sustainability in other industries through utilizing the BSC, the hospitality and tourism industry seems to have been kept from utilizing the concept of sustainability with regard to the BSC. This section looks in detail at how the SBSC can serve this purpose and proposes a preliminary framework for future research.

Given the similarity amongst sustainability, hospitality and tourism industry and BSC, in regard to the focus on non-financial perspectives and the need to meet multiple objectives, researchers and practitioners can unveil fruitful outcomes through studying them in harmony. Exploratory studies can be conducted that primarily look into examining the current usage of the BSC in measuring the impact of sustainability strategies in the hospitality and tourism industry. To address this research gap, the hospitality industry is examined for various reasons which are portrayed in the following section, 3.5.1. Further, an SBSC framework is built in section 3.6 based on the insights gained from the systematic review which cater to the hospitality industry's specific performance measurement needs.

3.5.1. The focus on the hospitality industry

The hospitality industry is quite important to look at given the higher overall size of the industry at a global level (Serra-Cantallops et al., 2017). In comparison to

other service industries, the hospitality industry is actively adopting and implementing sustainability policies (Raub & Blunschi, 2013), thereby strengthening the imminent need to develop a new model for the hospitality sector that revolves around the triple bottom line approach of economy, ecology and society (Rodríguez & Cruz, 2007). Additionally, the hospitality literature is yet to completely utilize the extant performance measurement literature (Altin et al., 2018). Given this nascent nature of multi-dimensional performance measurement systems in the hospitality industry (Elbanna et al., 2015; Sainaghi et al., 2013), the use of comprehensive performance measurement systems to assess sustainability is limited and acts as a call for future research (Kim et al., 2019). Interestingly, the prevalent performance metrics being used by the hospitality industry, as inferred from the earlier review, were prominently based on the balanced scorecard (BSC) philosophy (Evans, 2005; Phillips & Louvieris, 2005; Sainaghi et al., 2013).

The specific selection of the hospitality industry was also motivated by another practical implication. The United Nations has developed a list of seventeen goals focused on developing a sustainable world for current and future generations to thrive in. Sustainable tourism, accordingly, enables fulfillment of at least five of these seventeen sustainable development goals (SDGs), namely creation of sustainable consumption and production, along with responsibly sustaining climate, terrestrial, and marine resources, and enabling work and economic growth (UNWTO, 2017). The setting of this study, India, ranks quite low on the SDG index at a rank of 115th in a list of 162 countries, with challenges remaining in almost all of the SDGs, indicating a wide scope of improvement that can be addressed by the Indian economy. The Asia-Pacific region ranks second in the travel and tourism industry competitiveness index, of which India remains the major contributor to South Asia's travel and tourism GDP (World

Economic Forum, 2019). The importance of the travel and tourism industry in India becomes further pronounced considering its increased contribution of 4.9% to the country's overall GDP of US$ 194 billion in 2019 (World Travel & Tourism Council, 2020c).

In the travel and tourism industry, sustainability plays a more pivotal role for the hospitality industry given the "bidirectional" relation that exists amongst hotels with their respective society and environment (Rodríguez & Cruz, 2007). This "bidirectional" relationship is justified and exists such that a hotel significantly impacts the society and environment it operates in, and these natural and social environments in turn constitute a significant part of the service experience the hotel provides to its consumers (de Grosbois, 2012; Rodríguez & Cruz, 2007; Serra-Cantallops et al., 2017). Further, hospitality and tourism are strongly interlinked as traveling tourists have both accommodation needs and other hotel-based requirements (Khatter et al., 2019). In India, the hospitality industry significantly increased its proportion of employed workforce by approximately 87%, in comparison to other sectors in the tourism industry, for the period of 2014-18 (UNWTO, 2020). Hence, the SBSC framework is developed keeping in mind the hospitality industry, where the industry's growing workforce and dynamic engagement in sustainability strategies will serve this study's purpose.

3.6. Sustainability balanced scorecard (SBSC): A framework

When measuring the impact of sustainability on an organization, long-term impact is assumed to be operationalized through firm value or market value, whereas the short-term impact of sustainability is seen in the firm's performance (Inoue & Lee, 2011; Serra-Cantallops et al., 2017). The BSC developed by Kaplan and Norton (1992)

102

is one such measurement tool that incorporates long- and short-term as well as financial and non-financial indicators (Hansen & Schaltegger, 2016). Kang et al. (2015) indicate that, for an organization to utilize a BSC, it first needs to elaborate its visions and goals, followed by analyzing the relevant factors required to meet the strategy.

BSCs are increasingly being customized with additional perspectives to better perform their function as performance measurement tools. Similarly, researchers have proposed the addition of sustainability as a non-market perspective to the traditional BSC (Figge et al., 2002; Journeault, 2016). One such modified BSC is the sustainability BSC (SBSC), which incorporates not just economic issues but environmental and social ones as well (Hansen & Schaltegger, 2016). Through utilizing the strategic stakeholder theory, we can better understand the utilization of the SBSC. Strategic stakeholder theory implies recognizing a broad set of stakeholders and satisfying them, leading to better products, relationships and reputation which in turn lead to improved organizational performance (Hansen & Schaltegger, 2016). An SBSC can be strictly hierarchical, where it may either follow the instrumental perspective or be driven by the need to attain a competitive advantage or follow the social and political perspective based on institutional theory, where organizations respond to external forces and participate in sustainable activities (Hansen & Schaltegger, 2016). In a semi-hierarchical SBSC, the financial perspective need not be the end goal and can co-exist with social and environmental perspectives as well (Hansen & Schaltegger, 2018). Additionally, an extended perspective of the semi-hierarchical SBSC can be looked at where sustainability indicators are added to each traditional perspective in addition to adding stand-alone sustainability perspective(s) to the BSC. With improved tourism, as hotels are strategizing and increasingly working towards the betterment of society and environment (Hall & Page, 2012, p. 207), in addition to improving their profits, a semi-

hierarchical SBSC where financial, social, and environmental perspectives co-exist seems to be the most appropriate performance measurement tool (see Figure 3.6). The following sub-sections depict in detail each of the proposed six perspectives.

Legend:

Sustainability related perspective

Potential integration of sustainability into traditional perspective
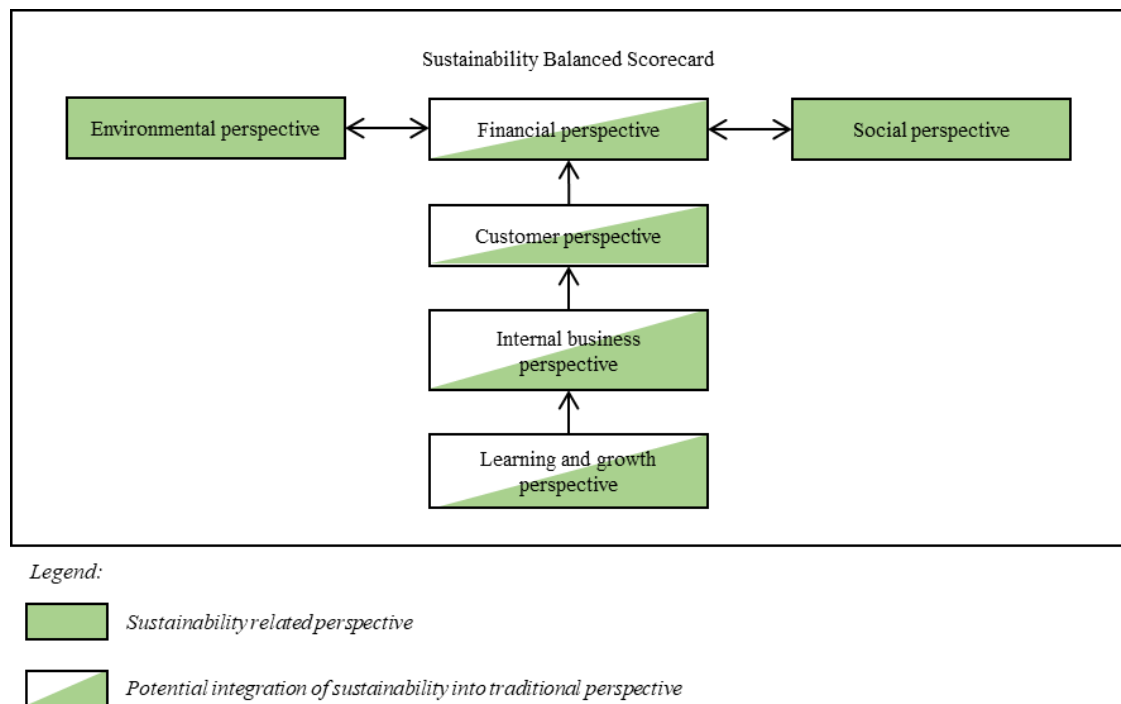
Figure 3.6. Semi-hierarchical SBSC for the hospitality industry (adapted from Hansen and Schaltegger (2016))

3.6.1. Learning and growth perspective

The learning and growth perspective traditionally assesses the intangible drivers of long-term organizational performance, namely, human capital, systems and organizational procedures. For example, training employees and improving their skills and capabilities enhances their service delivery and ensures efficient service provision, and motivates employees to engage with their organization in sustainable practices and meet its environment- and society-oriented goals (Kang et al., 2015; Rupp et al., 2013). Given the nature of the hospitality industry, i.e. as a service industry, employees play a

crucial role in delivering value to customers, and hence hotels need to ensure employees' satisfaction (Serra-Cantallops et al., 2017). Therefore, this perspective caters to continuous enhancement of organizational capabilities through investing in its internal resources that consist of employees, information technology and organizational procedures (Kaplan & Norton, 1996b).

3.6.2. Internal business perspective

Internal business processes assess critical internal processes in which the organization must excel, such as process and product innovation. This particular perspective stresses improving and developing the organization's internal processes that contribute most towards the remaining two traditional perspectives, customer and financial (Kaplan & Norton, 1996b). For service industries, this perspective would involve processes pertaining to effective and efficient service delivery. Efficient, innovative and improved work processes would not only provide monetary profits to the organization but also ensure development of sustainable and ethical ways of working that are beneficiary for the environment and society as well, thereby catering to the other two sustainability perspectives (social and environmental) (Francoeur et al., 2017).

3.6.3. Customer perspective

The customer perspective assesses performance objectives that are related to customers and markets. Concerns about using sustainable products and services have arisen amongst consumers such that the majority of consumers consider sustainability to be an important factor during consumption decisions (Harjoto & Laksmana, 2018). Similarly, ethical work practices also have an impact on customer satisfaction, where consumers seek products and services that are driven by ethical practices such that

organizations do not operate at the expense of the society (Chernev & Blair, 2015).
Hence, in morally satisfying their customers, organizations can also work towards
achieving their environment and society goals.

3.6.4. Financial perspective

The financial perspective looks into the growth rate of revenues, cost reduction,
and asset utilization. Including profit in an SBSC does not necessarily hinder the
attainment of sustainable objectives as long as the processes undertaken aid in attaining
those objectives. For example, organizations which spend towards conserving the
environment, protecting health and safety, and aim for higher sales can contribute to
sustainability objectives by taking away market share from competitors with not-so
sustainable agendas (Hansen & Schaltegger, 2018). Though, in a traditional BSC,
financial perspective is the end goal, the SBSC proposed here incorporates two more
sustainability-oriented perspectives at the same hierarchical level of financial
perspective according to the semi-hierarchical approach discussed above, namely,
social and environmental perspectives (Hansen & Schaltegger, 2018).

3.6.5. Social perspective

The importance of this perspective is conspicuous in the term corporate social
responsibility that identifies the primary responsibility of a corporation as being to its
society. Moreover, society also constitutes one of the three pillars of the triple bottom
line approach. This perspective includes the objectives of an organization that pertain
to meeting and exceeding its social commitment (Lisi, 2018). The unique bidirectional
relationship that the hospitality industry has with its surrounding society creates a sense
of obligation for the hotel to give back to the society (Ertuna et al., 2019). Hotels can
utilize this as an opportunity to allow their employees to directly interact with the

members of the society and build a mutually understanding relationship.

Additionally, the goals of the hospitality industry entail preserving the natural and cultural heritage of the country in question, thus asserting the need for hotels to ensure sustainable practices towards the society (Serra-Cantallops et al., 2017). This perspective is of prominence as developing countries seem to be predominantly regulated to practice sustainability and as a result, hotels are primarily investing more in sustaining the local society as opposed to other stakeholders (Serra-Cantallops et al., 2017).

3.6.6. Environmental perspective

Organizational tactics that directly work towards preventing and limiting the environmental impact fall under the environmental perspective (Chuang & Huang, 2018). Belonging to the service sector, the hospitality industry generates a high volume of waste, experiences vast water usage, and utilizes high-intensity energy cooling devices, leading to a high level of adverse impact on the environment (Aragón-Correa et al., 2015). Accordingly, environmental performance can be improved through utilizing green marketing to develop an environment-friendly image (Iyer & Jarvis, 2019) and reducing costs through applying reduce, reuse, and recycle regime (de Grosbois, 2012).

Similar to society, the environment also shares a bidirectional relationship with the hospitality industry, where it caters to the consumer's service experience. Hence, customers in the hospitality industry are increasingly sensitized towards being eco-friendly (Sánchez-Ollero et al., 2014). This customer need to pay to preserve, protect and enhance resources is dictating consumer behavior under the concept of "existence value" (Sánchez-Ollero et al., 2014). As a result, hotels are strategizing and increasingly

working towards the betterment of the environment in addition to improving their profits (Serra-Cantallops et al., 2017). Hence, the environmental perspective entails performance indicators that assess organizational impact on natural resources, and also works hand-in-hand with the financial perspective (Judge & Douglas, 1998).

3.7. Conclusions

BSC literature has spanned various disciplines since its inception in 1992. Beginning as a management accounting concept, the BSC has been adopted differently given its corroboration with distinct concepts to attain a richer purpose. This review chapter has looked at specific disciplines, with which the BSC has popularly been paired, to shed much needed insights on the prevalent trends and to inform future research for the hospitality and tourism industry. Some of the implications that were developed through this review are highlighted in sections 3.7.1 to 3.7.5, which also highlight new topics of interest such as new tourism management and sustainable tourism.

3.7.1. New tourism management

The BSC in the service industry is increasingly being studied by researchers. For example, nearly 56.6% of the empirical papers (60 papers) reviewed in this chapter have examined organizations in the service industry. Of these 60 empirical papers in the service industry, 61% (37 papers) researched the BSC in the hospitality and tourism industry. Evidently, the BSC and its implementation in the service sector is an increasing area of interest. For example, researchers have recognized the recent adoption of the BSC by the public sector and studied it as a part of change management that is driving new public management (Maran et al., 2018; Woods & Grubnic, 2008). A similar development has also been noticed in hospitality literature (Phillips, 2007),

where supplementing the BSC with change management can enable its successful implementation. The BSC, through its multi-dimensional nature, is an appropriate tool as it enables organizations to provide much needed attention to these various stakeholders (De Carlo et al., 2008; Feng et al., 2003). Similarly, the recent adoption of the BSC in the hospitality and tourism industry can contribute to what we may call "New Tourism Management", where researchers can examine how organizations in this industry should adopt and implement BSCs among other new management techniques and concepts. In identifying the adoption of new tourism management practices, the industry can advance itself through the inclusion of the sustainability concept in a standard performance metric and assess its contribution to an organization's overall strategy.

3.7.2. Causality amongst BSC perspectives in the hospitality industry

Awareness of the strategy in place as well as the proposed links amongst the BSC perspectives are crucial to ensure effective implementation of scorecards (Bartlett et al., 2014; Davis & Albright, 2004). Accordingly, statistical cause-effect relations differ from the belief of organizational actors regarding the existence of causal relations amongst the BSC perspectives, where the belief of existing causal relations might play a stronger role in achieving balance than the actual statistical causal relation (Sundin et al., 2010). Hence, irrespective of the imminent need to link causal perspectives prior to implementing a BSC, as was proposed by Kaplan and Norton (2001), various researchers have highlighted how organizations have overlooked the identification of the causal relationships amongst the various BSC perspectives (Elbanna et al., 2015; Hoque, 2014); conflict between top management and divisional managers being one of the causes for overlooking the causal links (Wong-On-Wing et al., 2007). However,

this study (ibid.) was conducted through an experimental method and may not be as reflective of the actual organizational environment where various other organizational and environmental factors impact the decision making of managers. Thus, researchers in the hospitality and tourism industry can utilize this opportunity to further examine how organizations in this industry incorporate the SBSC and ascertain the prominence of this lack or the presence of causal linkages amongst the various perspectives to better understand the reasons for the failure of identifying and developing these causal linkages.

Figure 3.7.2 proposes a preliminary framework of an SBSC for the hospitality and tourism industry that indicates potential causal linkages amongst the six perspectives. The nature of the hospitality and tourism industry places much focus on the service aspect, where employees form the core part of the service provision (Serra-Cantallops et al., 2017). Hence, a learning and growth perspective serves as the foundation of the SBSC, where organizations emphasize building their sustainable capabilities through investing in their employees and the accompanying systems and procedures (Kaplan & Norton, 1996a). This perspective is followed by the internal business perspective, where the focus is placed on primary processes pertaining to the organization's business. This allows the organization to ensure adherence by front-line employees to a streamlined process for an effective and efficient service delivery (Park & Gagnon, 2006), which can then enable assessment of various lagging indicators from the customer perspective relating to service received and customer relationship, among other factors (Kaplan & Norton, 1996a). Further, the three perspectives of the balanced scorecard (customer, internal business, learning and growth) eventually facilitate direct and indirect improvement of the performance of various metrics belonging to financial, social and environmental perspectives. This proposed SBSC framework can work as a

starting point for future research in the hospitality and tourism industry to pay heed to the integration of sustainability into performance measurement metrics.
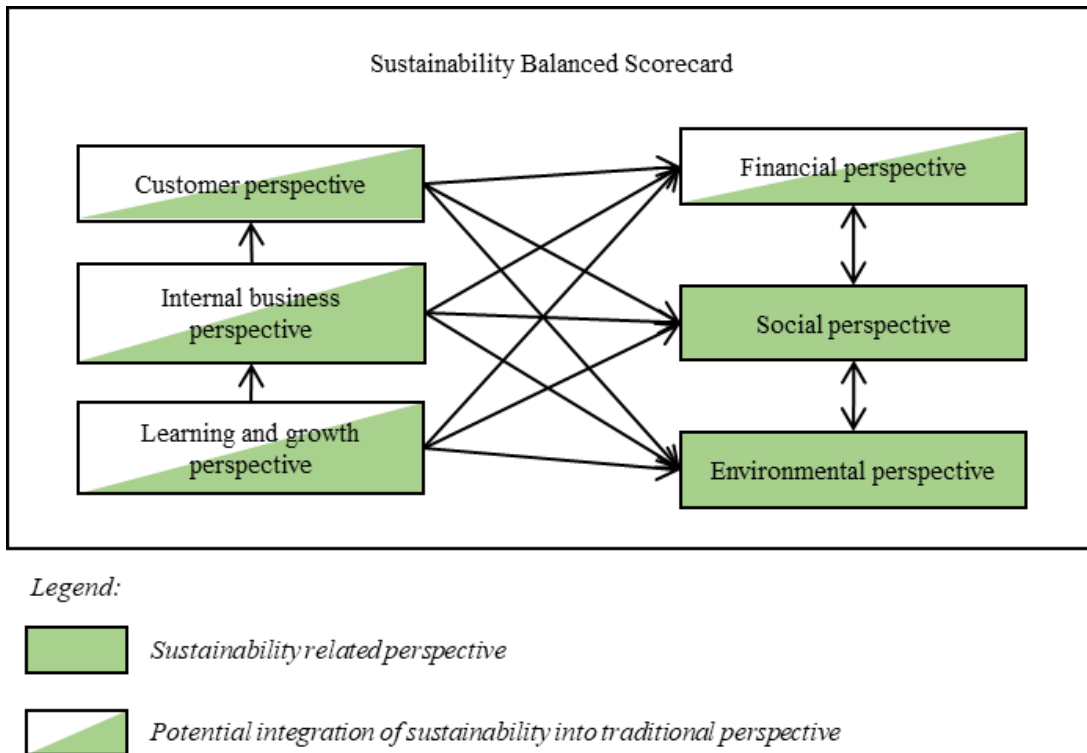
Figure 3.7.2. Causality in SBSC for the hospitality and tourism industry (adapted from Hansen and Schaltegger (2016))

3.7.3. Dynamics of the BSC

The majority of the research has focused on understanding how the BSC has been implemented across various organizations and industries, with little or no focus being given to understanding the dynamics of what is driving these organizations at a larger scale to implement the BSC and its impact on an industry level. Hence, the hospitality and tourism industry, with its composition of different organizations such as hotels, food and beverages, travel agencies, tour operators, airline industry, passenger transportation etc., can benefit from researching several questions at

organizational and industry levels. These include, for example, does BSC implementation lead to development of a sustainable competitive advantage? Are organizations able to evolve their BSC usage from a performance measurement tool to a strategic management system? What other stakeholder and institutional pressures drive organizations to adopt and implement a BSC? How do organizational-level factors such as organizational climate and organizational culture impact BSC adoption and implementation? What other confounding factors exist that impede or facilitate BSC usage? Another prime research topic amongst BSC researchers is performance evaluation such as the role of the BSC in evaluating managers' performance. However, the hospitality and tourism industry, unlike website evaluation, is yet to examine how BSC usage impacts managerial and organizational performance. In addition to this, further research needs to be conducted on testing the effectiveness of the BSC as a performance management tool in meeting strategic objectives of tourism organizations as elaborated upon in section 8.6.1.

3.7.4. Field studies

Researchers of the BSC in general business, management and ethics have increasingly examined the impact which BSC usage has, on assessing a manager's performance, yet one needs to study whether implementation and performance of the BSC as per the BSC perspectives actually lead to improving organizational performance. In other words, while the BSC literature is enriched with how the BSC impacts the decision making of managers and their performance evaluation, 85% of the data collection under the research trends of performance evaluation and decision making of BSC utilized experimental techniques. Additionally, specific to the hospitality and tourism industry, different sectors of this industry can collaborate with

scholars to understand how the BSC can be adopted into their organizations given the high relevance of the BSC as a performance metric to the service nature of their industry.

3.7.5. Quantitative research methods

Given the prevalence of qualitative research methods (46.22%) in BSC literature in both the streams, future researchers can focus exclusively on utilizing quantitative research methods that would allow us to attain insights on the general trends in BSC adoption and implementation on a wider scale as opposed to getting quality information at a smaller scale.

3.7.6. Summary

This chapter identified the BSC as a prominent concept in the performance measurement literature and in assessing organizational performance. Through a systematic review, this chapter has provided a synthesized outlook on the BSC literature so far by splitting the literature into two streams of general business, management and ethics, and hospitality and tourism. While the first stream concentrated on general business topics that examined the BSC, the second stream focused on examining the BSC in the context of the hospitality and tourism industry. In reviewing a total of 106 empirical studies, of which 37 were centric to the hospitality and tourism industry, four significant trends were identified on the basis of their research topics. These four trends were: 1) BSC adoption and implementation, 2) sustainability and BSC, 3) antecedents and consequences of BSC, and 4) BSC as a framework. In-depth analysis of empirical literature pertaining to each of these four trends amongst the two streams of general business, management and ethics, and hospitality and tourism led to the development of several insightful implications, of which the most prominent and significant to this

research study was sustainable tourism.

The concept of sustainable tourism was further explored in relation to BSC literature to further identify how widespread scorecards are, in assessment of sustainability performance in the hospitality and tourism industry. In doing so, a significant research gap was discovered in the form of an SBSC framework (Hansen & Schaltegger, 2016). Accordingly, a semi-hierarchical architectural SBSC framework, comprising six perspectives, suitable for the hospitality industry was drafted that lays foundation for future performance measurement literature in this industry.

Lastly, implications were proposed that related to a few research avenues and methodological improvements, with respect to field data collection and quantitative research methods that can deliver value to tourism practitioners and researchers alike. While scholars can build upon the proposed topics for future research, they can also act as a driver for practitioners in the industry to attain an understanding of the current trends that exist with respect to performance measurement, in general, and BSC, in particular.

With the two main theoretical constructs, corporate sustainability and organizational performance, being reviewed exclusively, the following chapter, Chapter 4, portrays the conceptual model that focuses on the contextual antecedents involved in studying the sustainability-performance relationship that was introduced earlier, in Chapter 2.

CHAPTER 4 - DEVELOPMENT OF THE STUDY'S CONCEPTUAL MODEL AND HYPOTHESES

4.1. Introduction

Following the literature established on the constructs of corporate sustainability and organizational performance, this chapter focuses on conceptual model development and hypotheses formulation relating to the research questions that appear in sections 4.2, 4.3 and 4.4. Through conducting the mixed methods study detailed in Chapter 5, this study aims to contribute to the different areas of literature, for instance, performance measurement, sustainability, and hospitality, by examining drivers of corporate sustainability in the Indian hospitality industry from two different perspectives, namely environmental and organizational. Non-market strategy like corporate sustainability has primarily been identified to be impacted by drivers, both internal and external to the organization (Mellahi et al., 2016). Therefore, the focus on the drivers of corporate sustainability, at the environmental and organizational perspectives, addresses a relevant research gap.

In examining these two perspectives, a comprehensive outlook is gained on the antecedents of corporate sustainability. Specific to the organizational perspective, studying top management commitment enabled adoption of theories from the field of organizational behavior, like upper echelons theory, thereby adding to the limited scholarly work conducted in this regard (Aguinis & Glavas, 2012). Scholars have continued to produce varied results on the nature of the sustainability-performance relationship (Aguinis & Glavas, 2012; Peloza, 2009; Saeidi et al., 2015), where the majority have examined the impact on financial performance. Henceforth, through examining the SBSC framework developed in Chapter 3, the relationship between

corporate sustainability and the overall organizational performance is also hypothesized upon. Section 4.4 presents these direct hypotheses that relate to the contextual antecedents of corporate sustainability and its impact on organizational performance outcome.

The impact of these contextual variables on organizational performance is further explored through the mediating role of non-market strategies such as corporate sustainability (Mellahi et al., 2016). Similar gaps in research have also been identified in strategic management literature where scholars stress the need to examine the effectiveness of strategic decisions in the presence of environmental characteristics and different organizational contingency factors (Elbanna & Child, 2007; Wijethilake & Lama, 2019). Section 4.5 builds upon this research gap and proposes a set of hypotheses concerning the potential mediating role of corporate sustainability. Section 4.6 closes the chapter with a summary of the hypotheses developed in this chapter.

4.2. Conceptual model

This section highlights the theoretical underpinning of the conceptual model which has inspired the research questions and is the basis for the hypotheses developed in this chapter.

As corporate sustainability prevails across industries, research on sustainability-performance in the presence of environmental variables in the service industries has also been highlighted as being under-researched (Bai & Chang, 2015; Goll & Rasheed, 2004; Price & Sun, 2017). The impact of corporate sustainability strategy on organizational performance in the hospitality industry also suffers from similar drawbacks as the mainstream sustainability-performance literature as it directly adopts the latter's methodology (Coles et al., 2013). As the strategic role of corporate

sustainability has been increasingly recognized by practitioners and academicians alike, the need to examine the strategic role of corporate sustainability and its antecedents and consequences has grown accordingly (Bode & Singh, 2018; McWilliams et al., 2006). Similarly, Goll and Rasheed (2004) indicate that attention needs to be paid to contingency factors at both environmental and organizational levels to better understand the relationship between corporate sustainability and organizational performance as this relationship is context specific. Accordingly, this study capitalized on these various calls for future research to examine the impact of environmental and organizational variables on corporate sustainability.

In examining the antecedents of corporate sustainability from an environmental and an organizational perspective, this study implemented a social ecology lens that allows incorporation of both macro and micro factors related to corporate sustainability (Athanasopoulou & Selsky, 2015). Further, theories for external drivers relate to relationships between organization and society (Frynas & Yamahaki, 2016), hence leading to the selection of two contextual variables which constitute the environmental perspective, namely competitive intensity and environmental munificence. In this research study, institutional theory is utilized to understand how it affects the extent of corporate sustainability an organization engages in, when organizations face similar levels of competition. The institutional theory states that organizations are subject to the process of institutionalization, where social processes, obligations or actualities take on a rule-like status in social thought and action, such that, with the emergence of rationalized institutional rules, organizations expand through incorporating these rules as structural elements (Meyer & Rowan, 1977). The process of 'isomorphism' then ensues, which can be defined as a constraining process that forces one unit in a population to resemble other units that face similar environmental conditions

(DiMaggio & Powell, 1983). Further, the use of institutional theory has primarily been subjected towards explaining what corporate sustainability is and how it is adopted amongst organizations (Athanasopoulou & Selsky, 2015). This study, accordingly, utilizes it to study to what extent it impacts the level of corporate sustainability being enacted by organizations.

The relationship of the other environmental antecedent, munificence, on corporate sustainability is theorized on the basis of environmental contingency theory, where the environment is conceptualized by Pennings (1975, pp. 393-394) as "the set of persons, groups, and organizations with which the focal organization has exchange relations". Hatch and Cunliffe (2013, p. 98) indicate that the environment influences various characteristics of the organization, such as strategy, task uncertainty, size and technology. Further, Pennings (1975) indicates that the contingency model is more suitable for organizations that are in an interdependent relationship with the environment, such as the hospitality industry, which shares a bidirectional relationship with society and environment, where the industry impacts them as well as depends on them for service provision (Rodríguez & Cruz, 2007). Hence, the contingency theory, which states that an organization's most efficient way of working is subject to its fit with the contingency factors such as environment, goals, technology and people (Hatch & Cunliffe, 2013, p. 32), is used to theorize the relationship between environmental munificence and corporate sustainability,

Theories for internal drivers focus on processes happening within the organizations (Frynas & Yamahaki, 2016). Hence, with respect to the organizational perspective, slack resources and top management commitment were examined for their relations with corporate sustainability, in alignment with the established slack resources theory and upper echelons theory. The slack resources theory states that a higher

presence of slack resources allows organizations to involve themselves in sustainable behavior, where they have more opportunities to engage in discretionary activities which are not a part of their core business (Choi & Lee, 2018; Lee & Park, 2009; Mallin et al., 2014). Moreover, Julian and Ofori-dankwa (2013) indicate that slack resources theory implicitly assumes conditions of resource munificence. Primarily, research studies (Moneva et al., 2020; Orlitzky et al., 2003; Waddock & Graves, 1997) have used slack resources theory to theorize the relationships between slack resources and corporate sustainability in terms of monetary resources and organizational expenditure respectively. In this model, slack resources is used as a theoretical support to investigate the relationship between slack resources that looks beyond past financial performance organization and corporate sustainability activities towards society and environment.

The upper echelons theory is used to understand how top management commitment impacts corporate sustainability. The upper echelon characteristics reflect the situation an organization faces, and are conceptualized through a manager's perception of the situation and values (Hambrick & Mason, 1984). This theory further states that an organization is a function of its leaders' beliefs and thoughts as these leaders make most of the important organizational strategic decisions (Quintana-García et al., 2018). Hence, upper echelons theory allows examination of the nature of the relationship between the top management's commitment and the organization's corporate sustainability.

Garriga and Melé (2004) indicate the complexity of sustainability and the need for theories to focus on the relationship that exists between an organization and the society. However, given that being socially responsible means different things to different organizations, be it being legally compliant or ethically responsive (Wood, 1991), theories need to incorporate the various types of interactions that exist between

businesses and societies. Given the need for a theory to incorporate these various dimensions, the theory of business citizenship, proposed by Logsdon and Wood (2002), maybe the most appropriate for the purpose of explaining the relationship between corporate sustainability and organizational performance. This theory looks into the ethical, social and political issues surrounding the organization. According to this theory, an organization can be viewed as a citizen such that there exists moral and structural ties amongst business organizations, humans and social institutions where social control is exercised by the society on organizations, thereby protecting and enhancing public welfare and private interests. This perspective focuses on the relationship between a business and society, which is also a crucial concept of business citizenship (Sachs et al., 2005), rather than focusing upon the stakeholders as is done by the majority of the theories applied in extant CSR research (Muller & Kolk, 2009; Nielsen & Thomsen, 2009; Tata & Prasad, 2015).

Hence, this study makes use of the aforementioned theories to better understand the conceptual model, which consists of several relationships amongst the endogenous and exogenous constructs. Moreover, various researchers support utilizing or combining different theories to attain a better understanding of the model and the data (Aguinis & Glavas, 2012; Van de Ven, 2007). When viewing the corporation/business as a citizen, the responsibilities that such citizenship entails come into play, namely financial, ethical, legal and philanthropic responsibilities (Evans & Davis, 2014). Thus, business citizenship can be viewed as a superseding concept which lays the foundation for examining the relationship between corporate sustainability and organizational performance.

The above proposed relationships amongst the contextual perspectives, environmental and organizational, and the other two focal constructs of corporate

sustainability and organizational performance are depicted in Figure 4.2. The four antecedents of corporate sustainability, namely competitive intensity, environmental munificence, slack resources, and top management commitment are illustrated explicitly in their corresponding perspectives.
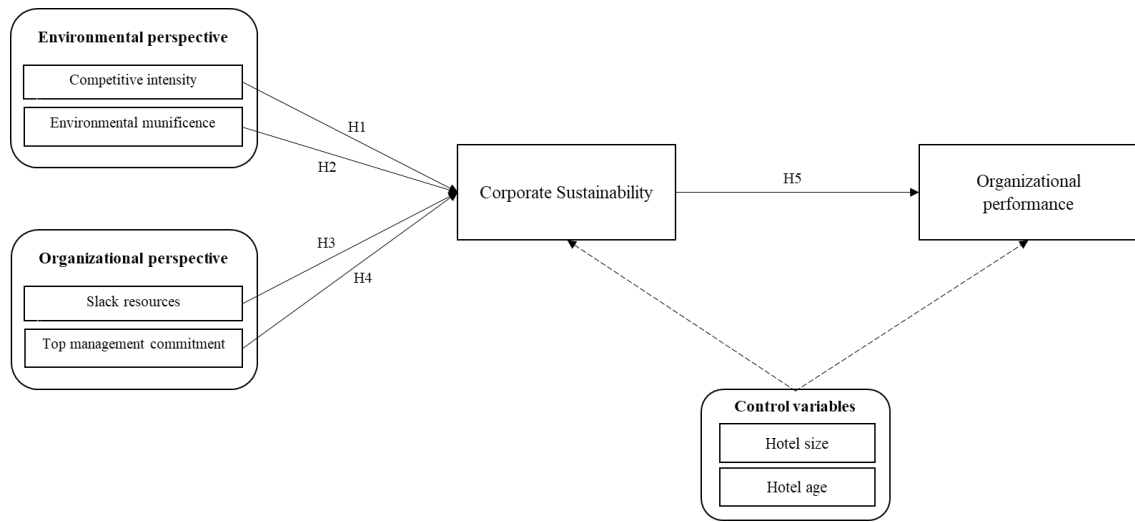
Figure 4.2. Conceptual model

4.3. Research questions

In light of the conceptual model discussion, the main question that this study seeks to answer is how a set of external and internal contextual factors influence corporate sustainability and how they influence the relationship between corporate sustainability and organizational performance. This research question can be further broken down into the following five research sub-questions:

1. How can we measure the overall performance of hotels that incorporate sustainability?

2. What are the effects of contextual antecedents from the environmental perspective, i.e. competitive intensity and environmental munificence, on corporate sustainability?

3. How do contextual antecedents at the organizational perspective, i.e. slack resources and top management commitment, impact corporate sustainability?

4. How does corporate sustainability impact organizational performance?

5. Can organizations benefit from their environmental and organizational attributes, namely, competitive intensity, environmental munificence, slack resources, and top management commitment, to increase their organizational performance through corporate sustainability?

The first research question was answered through the proposition of an SBSC framework suited to the hospitality industry as discussed in Chapter 3. Moreover, through uncovering the concept of sustainable tourism, the possibility of using the SBSC to measure performance in the hospitality industry that incorporates sustainability was also identified and, accordingly, utilized to further develop an SBSC scale in Chapter 6, thereby filling a significant research gap. The second and third research questions belonging to the examination of the contextual variables and their impact on corporate sustainability led to the development of direct hypotheses in section 4.4, through reviewing the respective literature. The fourth research question that looks into the sustainability-performance relationship is prominently investigated by sustainability scholars. With the overall organizational performance being looked at here, through the SBSC lens, the relevant hypothesis is developed accordingly in section 4.4, which adds to the extant debate on the nature of their relationship. Lastly, on the basis of the fifth research question corresponding to the mediating effect of corporate sustainability with regard to the relationship between the contextual variables

and organizational performance, a second group of hypotheses is developed in section 4.5. The following sections discuss the development of these groups of hypotheses in the sequential manner discussed above.

4.4. First group of hypotheses: Drivers and outcomes of corporate sustainability

The drivers of corporate sustainability have been primarily identified, in the extant literature, as being twofold: altruistic and profit-seeking (Hemingway & Maclagan, 2004). This has led to a debate on understanding the nature of these motivations to adopt corporate sustainability strategies. In this study, the focus is on both, 1) profit-seeking or instrumental nature and 2) altruistic or normative nature of corporate sustainability, where organizations are driven by internal and external antecedents to adopt corporate sustainability that caters to social welfare along with firm performance (Crifo et al., 2019; Eisingerich et al., 2010; Lee, 2011; McWilliams & Siegel, 2001).

Research is still limited with regard to examining the impact of interorganizational, intraorganizational, and environmental factors on sustainability and their relationship with performance (Frynas & Yamahaki, 2016; Mellahi et al., 2016). Similarly, Mzembe et al. (2019) asserted the need to study both organizational characteristics and environmental factors when examining the sustainability strategies of organizations. Accordingly, to attain a better understanding of the drivers of corporate sustainability, two perspectives are looked at: environmental and organizational.

Corporate sustainability is shaped by external antecedents that consist of social pressures which mostly originate from institutional factors and stakeholders (Lee, 2011). However, given the strategic nature of corporate sustainability in this research

(see Chapter 2), consideration of environmental and contingency factors also becomes important (Elbanna & Child, 2007; Goll & Rasheed, 2005). Within the environment, competitive intensity has been identified to be amongst the most fundamental variables (Kemper et al., 2013; Zhou & Li, 2010). Further, as the business environment becomes more competitive, organizations find it more difficult to accrue profit (Perry & Towers, 2013); hence, an organization's investments towards activities not crucial to business operations such as corporate sustainability need to be carefully considered (Husted, 2003; Kemper et al., 2013). The rising globalization has further increased the level of competition organizations face, which affects their strategies (Perry & Towers, 2009). Moreover, the Indian hospitality industry is deemed to be high in competitiveness, given its increasing growth and its expanding contribution to the Indian economy (Bangwal & Tiwari, 2019). Hence, this study examines the role of competitive intensity as an environmental predictor of corporate sustainability strategy. Further, depending on the environmental context, particularly the hostility or munificence of an environment, organizations employ different strategic choices as they are constrained or loosened by the environment (Jogaratnam, 2002). Moreover, amongst the other environmental attributes, researchers identify environmental munificence as one of the most crucial factors (Castrogiovanni, 1991; Elbanna & Child, 2007). In this regard, researchers have examined and controlled for the impact of environmental munificence on the sustainability-performance relationship; however, its impact in the service sector is under-researched (Bai & Chang, 2015; Goll & Rasheed, 2004; Price & Sun, 2017). Moreover, the majority of research examining environmental munificence as a contextual variable has considered it as a moderator (Elbanna & Child, 2007; Goll & Rasheed, 2004; McArthur & Nystrom, 1991), with studies only now beginning to test how environmental munificence can also act as a predictor variable (Rosenbusch et al.,

2013). Therefore, this study attempts to contribute towards filling this gap by examining how environmental munificence enables the development of corporate sustainability.

Organizational variables are considered important in driving corporate sustainability for the hospitality and tourism industry, and their importance is more profound for developing countries (Mzembe et al., 2019). An organization is said to be composed of resources and capabilities which need to be appropriately selected and utilized to aid in implementing proper strategic actions (Sirmon et al., 2010). As the presence of slack resources in an organization can be a concern for the organization when it acts as a liability (Carnes et al., 2019), examining its role in improving organizational involvement towards corporate sustainability can shed some light on how slack resources can be effectively utilized (Julian & Ofori-dankwa, 2013). Another organizational factor, top management, plays a pivotal role in implementing strategic decisions where top management has the power to allocate resources to different strategies (Bowman & Helfat, 2001; Colwell & Joshi, 2013; Elbanna, 2010). Top management team researchers have avidly focused on examining the demographics and structures of top management (Fu et al., 2020; Henry et al., 2019; Strand, 2014; Wiengarten et al., 2017), with little focus being placed on other crucial factors such as top management commitment that impact an organization's commitment to corporate sustainability (Colwell & Joshi, 2013; Yin, 2017). Hence, to better understand the impact of organizational antecedents on the organization's engagement in corporate sustainability, this research study examines slack resources and top management commitment. The following sub-sections discuss the hypothesized relationships amongst corporate sustainability and its drivers, depicted in Figure 4.2, in further detail.

4.4.1. Environmental perspective

As the external environment plays a pivotal role in shaping an organization's strategic decisions (Lee, 2011), the impact it has on corporate sustainability is an interesting avenue to examine. In light of the extant research and prevalence of corporate sustainability amongst various organizations, the study looked at two environmental antecedents, as justified above, namely competitive intensity and environmental munificence.

4.4.1.1. Competitive intensity

Competitive intensity has been defined as the level of competition faced by an organization within its industry (Bai & Chang, 2015; Shepherd & Rudd, 2014). The tourism industry has experienced increased levels of competition, which has called for the need to pay attention to strategic planning in order to develop a competitive advantage (Phillips & Moutinho, 2014). With the ever-increasing stakeholder pressure, hotels are strategically investing in sustainability initiatives that enable them to differentiate themselves from the competition, in addition to meeting stakeholder demands (Serra-Cantallops et al., 2017). Furthermore, there exists a gap in existing research with respect to examining the impact of competitive intensity on the adoption of corporate sustainability (De Clercq et al., 2018). With growing levels of competition, corporate sustainability nowadays is not perceived as an expense, but a strategic initiative that is being readily adapted by organizations to differentiate themselves from their competitors (Dupire & M'Zali, 2018; Serra-Cantallops et al., 2017). In these situations, competitive intensity has motivated firms to embrace corporate sustainability to develop a competitive advantage and gain an edge over their competition (Porter & Kramer, 2006), but, at other times, organizations may implement

corporate sustainability strategies to solely maintain organizational legitimacy (Lee, 2011). In both of these scenarios, organizations are institutionalized to the surrounding competition, and, accordingly, respond through engaging in corporate sustainability, either to position themselves competitively, in the form of competitive isomorphism, or to maintain legitimacy through institutional isomorphism (DiMaggio & Powell, 1983; Helmig et al., 2016).

Bai and Chang (2015) indicate how, in cases of intense competition, organizations can utilize corporate sustainability towards society in various ways to differentiate themselves from their competitors through signaling themselves as being socially responsible. Organizations, accordingly, invest in corporate sustainability by implementing corporate sustainability activities throughout the organization and through investing a significant amount of resources (Bansal et al., 2015). Gugler and Shi (2009) identify this form of corporate sustainability as a part of a firm's competitive strategy, where social and environmental issues can pertain to form a competitive advantage for organizations, even at a global level. Additionally, SMEs have also been found to engage in corporate sustainability activities as a result of competition amongst other factors (Murillo & Lozano, 2006). Accordingly, it can be hypothesized that, in environments with higher levels of competitive intensity, organizations actively adopt corporate sustainability strategies.

Hypothesis 1: In situations of high competitive intensity, organizations will exhibit high levels of corporate sustainability.

4.4.1.2. *Environmental munificence*

Environmental munificence has been defined in the literature as the extent of support provided by an environment towards an organization's sustained growth (Goll

& Rasheed, 2004; McArthur & Nystrom, 1991; Starbuck, 1976). This conceptualization is enhanced to incorporate three aspects, namely: capacity, which refers to resource availability in the environment; growth/decline, which corresponds to differential change in capacity; and opportunity/threat, which refers to the degree of unexploited capacity (Castrogiovanni, 1991). Hence, environmental munificence incorporates favorability of the environment with respect to all three aspects mentioned above. These are: first, the environment's capacity, which supports investment opportunities; second, the environment's growth/decline in capacity, which affects the organization's dominance; and, third, the opportunities or threats the environment offers for the organization's survival (Castrogiovanni, 1991; Elbanna & Child, 2007).

Environmental munificence has been empirically proven to have an impact on the strategies, processes and structures of organizations (Goll & Rasheed, 2005). In a munificent environment, favorable conditions exist that provide firms with a safety net through increased investment opportunities and allow them greater flexibility to engage in non-survival focused strategies (Jogaratnam, 2002). Accordingly, given the favorable nature of the industry, organizations have more strategic options, which leads to them perceiving corporate sustainability strategy as a more opportunistic approach and makes them more inclined to engage in it (Martinez-del-Rio et al., 2015). On the other hand, in situations of low environmental munificence characterized by hostility, riskiness and high environment domination, firms prioritize survival strategies and maintaining current performance levels over investment in opportunities (Castrogiovanni, 1991). In such a scenario, investing in corporate sustainability activities would result in an expense and take away from the organization's overall performance (Wang et al., 2016). As per the contingency theory, it is hypothesized that an organization's action of engaging in corporate sustainability is contingent upon

favorable environmental conditions that have increased capacity to support organizational growth (Jogaratnam, 2002; Shepherd & Rudd, 2014). Formally:

Hypothesis 2: Organizations in munificent environments are more likely to show high levels of corporate sustainability.

4.4.2. Organizational perspective

Organizational factors also play a role in affecting strategic decisions (Elbanna et al., 2020), and hence, in this study, we focus on two important organizational attributes, slack resources and top management commitment, and examine how these relate to corporate sustainability strategy.

4.4.2.1. *Slack resources*

The term slack resources refers to the excess of actual or potential resources that enable organizations to respond to internal and external pressures through policy and strategic changes (Bourgeois, 1981). Recent research further expanded upon this conceptualization of slack resources and indicated that it is not a unidimensional construct, but rather multi-dimensional in nature, such that it consists of financial, innovational and human resources (Shahzad et al., 2016). However, to maintain the parsimony of the model and given the research questions of this study, slack resources is treated as a unidimensional construct in this study. Surplus resources within a firm have compelled researchers to examine how to effectively use them in organizations (Carnes et al., 2019). Availability of more resources ensures more utilization of those resources in adopting multiple sustainability practices directed at various stakeholders (Tang et al., 2012). Interestingly, the impact of slack resources on an organization's corporate sustainability has not been extensively studied in the hospitality industry (Choi & Lee, 2018). Moreover, other researchers have found both insignificant

(Moneva et al., 2020) and negative relationships (Boso et al., 2017; Julian & Ofori-dankwa, 2013; Kang et al., 2016) between slack and corporate sustainability. However, the operationalization of slack as past organizational performance and the presence of institutional conditions caused the "universally positive relationship" between slack and corporate sustainability to turn negative (Boso et al., 2017; Julian & Ofori-dankwa, 2013). Hence, the conceptualization of slack in this study, is not restricted to merely previous organizational performance (Shahzad et al., 2016). Further, solely looking at profits is insufficient as organizations may continue to invest the attained profits in their core business and not utilize them towards discretionary activities such as corporate sustainability (Chiu & Sharfman, 2011).

Given the discretionary nature of corporate sustainability, as per the slack resources theory, organizations engage in such discretionary social and environmental behavior provided they have slack resources (Orlitzky et al., 2003), and this process is termed the slack resource mechanism or slack resources theory (Kang et al., 2016; Seifert et al., 2004). With the acquisition of slack resources, organizations may also feel obliged to give something back to the society, in alignment with the social contract (Chiu & Sharfman, 2011). Thus, the presence of slack resources enables organizations to invest in discretionary activities as opposed to core activities. Moreover, extant research also found slack resources to have a positive impact on corporate sustainability (Choi & Lee, 2018; Orlitzky et al., 2003; Seifert et al., 2004). Hence, we argue that, in the presence of slack resources, managers have more discretion to adopt high levels of corporate sustainability. Formally:

Hypothesis 3: Slack resources have a significant positive impact on corporate sustainability.

4.4.2.2. Top management commitment

A scant amount of literature has surveyed the impact of organizational leaders when analyzing organizations in the context of organizational theories (Heugens & Scherer, 2010). Further, research is yet to examine the impact on corporate sustainability decisions by top management (McWilliams et al., 2006). Although top management has the authority to govern and influence corporate sustainability strategies (Yin, 2017), the impact of sustainability-specific top management on corporate sustainability has been unexplored (Fu et al., 2020). Moreover, top managers are responsible for managing the formulation, initiating and monitoring the execution of strategic decisions (Mintzberg & Romelaer, 1979). Top managers exercise influence in the organization and can accordingly make use of their commitment towards sustainability to formulate, adopt, and implement sustainability strategies within the organization (Hemingway & Maclagan, 2004). Increasingly, researchers have paid attention to how the board of directors influences an organization's corporate sustainability involvement (Henry et al., 2019); however, top management plays a more important role in eliciting corporate sustainability as they manage and oversee an organization's operations more frequently than the board of directors (Quintana-García et al., 2018).

The ideology of top management refers to their common beliefs, values and norms, and this ideology constitutes an important input into managerial decision making (Khandwalla, 1977). Further, Sharma (2000) indicates that managers are more prone to exercising a sustainability strategy in their organization when they perceive corporate sustainability as an opportunity. Additionally, managers committed to sustainability are likelier to perceive sustainability as a favorable prospect, given their beliefs and values are grounded in ethics that include consideration of society and

environment (Duarte, 2010). In the context of sustainability, Jenkins (2009) interviewed managing directors at various SMEs and found that their ideology played a crucial role in driving the organization's ethical behavior. Furthermore, scholars have indicated that, in developing countries, top management plays a more dominant role when it comes to adopting and implementing corporate sustainability (Jamali & Mirshak, 2007; Yin & Zhang, 2012). Additionally, Miras-Rodríguez et al. (2018) assert that garnering top management commitment is a pre-requisite towards implementation of corporate sustainability. In order to formulate this hypothesis, the upper echelons theory is applied, which states that managers' experiences and personalities dictate organizational decisions (Reimer et al., 2018). Further, understanding top management's characteristics can also enable prediction of their response to certain sensitive stimuli (ibid.). In accordance with this theory, researchers have posited and proved that top management commitment towards sustainability drives corporate sustainability (Fu et al., 2020; Yin, 2017). Thus, in the presence of support from the top management towards sustainability, organizations are better engaged in corporate sustainability activities. Hence, based on the preceding discussion, the following hypothesis is postulated:

Hypothesis 4: Organizations that have high levels of top management commitment towards sustainability show high levels of corporate sustainability.

4.4.3. Corporate sustainability and organizational performance

The widely established business case of corporate sustainability (McWilliams et al., 2006) is of interest to this study, in examining the relationship of corporate sustainability with organizational performance, mostly due to the inconsistencies attained in results by different studies (Erhemjamts et al., 2013; Kang et al., 2016;

Kemper et al., 2013; Lee & Jung, 2016; Mishra & Suar, 2010; Saeidi et al., 2015; Zhu et al., 2014). Conspicuously, continuous debate exists as to whether or not corporate sustainability is value-adding (Malik, 2015). While some have attributed this difference in results to ambiguous definitions of corporate sustainability, possible underlying mediators and improper measurement tools (Malik, 2015; Peloza, 2009), it seems that corporate sustainability has a much larger impact on the overall organizational performance that extends beyond the financial aspect. Furthermore, scholars in the field of sustainability-performance have also identified a lack of research studies that look into the ethical dimensions of performance, which shows the need to include non-financial performance indicators (Ben Brik et al., 2011; Martinez-Conesa et al., 2017; Mishra & Suar, 2010). Hence, one needs to look at the impact of corporate sustainability strategy on other stakeholders, such as employees, customers, society and environment (McWilliams et al., 2006), to better understand its overall impact. In order to contribute towards this research gap and add to extant sustainability-performance literature, a new and a more comprehensive measure of organizational performance is utilized in the form of the sustainability balanced scorecard (SBSC) put forth by Hansen and Schaltegger (2016) (developed in Chapter 3) to operationalize organizational performance.

In general, corporate sustainability is posited to have a positive effect on organizational performance (Kang et al., 2016; Lee & Jung, 2016; Mackey et al., 2007; Malik, 2015; Margolis & Walsh, 2003; Martinez-Conesa et al., 2017; McWilliams & Siegel, 2001; Park et al., 2017). Organizations may be motivated to engage in corporate sustainability as a means to achieve the end target of enhanced organizational performance (Hemingway & Maclagan, 2004). As per the stakeholder theory, satisfying the needs of the stakeholders through sustainability policies targeted at them

would, in fact, lead to higher stakeholder satisfaction and eventually lead to higher firm performance (Jo et al., 2015; Martinez-Conesa et al., 2017; Preston & O'Bannon, 1997). Moreover, not adopting corporate sustainability strategy currently is even expected to have a negative impact on the overall firm performance (Ben Brik et al., 2011). Additionally, Malik (2015) asserted that there exists a positive impact of corporate sustainability towards society and environment on market returns. Similarly, Saeidi et al. (2015) found that an organization's sustainability initiatives lead to higher organizational performance along with increased levels of customer satisfaction. Further, environmental and social corporate sustainability policies initiated by organizations may also be used as a form of signaling theory to improve their image in the eyes of their consumers (Lindgreen et al., 2009b; Zerbini, 2017), improve customer satisfaction levels and increase firm value (Malik, 2015). In a similar vein, Price and Sun (2017) posit how an organization's corporate sustainability initiatives towards environmental improvement can lead to higher financial returns through decreased costs and better resource usage. Hence, it is hypothesized that investing in corporate sustainability, which involves defining sustainability objectives, dedicating certain resources to meet these objectives, implementing actions towards reducing pollution, educating employees on social welfare and environmental preservation, and assessing and measuring the performance on these predefined sustainability objectives, would lead to a higher organizational performance.

Hypothesis 5: Organizations with high levels of corporate sustainability experience high levels of organizational performance.

4.5. Second group of hypotheses: The mediating role of corporate sustainability

This section proceeds towards developing the indirect mediating relationships

between the contextual variables and organizational performance through corporate sustainability. Organizations can utilize environmental and organizational characteristics to develop a corporate sustainability strategy as a competitive advantage (Lee & Jung, 2016), which in turn delivers higher organizational performance (Zerbini, 2017).

In the presence of high levels of competitive intensity, as organizations compete to survive and maintain their positions in the market, they may actively seek ways to develop a competitive advantage. Researchers have increasingly identified competitive advantage as one of the prime reasons to engage in corporate sustainability in the presence of high competitive intensity (De Clercq et al., 2018; Homburg et al., 2013; Manaktola & Jauhari, 2007). Organizations devise various tactics to outshine the competition by possessing a competitive advantage. The resource-based view put forth by Barney (1991) highlights how organizations can develop sustainable competitive advantages through investing in valuable, rare, inimitable and non-substitutable (VRIN) resources. Accordingly, advocates of corporate sustainability propose that it can strategically enable organizations to build it as their competitive advantage (Hart, 1995; McWilliams & Siegel, 2001). Further, in order to develop corporate sustainability as a strategic asset or a competitive advantage (Zerbini, 2017), an organization needs to dedicate substantial resources and time to it (Bansal et al., 2015). In doing so, organizations can use sustainability as a leverage against their competition, and enhance their performance, where engaging in eco-friendly ways can also lead to reduced costs (Kemper et al., 2013).

As organizations are able to effectively develop such an edge over their competitors, in the form of corporate sustainability strategy, they are able to better perform than their counterparts, which is then reflected in improved organizational

performance (Bansal & Roth, 2000; Pedersen et al., 2018; Saeidi et al., 2015). Hence, with increasing levels of competition, organizations actively engage in strategic sustainability that adds value to the firm (Basil et al., 2009). When present in competitive situations, acquisition of a small advantage can lead to higher impact on an organization's overall performance, including market share (Fernández-Kranz & Santaló, 2010).

In order to understand the mediating effect of corporate sustainability for the contextual variable of environmental munificence, the concept of 'strategic fit' is explored which identifies the fit between an organization's strategic decisions and its environment (Goll & Rasheed, 2004), where a good fit leads to better performance outcomes (Bai & Chang, 2015). Hence, the effects of fit can be better understood in testing for possible mediation or moderation effects (Goll & Rasheed, 2004; Wang et al., 2016). Wang et al. (2016) further assert the need to study the role of macro-level variables, such as environmental munificence, on the sustainability-performance relationship. With respect to environmental characteristics, in highly munificent environments, organizations have more opportunities and can focus on a corporate sustainability strategy to improve their performance and develop a competitive advantage (Aragón-Correa & Sharma, 2003; Chen et al., 2017). Further, such munificent environments may often reward organizations for the adoption of a corporate sustainability strategy through chances to recover cost or access and develop costly resources (Fainshmidt et al., 2019). In so doing, environmental munificence may enhance the overall organizational performance indirectly through the corporate sustainability strategy. This discussion leads to the following hypotheses:

Hypothesis 6: Corporate sustainability mediates the relationship between competitive intensity and organizational performance.

Hypothesis 7: Corporate sustainability mediates the relationship between environmental munificence and organizational performance.

The current nature of the relationship between slack resources and organizational performance is inconclusive, which may be due to the presence of mediating variables (Carnes et al., 2019; Fadol et al., 2015). Moreover, slack resources in increased amounts can also impede performance growth by acting as a liability (Carnes et al., 2019; George, 2005), thereby necessitating its proper utilization. When conceptualized in mere monetary terms, the slack resources of an organization was found to have a positive impact on the sustainability-performance relationship, where organizations with higher prior financial resources were able to effectively implement sustainability strategies and reap better rewards (Aguinis & Glavas, 2012; Erhemjamts et al., 2013; Preston & O'Bannon, 1997; Waddock & Graves, 1997). Further, Kang et al. (2016) and Waddock and Graves (1997) posit that an organization can simultaneously retain both the mechanisms of slack resources and good management, where the former indicates that, when organizations have more resources at hand, they are better able to invest in corporate sustainability, while the latter mechanism indicates that sustainability is a part of a good management technique that leads to beneficial performance outcomes. When organizations engage in corporate sustainability due to the presence of slack resources, their engagement is defined by a strategic nature, where the strategic goal is to enhance their overall value (Mattingly & Olsen, 2018). Accordingly, in the presence of larger endowments of slack resources, organizations can freely facilitate competitive actions such as corporate sustainability activities which then improve organizational performance (Dupire & M'Zali, 2018; George, 2005; Jenkins, 2009).

The scholarly scrutiny of how managerial choices or intentions affect

organizational performance through non-market strategies like corporate sustainability has been increasing (Mellahi et al., 2016). Dai et al. (2014) have also identified the need for future research to examine the relationship between top management commitment, corporate sustainability, and organizational performance. The upper echelons framework can be referred to here, which posits a linear relationship beginning from the top management team making strategic choices which ultimately impact organizational performance (Carpenter et al., 2004; Lee et al., 2014). In alignment with this theory, through the establishment of top management positions dedicated to corporate sustainability (Strand, 2014), resource allocation towards corporate sustainability is being realized faster (Bansal & Roth, 2000). Further, when the top management displays commitment to certain activities within the organization, the approach towards that activity becomes more proactive in nature as opposed to being reactive (Banerjee et al., 2003), thereby leading to higher attainment of value from these sustainability activities (Aragón-Correa & Sharma, 2003). Such proactive corporate sustainability that is initiated in the presence of top management commitment and sufficient funding can accordingly lead to improved profits and higher environmental performance (Berry & Rondinelli, 1998; Menguc et al., 2010).

Organizations also depict their commitment towards sustainability through appointing top management positions responsible for overseeing their sustainability strategy (Banerjee et al., 2003). These organizations can then, in the presence of top management commitment, better implement successful corporate sustainability strategies, through recognizing the more salient forms of corporate sustainability, which can reap benefits and improve organizational performance (Banerjee et al., 2003; Yusliza et al., 2019). Accordingly, one can hypothesize for the mediating effect of corporate sustainability for both slack resources and top management commitment with

organizational performance.

Hypothesis 8: Corporate sustainability mediates the relationship between slack resources and organizational performance.

Hypothesis 9: Corporate sustainability mediates the relationship between top management commitment and organizational performance.

4.6. Summary

This chapter contains a profound discussion on the theoretical support for the development of the conceptual model of the research study. The conceptual model utilized different theories, namely institutional theory, contingency theory, slack resources theory, upper echelons theory, and theory of business citizenship, to better understand the multiple relationships being hypothesized and empirically tested amongst the antecedents and consequences of corporate sustainability. Further, this chapter then developed two groups of hypotheses, in line with the proposed conceptual model and as per the research questions of this study that were introduced at the beginning of this chapter. Table 4.6 summarizes all the proposed hypotheses and identifies the corresponding research question that it relates. The set of research questions that the articulated hypotheses in this chapter addresses are as follows:

Research question 2: What are the effects of contextual antecedents from the environmental perspective, i.e. competitive intensity and environmental munificence, on corporate sustainability?

Research question 3: How do contextual antecedents at the organizational perspective, i.e. slack resources and top management commitment, impact corporate sustainability?

Research question 4: How does corporate sustainability impact organizational

performance?

Research question 5: Can organizations benefit from their environmental and organizational attributes, namely, competitive intensity, environmental munificence, slack resources, and top management commitment, to increase their organizational performance through corporate sustainability?

Table 4.6. Summary of hypotheses

Hypothesis number	Hypothesis statement	Research question
First group of hypotheses: Drivers and outcome of corporate sustainability		
Hypothesis 1	In situations of high competitive intensity, organizations will exhibit high levels of corporate sustainability.	RQ2
Hypothesis 2	Organizations in munificent environments are more likely to show high levels of corporate sustainability.	RQ2
Hypothesis 3	Slack resources have a significant positive impact on corporate sustainability.	RQ3
Hypothesis 4	Organizations that have high levels of top management commitment towards sustainability show high levels of corporate sustainability.	RQ3
Hypothesis 5	Organizations with high levels of corporate sustainability experience high levels of organizational performance.	RQ4
Second group of hypotheses: The mediating role of corporate sustainability		
Hypothesis 6	Corporate sustainability mediates the relationship between competitive intensity and organizational performance.	RQ5
Hypothesis 7	Corporate sustainability mediates the relationship between environmental munificence and organizational performance.	RQ5
Hypothesis 8	Corporate sustainability mediates the relationship between slack resources and organizational performance.	RQ5
Hypothesis 9	Corporate sustainability mediates the relationship between top management commitment and organizational performance.	RQ5

In total, nine hypotheses were formulated to tackle the above four research questions, which were further categorized into two groups of hypotheses, where the first group of hypotheses examined the direct relationships of corporate sustainability with its drivers and its organizational outcome, while the second group of hypotheses explored the indirect effects, i.e. the mediating relationship of corporate sustainability between the contextual drivers and organizational performance. The subsequent chapter, Chapter 5, research methodology, identifies the research design to be employed in order to collect data for testing the hypotheses proposed in this chapter. Chapter 5 also covers comprehensive details of the step-by-step process that is entailed in developing the research design along with an explication of the study's epistemological approach. Further, chapters 6 and 7 analyze the collected data in order to seek answers to the study's research questions. Chapter 8 then concludes the dissertation with a discussion of the findings that answer the various research questions presented at the beginning of this chapter. Lastly, Chapter 8 also presents the contributions of this study to various fields of literature and concludes with an agenda for future research.

CHAPTER 5 - RESEARCH METHODOLOGY

5.1. Introduction

This chapter explores in detail the research methodology employed to study the conceptual model proposed in the previous chapter. The chapter begins with a discussion of the philosophical stance taken by the researcher and how it relates to the developed research design in section 5.2. Additionally, section 5.3 identifies the extant research designs established in the literature and the underlying research design involved in this study. This is followed by an exploration, in detail, of the data collection approaches in section 5.4 along with a portrayal of the three-stage research design to be utilized in the study, which is composed of exploratory, descriptive and post-hoc analysis.

Furthermore, the chapter delves into each phase of the three-stage research design through exploring their individual sample selection in section 5.5 and the operationalization of constructs in section 5.7, where the first-stage results of the expert review are reviewed for scale development. Prior to section 5.7, the design of the questionnaire is explored in section 5.6, where various aspects are looked at, including the type of questions, amount of information relayed, and the method employed in administering the questionnaire to the respondents. Lastly, section 5.8 identifies the data analysis techniques that will be considered for the different stages in the three-stage research design, and the chapter closes with a summary in section 5.9.

5.2. Epistemological paradigms

Epistemology refers to the branch of philosophy where the meaning of knowledge and its acquisition is studied in detail (Steup & Neta, 2020). In other words, epistemology is the link between ontology, i.e. reality, and the researcher (Sobh &

Perry, 2006). Paradigms refer to closed groups that hold shared values and beliefs such that the followers of a particular paradigm follow the same rules and standards (Kuhn, 1970, pp. 10-11). Accordingly, epistemological paradigms consist of various schools of thoughts where groups of like-minded people have taken different stances on the meaning of knowledge and its acquisition; namely logical positivism, constructivism, falsificationism, and anarchism. Knowledge has been identified by epistemologists to be either *a priori*, knowledge that is known innately and is derived from pure theoretical deduction without the use of any observation or empirical methods, or *a posteriori*, where knowledge is gained through sensory experience (Loughlin & Alexander, 2012). The latter classification, better known as empiricism, has taken a strong foothold in scholarly research. The following sub-sections introduce the epistemological paradigms that contribute to the philosophical stance of this research study.

5.2.1. Social constructivism

A prominently used branch of the epistemological school of thought in social sciences is that of constructivism, which dictates that knowledge is acquired when a subject (learner or knower) interacts with an object (environment), such that the reality is constructed by the individual (Sobh & Perry, 2006). A sub-set of constructivism, social constructivism, is of relevance to this study as it relates to the selected research paradigm, anarchism, which is discussed in the following sub-section. The main premise of social constructivism states that knowledge is made up of individual representations of cognitive structures, indicating that knowledge is co-produced (Vygotsky, 1978). In this paradigm, the guiding principle behind accumulation of knowledge depends on the subject that is acquiring the said knowledge. Further, people's perception and knowledge production are said to be impacted by language and

culture. Thus, social constructivism, or constructivism, posits that knowledge spans various disciplines such that it is said to be perceived as a "horizontal meta-science" (Riegler, 2012, p. 237).

5.2.2. Anarchism

Unlike constructivism, anarchism has not been as popularly accepted in epistemology due to its staunch principles. Anarchism was proposed by Feyerabend (1993), who actively promoted the idea of 'anything goes' by allocating utmost freedom to new methodologies as long as it adds to the extant knowledge. Instead of admonishing new practices for failure to comply with the rules of the paradigms we belong to, as is the case with other epistemological schools of thought, anarchism supports an open-minded view in accepting criticism and adapting to it for the overall betterment through expansion in knowledge (Feyerabend, 1993). Freedom and variety/plurality are two important constructs that appear throughout Feyerabend's philosophy of anarchism, thereby supporting his famous motto of 'anything goes'.

5.2.3. Epistemological stance of this study

The above two schools of thought, social constructivism and anarchism, are used in guiding the philosophies of this dissertation. Interestingly, anarchism and social constructivism share various principles; first: knowledge is produced by the subject; second: knowledge is affected by people's culture, opinions, and beliefs; third: accumulation of knowledge occurs in the form of the constant evolution and progress that knowledge undergoes; fourth: there is no absolute truth. Accordingly, the research design developed in this research study is reflective of the ideologies represented here. Through understanding the individual perceptions of employees working in organizations, this research study builds upon the foundational principles of social

144

constructivism and anarchism, which illustrate that knowledge is constituted of individual representations of cognitive structures, such that facts that are constituted into our body of knowledge are governed by the way we view them, indicating the importance of accounting for subjectivity in human perceptions (Feyerabend, 1993; Vygotsky, 1978). Furthermore, the research methods, as will be illustrated later in this section, are also guided by the above epistemological stances through utilizing a unique three-stage research design, where the chosen unconventional ordering of exploratory and descriptive research methods is not as common in the extant management literature. Hence, in doing so, the mantra of 'anything goes' of Feyerabend (1993) is followed that is founded on the principles of pluralism in methodologies, where the researcher has the free will to follow a method that s/he deems appropriate for the study.

In summary, the concept of epistemology was discussed, followed by a description and comparison of the two epistemological paradigms, social constructivism and anarchism, that constitute the epistemological stance of this study. The research questions and hypothesis along with the research methods employed in this study represent a social constructivist and an anarchist nature.

5.3. Research design

Research design refers to the underlying logic which links the research questions to the data collection procedures (Yin, 2003). Furthermore, it also acts as a blueprint, thereby enabling the development of a framework for a research study which consists of data collection and analysis (Iacobucci & Churchill, 2010, p. 58). Hence, an operational research model is constructed that acts as a key constituent of research design by linking theory with data (Van de Ven, 2007, pp. 143-144). Van de Ven (2007) posits that these research models can be either variance models, which consist of

research questions which probe into what the antecedents or consequences of an issue are, or process models, which look into the emergence, development, growth or termination of an issue over time. Given the nature of the research questions in this research study and the study's cross-sectional nature, a variance research model is developed which incorporates exploratory and descriptive research methods, as will be depicted next.

5.3.1. Exploratory research

The exploratory phase of research precedes theory development, such that the theory, in the form of ideas or insights, is built during or post-data collection and analysis (Iacobucci & Churchill, 2010; Van de Ven, 2007). Given that the main research aim of this study delves into the development of a measurement scale for a novel construct, SBSC, along with testing the antecedents and consequence of corporate sustainability, the implementation of an exploratory stage in the research design becomes crucial (Elbanna, 2019). To clarify and construct theory or hypotheses about the issue in question, several techniques exist in exploratory research: interviews; focus groups, observations, ethnographies, literature searches (Iacobucci & Churchill, 2010). Accordingly, this research study made use of literature searches in Chapter 2 to attain a clearer understanding regarding the current status quo on sustainability in general. Further, semi-structured interviews were also utilized, in the first stage of the research design, to improve upon the developed conceptual model and proposed measurement scales, and in-depth interviews were used in the third stage of the research design, to enrich the research study's findings.

5.3.2. Descriptive research

Descriptive research relates to the testing of what is happening by analyzing the

existence of a relationship between two variables and/or the frequency of occurrence of an issue (Iacobucci & Churchill, 2010; Rosenthal & Rosnow, 2008). Upon attainment of sufficient knowledge on the phenomenon under study, one can conduct descriptive research, where the proposed research hypotheses and questions guide the study (Malhotra et al., 2017). Iacobucci and Churchill (2010) illustrate that descriptive studies can be conducted in the form of either longitudinal (over a period of time) or cross-sectional studies (at a specific period of time). Further, this research study utilizes a descriptive stance when testing for the applicability of a SBSC scale in the hotel industry, in order to answer its first research question regarding the incorporation of sustainability in organizational performance measurement.

5.3.3. Causal research

The testing of cause-and-effect between two or more variables refers to causal research, where research is focused on understanding why a phenomenon is occurring (Rosenthal & Rosnow, 2008). The existence of causal relationships can be ascertained through using experiments (Van de Ven, 2007). While this research study attempts to examine if causal relationships exist amongst the constructs in question, it does so through descriptive research methods, and hence the results of this study need to be considered with caution as the study is cross-sectional and non-experimental in nature (Malhotra et al., 2017). Accordingly, the study also controlled for potential endogeneity issues (see section 7.4.3) to enable causal interpretations in non-experimental research settings (Antonakis et al., 2010).

In sum, the distinct forms of research designs, namely exploratory, descriptive, and causal, are discussed. The two research designs, exploratory and descriptive research, are utilized in this study to propose a preliminary scale for the SBSC. The

study also engaged in causal research, albeit through descriptive methods, to conduct a cross-sectional study and test for the existence of relationships between constructs. However, due to this cross-sectional nature, limitations exist when inferring causality amongst the relationships (Van de Ven, 2007). Such multi-method studies that make use of a combination of exploratory and descriptive research methods have now started to arise prominently in scholarly research, for example, Ko (2016), Rahman (2019), and Shepherd (2014). Through combining exploratory and descriptive research designs, it becomes possible to develop insights on the research topics that allow for formulation and testing of research questions and hypotheses.

5.4. Data collection

The process of data collection varies with regard to the existence of data, i.e. primary or secondary data, and the time period of data collection, i.e. longitudinal or cross-sectional data. Accordingly, the selected data collection procedure needs to take into account the research problem and question that the researcher is addressing (Van de Ven, 2007; Yin, 2003).

5.4.1. Primary vs. secondary data

The existence of data varies with respect to whether it is collected for the first time by the researcher for his/her research study's specific use, called primary data, or if the researcher is using pre-existing data that has been originally collected for some other purpose, called secondary data (Malhotra et al., 2017). The behavioral nature of this research study's aim, i.e. examination of the organization's engagement in corporate sustainability and its measurement, calls for a primary data collection technique. Furthermore, using secondary data was difficult as hotels do not publicly disclose strategic information.

148

5.4.2. Longitudinal vs. cross-sectional data

Iacobucci and Churchill (2010) indicate that, on the basis of time period, data can either be collected at multiple time periods, constituting what we know as longitudinal data, or at a specific time period, i.e. cross-sectional data. While the research questions entailed in this research study call for the use of longitudinal data, the practicality of conducting a longitudinal research study is limited due to the constrained time, contact, and resource availability (Van de Ven, 2007). However, to enhance the research study's findings that were attained from the cross-sectional survey, in-depth interviews were conducted by the researcher. The following section introduces the mixed methods approach employed in this research study, while the remainder of this chapter elaborates on these stages in detail.

5.4.3. Data collection approach

In line with the above guidelines on research design, a three-stage research design is employed. It comprises mixed methods including exploratory and descriptive research designs to better understand the constructs under study, corporate sustainability and organizational performance, and to examine the nature of relationships between these constructs, which helps in answering the research questions of this research study through utilizing both quantitative and qualitative research methods (see Figure 5.4.3).
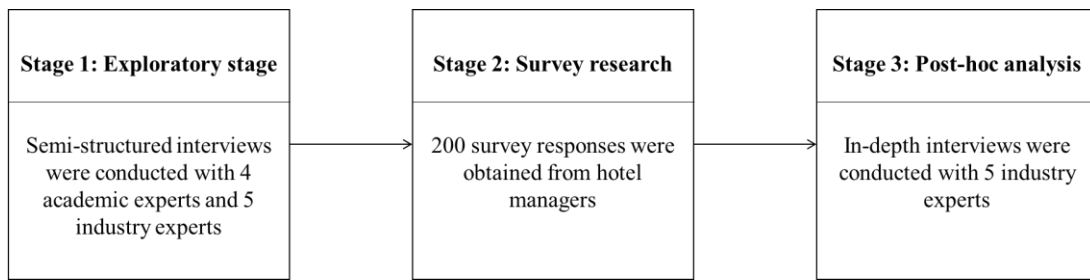
Figure 5.4.3. Research design

Considering related research (Elsharnouby & Elbanna, 2021; Iacobucci & Churchill, 2015; Lings & Greenley, 2005), this three-stage research design was adopted to develop the SBSC measurement scale, enhance reliability and validity of the measuring instrument, empirically test the conceptual model, and to enable a better understanding of the unexpected study results. The first stage consisted of an exploratory phase, where semi-structured interviews were conducted with industry and academic experts to better understand the relevance of the developed conceptual model and survey. Following this expert review, appropriate changes were made to the preliminary questionnaire to ensure higher validity of the constructs being measured. Then, the second stage of survey research comprised the descriptive phase of the research study, which represents the main study, where a trained and experienced team of professionals collected data by surveying respondents under the supervision of a market research agency. In this phase, the developed SBSC is validated and the proposed hypotheses are tested upon successful data collection. Lastly, the third stage of in-depth interviews was conducted to gain more insights on the research findings attained in the second stage.

Overall, in this section, an overview was provided on the nature of the data (primary or secondary) and its time frame (longitudinal or cross-sectional). The section further recognized the need to use primary data as it aligns with the research purpose

and the section also shed light on the limited generalizability of cross-sectional data that is utilized in the research design. The three-stage research design that has been employed to overcome the aforementioned limitation was also introduced. The next section now enlarges upon this discussion of the research methodology by looking into the important aspect of sampling, along with the samples constructed for each phase of the three-stage research design.

5.5. Sample selection

Sample selection was carried out by following the three-step sampling design proposed by Singleton and Straits (2005) through (1) defining the target population under study including the unit of analysis, (2) developing the sampling frame, and (3) implementing a sampling strategy keeping in mind the sample size to finalize the sample. These steps are now discussed, each in turn, in a detailed manner.

5.5.1. Target population

Prior to selecting the sample, one needs to look at constructing the target population under study (Van de Ven, 2007). Target population definition needs to be based on two aspects: research question and unit of analysis (Van de Ven, 2007). In restricting the target population selection on the basis of research question and unit of analysis, a set of inclusion and exclusion criteria is established that enables selection of a relevant target population (ibid.). The main research question of this study, as identified in Chapter 1, is to understand how a set of external and internal contextual factors influence corporate sustainability and organizational performance. The unit of analysis is determined by referring to the object under study (Singleton & Straits, 2005). On the other hand, unit of observation refers to the object from which data is collected (Boyd, 2011). Accordingly, in this research study, the focus is placed on understanding

corporate sustainability activities in organizations along with the performance of organizations, hence the constructs are constructed at the organizational level, thereby identifying the unit of analysis as organizational-level. However, the unit of observation remains individual as individuals comprise the sampling unit, i.e., organizations, for the purposes of this study.

While the discussion on the focus of this study being the hospitality industry in India emerged in Chapter 1 and was later elaborated on to a large extent in Chapter 3, the reasons for the selection of the hospitality industry, and India specifically, amongst other services industries and countries, are laid out in this section from a target population perspective. India, an emerging country, as identified by the International Monetary Fund (2020), has been chosen as the focus of this research study for a select number of reasons. First, the study's focus on India is timely and pertinent as Indian organizations are actively engaging in corporate sustainability due to the enactment of the Companies Act 2013, which mandates companies in India with a certain level of net worth or turnover or net profit in any financial year to install a corporate sustainability committee (Ministry of Corporate Affairs, 2013), and this has given rise to sustainability activities amongst companies in India (Dharmapala & Khanna, 2018). Second, the service industry is a potential source to assess the theoretical framework given its direct interaction with multiple stakeholders. Furthermore, the hospitality industry is targeted for its service nature, where a crucial role is allocated to employees in delivering value to customers, and hence this industry needs to ensure that employee satisfaction and work performance exceed expectations (Cvelbar & Dwyer, 2013). In particular, the goals of the hospitality industry in India entail preserving the natural and cultural heritage of the country in question, thereby asserting the need for this industry to ensure sustainable practices towards the community and environment (Ministry of

Indian Tourism), and hence highlighting this industry's high level of relevance to the study's research question. Thus, employees in the hospitality industry are chosen as the target population as they fit with the research question and unit of analysis of this research study.

5.5.2. Sampling frame

The next step towards sampling design entails construction of the sampling frame. A sampling frame enlists directions that entertain development of the target population (Malhotra et al., 2017). Hence, specific elements were developed to ensure a representative target population was selected of employees in the hospitality industry. The classification imposed by the Hotel & Restaurant Approval Classification Committee (HRACC) of the Ministry of Tourism in India for 4- and 5-star hotels has ensured that applicants adopt eco-friendly measures (Ministry of Indian Tourism, 2020a). Accordingly, hotels with a rating of 4-star or 5-star which are actively engaged in sustainability activities were chosen as one of the characteristics for this research study's target population. Given that employees at 4-star and 5-star hotels in India have been selected as the sampling frame, a sampling technique or strategy needs to be put into action which will allows selection of a sample.

5.5.3. Sampling strategy

Sampling strategies have been classified in the literature largely on the basis of randomness involved, namely probability sampling or non-probability sampling. Sampling strategies that are based on probability or chance tactics are called probability sampling, whereas non-probability sampling refers to those sampling techniques that make use of the researcher's judgments (Malhotra et al., 2017). The most common forms of probability sampling are simple random sampling, stratified sampling and

cluster sampling, while popular non-probability sampling types include convenience sampling, quota sampling and purposive sampling (Van de Ven, 2007). In this study, purposive sampling was used to ensure high-quality feedback (Singleton & Straits, 2005). Purposive or judgmental sampling can be defined as a form of convenience sampling in which the researcher exercises his/her judgment to include certain elements in the sample (Malhotra et al., 2017). Utilization of this non-probability sampling strategy allowed the researcher to guarantee relevant participants were selected whose consultation guided the research with justified improvements. Additionally, sample size determination is a crucial consideration when constructing the sample frame, which is discussed next.

5.5.3.1. *Sample size*

Various suggestions exist in the literature concerning the sample size requirements. Specific to probability sampling, extant research has prescribed well-written guidelines on the basis of standard error, precision, and degree of confidence for sample size requirements (Iacobucci & Churchill, 2010). Current literature also differentiates sample size requirements on the basis of the data analysis approach being utilized (Hair et al., 2014b), in this case, partial least squares structural equation modeling (PLS-SEM). With respect to sample size and considering that a PLS-SEM approach will be utilized, the sample size recommendations provided by Cohen (1992) for multiple regression models and the requirements proposed by Hair et al. (2014a) are referred to.

Hair et al. (2014a) posit that minimum sample size requirements are based on three factors, 1) maximum number of arrows pointing at endogenous constructs, 2) minimum R^2 value, and 3) the significance level. Given that, of the two endogenous

constructs, corporate sustainability and organizational performance, the former has the greatest number of arrows pointing at it, i.e. four, it is considered. Next, pertaining to the established statistical power of 80% and referring to a significance level of 5%, with a minimum R^2 value of at least 25%, the required sample size is 65 (Cohen, 1992; Hair et al., 2014a). Thus, the minimum sample size needed for a PLS-SEM analysis was 65 respondents.

Further, a specific list of criteria was developed for respondents to ensure a purposive sampling approach, where employees were required to be (1) working at a managerial level and (2) aware of the corporate sustainability strategy and activities of their hotels. Imposition of such criteria is common in the hospitality literature (Brown & McDonnell, 1995; Elbanna et al., 2015; Ribeiro et al., 2019) and ensures the content validity of the collected data (Elbanna et al., 2015). Further, in surveying managers, a significant research gap is filled, where academicians have stressed the importance of conducting future research with a high focus on internal stakeholders (Story & Neves, 2015), given the difference that exists in the perceptions of internal stakeholders (employees) and external stakeholders (consumers and investors) due to the familiarity the former has with the organization.

5.5.4. Samples used in the three stages

The three-stage research design proposed in section 5.4.3 is examined with respect to the samples for each individual stage and is tabulated in Table 5.5.4.1. In the first exploratory stage of semi-structured interviews, the sample comprised four scholars and five practitioners. A purposive sampling technique was applied and four academic experts in the fields of corporate governance, management accounting, and human resources management were approached to review the proposed measurement

items. The diverse disciplines of these academicians allowed for a refined review of the multi-disciplinary SBSC scale (Elbanna et al., 2015). In addition to the above academic experts, five hotel managers and executives in India were also approached to comment on the proposed scales and the conceptual model by answering the survey and providing suggestions for further improvement. These professionals were managers in the Human Resources and Learning and Development departments of their respective hotels. They were also well-informed of strategic activities, including corporate sustainability, in their hotels.

Table 5.5.4.1. Samples used in the three stages of research design

Research design stage	Data collection method and sample	Research aim
Stage 1: Exploratory stage	Semi-structured interviews: 4 academic experts and 5 hotel managers	To attain feedback on the questionnaire instrument
Stage 2: Survey research	Cross-sectional and face-to-face questionnaire: 200 hotel managers	To collect data representing the hospitality industry and examine the research hypotheses
Stage 3: Post-hoc analysis	In-depth interviews: 5 hotel managers	To attain insights on the results attained in the second stage

The second stage of survey research consisted of carrying out the main data collection process, which constitutes a significant part of the three-stage research design. Upon confirming the relevance of the proposed conceptual model to the hospitality industry and finalizing the questionnaire in the exploratory stage (see section 5.7.5.1), the second stage consisted of administering the finalized questionnaire to a

sample selected through purposive sampling and imposing the developed criteria of having a managerial position and knowledge of corporate sustainability activities on the potential respondents. The questionnaire was developed and administered in English, which is widely used in the Indian 4- and 5-star hotel industry (Singh, 2019). Accordingly, taking into account a realistic response rate, for the second stage of survey research, a total of 256 managers were approached by a professional market research agency based in India. Of the targeted 256 managers, 200 usable responses were received and used in the data analysis, leading to a high response rate of approximately 78%. Moreover, the 56 responses were removed due to two reasons: first, the respondents did not respond to the questionnaire at all, leading to no response, and second, the missing or incomplete data of a questionnaire response was beyond the acceptable criterion of 15% (Hair et al., 2014b). Furthermore, the sample of 200 managers meets the minimum sample requirement of 65 as suggested by Cohen (1992) and Hair et al. (2014a). Thus, the final sample consisted of 200 hotel managers and executives from the qualifying hotels. Table 5.5.4.2 lists in more detail the characteristics of the final sample including the demographics of the respondents.

Table 5.5.4.2. Hotel and respondent characteristics

Hotel characteristics	Frequency (%)
City	
Mumbai	46 (23%)
Hyderabad	42 (21%)
Bangalore	40 (20%)
Delhi	40 (20%)
Pune	20 (10%)
Kolkata	12 (6%)
Ranking	
5-star	114 (57%)
4-star	86 (43%)
Ownership	
Private	168 (84%)
Public	26 (13%)
Joint	6 (3%)
Chain	
Yes	178 (89%)
No	22 (11%)
Respondent characteristics	**Frequency (%)**
Management level	
Middle management	151 (75.5%)
Top management	49 (24.5%)
Education level	
Graduate degree	148 (74%)
University degree	51 (25.5%)
High school or equivalent	1 (0.5%)
Gender	
Male	152 (76%)
Female	48 24%)

Lastly, the third stage of post-hoc analysis included a sample of five practitioners from the main sample who willingly participated in 40 minutes to 60 minutes of in-depth interviews. Purposive sampling was utilized here as well to attain quality information through selecting a group of key informants on the basis of their designation and experience or involvement with corporate sustainability activities in the hotels. Upon applying the above selection criteria, the researcher interviewed five hotel managers at top and middle management levels from different departments

including procurement, food and beverages, sales and marketing, and front office services. The participants were informed about the research study and were presented with a list of eliminated SBSC indicators. They were probed for explanations on the possible reasons for the eliminated SBSC indicators from the proposed SBSC scale. Additionally, the interviewees were asked to provide the changes they faced in their hotel's sustainability business operations with the newly arisen COVID-19 pandemic. The participants were also presented with questions that looked into the underlying reasons for the presence or absence of certain relationships amongst the study variables.

In summation, in this section, the target population of employees in the Indian hospitality has been identified. The sampling frame was developed by highlighting the elements of the target population, 4-star and 5-star category of Indian hotels. This led to an execution of a specific sampling strategy, i.e. purposive sampling, for the three phases of the research design. Further, the individual data collection approaches and samples being utilized across the three stages were discussed altogether. The next section focuses on the measuring instrument, a questionnaire, which is deployed for data collection in the main second stage of the three-stage research design. This section is then followed by a discussion of the measures used to operationalize the study's constructs and how some measures were modified post the first exploratory stage of expert review.

5.6. Questionnaire design

The design of the focal measuring instrument of the second stage, i.e., the questionnaire, went through multiple phases of revision in the first exploratory stage (see section 5.7.5.1), to ensure that the questions were worded in a coherent manner and did not suffer from any misinterpretations by respondents (Rosenthal & Rosnow,

2008). Further, when designing the questionnaire, degree of structure, degree of disguise, and method of administration were considered (Elbanna, 2019). The following sub-sections discuss these topics in detail along with the topic of ethical compliance.

5.6.1. Degree of structure

The degree of structure pertains to the level of standardization posed in the questionnaire, such that a highly structured questionnaire includes predetermined questions and responses, whereas an unstructured questionnaire includes less determined questions where respondents are able to express their opinions freely (Iacobucci & Churchill, 2010). Thus, survey questions are primarily of two forms, open-ended and closed-ended, where the former questions permit the respondents to be more flexible in answering the questions as they deem fit, whereas the latter form of questions ensure that the respondent responds in a specific manner by limiting their response options (Malhotra et al., 2017). Further, respondents can also be affected by the social desirability bias (Rosenthal & Rosnow, 2008), where they may be inclined to portray a better image of the hotel's performance and/or sustainability initiatives than is actually the case. To control for this social desirability bias, the researcher communicated the presence of confidentiality to the respondents, along with collecting multiple responses from different managers employed at the same hotel.

The questionnaire was designed with mostly closed-ended questions as it enabled easier data coding and analysis and set the stage for hypothesis testing. A few open-ended questions were also posited to the respondents with respect to their demographic information and questions relating to the hotel's profile. Additionally, an open-ended question was placed at the end of the questionnaire (Rosenthal & Rosnow,

2008) to receive any feedback that allowed the respondents to expand upon any line of thought which might have been constrained in their structured responses to the other questions. These closed-ended questions primarily made use of a five-point Likert scale, a widely used self-report scale to assess participants' levels of agreement or disagreement with statements (Malhotra et al., 2017). One of the constructs, environmental munificence, was assessed using a semantic differential scale, where the respondent is presented with a scale having end points labeled as bipolar descriptions (ibid.).

5.6.2. Degree of disguise

The degree of disguise in the questionnaire relates to the degree of information being disclosed to the respondents regarding the study's purpose such that an undisguised questionnaire openly communicates the research study's purpose as opposed to a disguised questionnaire, which hides the purpose of the research study (Iacobucci & Churchill, 2010).

Given that the nature of this study involved the respondents having specific managerial knowledge of the sustainability strategies in place along with an understanding of the organizational performance, the study's purpose, researcher's contact details, and source of funding were communicated to inculcate trust and professionalism in the respondents. Further, similar to Shepherd (2014), it was noted that, in the first stage of expert reviews, through provision of this information, each respondent was better able to understand the context of the survey and showed a higher level of willingness to participate in the survey.

5.6.3. Method of questionnaire administration

This section elaborates on the method utilized to administer the questionnaire

in the second stage of the research design. There exist several methods of administering a questionnaire to the chosen sample, such as personal or face-to-face, over the telephone, online through the web, or by post (Elbanna, 2019; Shepherd, 2014).

5.6.3.1. *Personal/Face-to-face interview*

During a personal or a face-to-face interview, the respondent is directly approached by the interviewer to answer the questionnaire, where the interviewer can personally record the respondent's answers and ensure a high level of attention (Malhotra et al., 2017). However, while the interviewer has the opportunity to reduce any potential misinterpretations by the respondent, the personal involvement of the interviewer as a researcher can also lead to interviewer bias during this mode of data collection (Iacobucci & Churchill, 2010). Further, given the personal involvement of the researcher herself/himself, the respondent's cooperation is expected to be high with personal interviews. However, this method is an expensive one, given the high amount of time and labor needed to personally approach large samples (Rosenthal & Rosnow, 2008).

5.6.3.2. *Telephone interviews*

In this mode of administration, respondents are called over the phone to respond to the survey. While telephone interviews are cheaper to administer and the collected data can be easily recorded, the type of survey that can be administered in this way needs to be brief to avoid respondent fatigue (Iacobucci & Churchill, 2010; Rosenthal & Rosnow, 2008). Hence, as the length of the questionnaire in this study is long, this method was not considered.

5.6.3.3. *Computer-based questionnaires*

A computer-based or web-based questionnaire involves sending a web-link to the respondent. While this method is extremely cost effective and has become dominant in survey delivery, it, however, suffers from some drawbacks that include low response rates and difficulty in establishing rapport (Malhotra et al., 2017).

5.6.3.4. *Postal questionnaires*

This form of administration involves mailing the questionnaire with a cover letter to the respondent, where the respondent can fill out the questionnaire and mail it back to the sender. This method has been prominently used by researchers in the past for its low cost and easy access to mailing lists; however, in this digital age, the low response rates and long response times have become unavoidable concerns (Iacobucci & Churchill, 2010).

In this research study, a face-to-face method of questionnaire was administered to approach respondents for the first two stages of our research. In doing so, a sense of trust was established with the respondent that facilitated a higher response rate. The third stage of the research design, involving in-depth interviews, was conducted through an online video conferencing platform, which combined the benefits of both computer-based and personal interviews. The developed questionnaire was also subject to compliance with ethical guidelines, as discussed in the following sub-section.

5.6.4. Ethics approval

With the advancement in social sciences, consideration of ethics becomes crucial to assure that research is carried out in the utmost morality. In order to ensure that these ethical guidelines are adhered to in the developed questionnaire, obtaining

the approval of an established review board specialized in ethical conduct is recommended (Rosenthal & Rosnow, 2008). Accordingly, the institutional review board (IRB) at the researcher's education institution was approached to, for their ethical approval before proceeding to even the first stage of the research study. Furthermore, changes made in the questionnaire post the expert review led to a revised approval being sought from the IRB. Thus, having an ethically compliant measuring instrument ensured the quality of this research study. The IRB ethical approval for the questionnaire can be found in Appendix A.

The questionnaire, accordingly, was designed keeping in mind all the above criteria which consisted of degree of structure, degree of disguise, method of administration, and ethical approval. This research study employs a structured non-disguised questionnaire that was personally distributed, and ethically approved by the institutional ethical board. Through conducting an extensive literature review, a preliminary draft of the questionnaire was constructed which was then modified as per the recommendations and suggestions received in the exploratory stage of expert review. Section 5.7.5.1 explains the changes in detail and presents the final items utilized in the main study, i.e. stage two of the research design. Appendix B depicts the final version of the questionnaire post the expert review.

5.7. Construct operationalization

Upon conducting a thorough literature search, a questionnaire was developed to collect data from respondents on the proposed conceptual framework. The constructs included in the conceptual framework or model are listed in Table 5.7.

Table 5.7. Constructs used in the study

Category of the variable	Construct
Contextual variables: Environmental perspective	1. Competitive intensity 2. Environmental munificence
Contextual variables: Organizational perspective	1. Slack resources 2. Top management commitment
Dependent variables	1. Corporate sustainability 2. Organizational performance
Control variables	1. Hotel size 2. Hotel age

5.7.1. Corporate sustainability

Measuring the corporate sustainability of an organization has been a difficult task for many scholars such that a unanimously agreed upon standard scale to measure corporate sustainability does not exist yet. While most researchers resorted to using secondary data in order to avoid respondent bias (Cornett et al., 2016; Wang et al., 2015), these measures are either not designed specifically to measure the particular corporate sustainability construct or the availability of secondary data is limited for the respective sample. Furthermore, Martinez-Conesa et al. (2017) indicate that a significant gap exists for future researchers to develop a corporate sustainability scale. As developing a scale for corporate sustainability is outside the scope of this research study, pre-tested scales of corporate sustainability are used. Based on pre-developed scales by Turker (2009) and Lindgreen et al. (2009b), this study initially used six measurement items each for employee-oriented corporate sustainability and society-oriented corporate sustainability, whereas customer-oriented corporate sustainability and environment-oriented corporate sustainability were measured by five items each. However, post the first exploratory stage of expert review, the scale for corporate

sustainability was revised as discussed in Chapter 2, where this scale also faced issues of overlap with the operationalization of organizational performance. This is further elaborated on in section 5.7.5.1.

Appropriately, the revised scale assessed social and environmental activities of the organization using 10 items put forth by Pedersen et al. (2018). Participants were asked to respond to the question, "To what extent do you agree with the following statements about your hotel's social and environmental activities?" using a five-point Likert scale where '1' was labeled as 'Strongly disagree' and '5' as 'Strongly agree'. The revised scale for corporate sustainability is depicted in Table 5.7.1.

Table 5.7.1. Operationalization of corporate sustainability

Measurement	Reference
Social and environmental sustainability	
Our hotel has clearly defined social and environmental objectives	Pedersen et al. (2018)
Our hotel allocates substantial resources to social and environmental improvements	
Our hotel regularly measures and reports social and environmental performance	
Our hotel tries to substitute polluting materials/products with less polluting ones	
Managers and employees receive training and education in social and environmental responsibility	
Management always considers social and environmental impacts when making important business decisions	
Out hotel recognizes and rewards managers/employees who contribute to social and environmental improvements	
Out hotel is open, honest, and transparent in its internal and external communication of social and environmental impacts	
Our hotel works hard to ensure high social and environmental standards in the supply chain	
Our hotel actively promotes social and environmental-friendly customer behavior	

5.7.2. Environmental perspective

Within the environmental perspective, the two constructs under study are competitive intensity and environmental munificence. These two constructs, as per the literature review, were identified as crucial environmental characteristics (see Chapter 4). In order to measure competitive intensity, respondents were prompted with the following statement, "Please select the number which best describes the competitive environment in which your hotel is working", where they were presented with three items on competitive intensity adopted from Bai and Chang (2015) and marked on a five-point Likert scale with '1' labeled as 'Strongly disagree' and '5' being 'Strongly agree'.

While researchers have operationalized environmental munificence primarily from a resource and a capacity perspective that could be objectively measured using secondary data (Goll & Rasheed, 2005; McArthur & Nystrom, 1991), this study utilized a subjective measure of environmental munificence developed by Elbanna and Child (2007) that assessed it from the three categories of capacity, growth/decline, and opportunity/threat as put forth by Castrogiovanni (1991). Accordingly, respondents answered the following question, "How would you characterize the external environment in which your hotel operates? Please tick the number which best describes the situation in your hotel" through responding to three items assessing environmental munificence on a five-point semantic differential scale, where '1' corresponded to items resonating high environmental munificence and '5' towards low environmental munificence. The operationalization of these two constructs is depicted in Table 5.7.2.

Table 5.7.2. Operationalization of environmental perspective constructs

Construct	Measurement item	Reference
Competitive intensity	There are many "promotion wars" in our industry Anything that one competitor can offer, others can match readily Price competition is a hallmark of our industry	Bai and Chang (2015)
Environmental munificence	Very safe; little threat to survival and well-being of the hotel (1) Very risky; a false step can mean hotel's undoing (5) Rich in investment and marketing opportunities; not at all stressful (1) Very stressful, exacting, hostile; very hard to keep afloat (5) An environment that your hotel can control and manipulate to its own advantage, (e.g. a dominant hotel in an industry with little competition and few hindrances) (1) A dominating environment, in which your hotel's initiatives count for very little against the tremendous forces of your business or political environment (5)	Elbanna and Child (2007)

5.7.3. Organizational perspective

In this research study, two organizational attributes are focused on, namely, slack resources and top management commitment. Contemporary and previous researchers have primarily measured the slack resources variable solely on the basis of financial resources and, accordingly, operationalized slack resources as prior financial performance (Kang et al., 2016; Waddock & Graves, 1997). Accordingly, Shepherd and Rudd (2014) proposed using direct measures to operationalize slack resources. Hence, in this study, the operationalization proposed by Elbanna et al. (2016) is utilized, where they subjectively assess slack resources. Thus, the question, "Please, indicate the

extent to which you agree or disagree with the following statements regarding the current situation in your hotel" was posed to the respondents, where they responded to six measurement items pertaining to slack resources using a 5-point Likert scale such that '1' corresponded to 'Strongly disagree' and '5' indicated 'Strongly agree'.

Further, top management commitment was also assessed on a five-point Likert scale with eight items established by Wijethilake and Lama (2019) that examined the commitment of top management towards sustainability. These measures were adapted to better suit the hospitality context and the respondents were probed with the following question: "Please, indicate to what extent you agree or disagree with each one of the following statements in relation to your top management". The measures used to operationalize slack resources and top management commitment are listed in Table 5.7.3.

Table 5.7.3. Operationalization of organizational perspective constructs

Construct	Measurement item	Reference
Slack resources	It is very difficult to get approval for a project that is worth doing.	Elbanna et al. (2016)
	In terms of the availability of money, our hotel's situation is tight.	
	Our hotel has difficulty obtaining sufficient funds to deliver its services.	
	Our hotel has difficulty obtaining sufficient funds to introduce new services.	
	Our hotel has difficulty in implementing its strategic/business plan because of the lack of the required resources.	
	Our hotel has easy access to resources for development and improvement.	
Top management commitment	Top management extends full support for sustainability practices	Wijethilake and Lama (2019)
	Top management commits to reducing sustainability issues resulting from operations	
	Top management consistently assesses the sustainability impacts of our hotels	
	Top management shows behavior that indicates sustainability as a competitive advantage	
	Top management has a great understanding of competitors' sustainability practices	
	Top management knows a great deal about customers' sustainability requirements	
	Top management has a great knowledge of the industry's sustainability requirements	
	Top management effectively communicates sustainability practices among stakeholders	

5.7.4. Organizational performance

Organizational performance was operationalized using a comprehensive balanced scorecard approach. The balanced scorecard (BSC) developed by Kaplan and

Norton (1992) is one such measurement tool that incorporates long-term and short-term as well as financial and non-financial indicators. BSCs are being increasingly customized with additional perspectives to better perform their function as performance measurement tools. One such modified BSC is the sustainability balanced scorecard (SBSC), which incorporates not just economic issues but environmental and social ones as well (Hansen & Schaltegger, 2016). Through utilizing the SBSC to operationalize organizational performance, the widespread impact of corporate sustainability on the performance of an organization is better understood. However, to date, an established and pre-tested perceptual scale for the SBSC does not exist in the organizational performance literature. Accordingly, to develop a scale for the SBSC, the guidelines laid down by DeVellis (2012) were adapted and the following procedure was followed, which focused on 1) understanding the construct theoretically, 2) generating a pool of items, 3) reviewing by experts, 4) collecting data, and 5) evaluating the items.

Step 1 of understanding the theoretical construct of the SBSC has been discussed in detail in Chapter 3, section 3.6. The SBSC was theorized to consist of six perspectives, namely learning and growth, internal business, customer, environmental, social, and financial. Moving on to the second step of constructing measurement items, it was found that an overall perceptual scale assessing all the dimensions or perspectives of the SBSC and specific to the hospitality industry is absent. However, the extant literature on the balanced scorecard has, to some extent, measured specific perspectives on a stand-alone basis or developed an industry-specific traditional BSC perceptual scale. This literature was then utilized to generate a pool of items by selecting relevant items to constitute an altogether new scale for the SBSC. Next, step 3 was implemented where this developed pool of measures was reviewed by a team of academic and industry experts in the first exploratory phase of the research design. Section 5.7.5.1

discusses the changes made to the organizational performance measure in detail. The fourth step regarding data collection has already been covered in section 5.5.4, where the face-to-face data collection approach utilized in stage two is identified, which consists of survey research. Lastly, step 5 in the scale development of evaluating the items is explained in further detail in Chapter 6, which covers SBSC scale testing and validation.

5.7.5. Expert review

An exploratory study was conducted that enabled the researcher to test the validity of the proposed conceptual model and questionnaire. Through interviewing a group of industry and academic experts, the researcher attempted to better understand the status quo of the hospitality industry in India along with the need for studying the proposed constructs in the extant literature. This stage also enabled the finalization of the proposed items in the scale through asking the panel of experts to test them for acceptability (Rosenthal & Rosnow, 2008, p. 172). Thus, the aim of this exploratory stage was to finalize the preliminary draft of the questionnaire prior to administering it in the second stage to a large sample, and to obtain information on the practical relevance of the variables depicted in the conceptual model. The professionals were approached with a preliminary conceptual framework as a starting point that led to a further insightful discussion on the prevalence of corporate sustainability in the Indian hospitality industry. As proposed by Elbanna (2019) and Iacobucci and Churchill (2010), this stage allowed the researcher to gain a profound outlook on the research objectives and the need to examine them in the Indian hospitality industry, leading to the formulation of a more precise operational conceptual model that reflected the context more suitably. Given the feedback received from both academic and industry

expert reviews, several modifications were made to the proposed SBSC measurement items to better suit the Indian and hospitality contexts. In the below sections, these modifications are discussed to show how the feedback received from both academics and experts contributed to the development of the survey.

5.7.5.1. *Changes made post expert review*

The questionnaire was modified in various ways upon conducting the first stage of expert reviews. These changes related to revising the operationalization of corporate sustainability to avoid overlap with the dependent variable, organizational performance, and facilitated modifications of certain measurement items belonging to the SBSC scale used to operationalize organizational performance. The modifications made to the questionnaire are highlighted in detail below.

Corporate sustainability was operationalized with respect to the four main stakeholders that the hospitality industry caters to, namely customers, employees, society, and the environment (Sainaghi, 2010; Serra-Cantallops et al., 2017). However, as advised by one of the academic experts, this particular operationalization of corporate sustainability shared a significant overlap with the operationalization of organizational performance (SBSC scale), specifically, the four perspectives of customer, learning and growth, social, and environmental. Accordingly, given the established literature on corporate sustainability, another operationalization of corporate sustainability was referred to, that ensured significant discriminant validity existed amongst the constructs. As indicated in Chapter 2, various conceptualizations of corporate sustainability exist in the literature. Further, as the main focus of this study was to examine sustainability engagement and performance in the hospitality industry, corporate sustainability activities with respect to society and environment needed to be

assessed. Hence, the corporate sustainability scale developed by Pedersen et al. (2018) is included that exclusively measures the social and environmental activities of organizations using a perceptual scale adapted from extant literature.

The other construct to undergo significant modifications was organizational performance. Organizational performance was operationalized as a sustainability balanced scorecard (SBSC) that tested organizational performance comprehensively across financial and non-financial forefronts. In order to effectively measure the SBSC, six perspectives were defined, namely learning and growth, internal business, customer, social, environmental, and financial, which were assessed using 37 items adapted from extant literature (Chuang & Huang, 2018; Dias-Sardinha & Reijnders, 2005; Elbanna et al., 2015; Journeault, 2016; Lisi, 2018; van der Woerd & van den Brink, 2004).

As the proposed SBSC scale to assess organizational performance for the hospitality industry is the first of its kind, the researcher made stringent efforts to modify the scale as needed. For example, the financial perspective item 'Liquidity' was modified to read 'Liquidity ratio' upon the recommendation of an accounting academician and for ease of understanding, as the latter is an established financial metric. 'Environmental, health and safety and local society spending' was modified to read 'Environmental, health and safety spending' to better portray the EHS concept of environment, health and safety and to avoid overloading too much information onto one item and confusing the respondent. Changes were made to the social perspective item 'Limiting social impact beyond compliance'. More specifically, upon indication of confusion by a respondent on the nature of the social impact being limited, the social perspective item 'Limiting social impact beyond compliance' was amended to 'Limiting negative social impact beyond compliance'. Additionally, an academician indicated that the item 'Donations to local society' resonated more with the financial

perspective, and hence this item was moved to the financial perspective.

Similarly, the items from the customer perspective and learning and growth perspective were modified, by adding examples proposed by professionals, to clearly show the meaning of 'green services' in the hotel industry. These are 'Market share of green services' (customer perspective) and 'Number of new green services', which were respectively modified to 'Market share of green services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities etc.)' and 'Number of new green services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities, energy saving initiatives etc.). A customer perspective item, 'Verbal/anecdotal feedback via staff', was modified to 'Verbal/anecdotal customer feedback via staff' for clarity and to avoid any ambiguity the respondent might have in interpreting the question.

Repetition of items asking for similar information can increase the length of the questionnaire and lead to respondent fatigue, thereby causing inattentive or careless responses (Rosenthal & Rosnow, 2008). Accordingly, some measurement items were eliminated in this stage upon the reviews received by the experts. A customer perspective item, 'Sustainability communication to customers', was removed due to a similar item being used in the social perspective ('Educating employees and the public about social issues'), as indicated by a scholar in his review. The social perspective item 'Improved relations with society' was excluded due to its general and ambiguous wording, leading to difficulty in correctly answering the question. Lastly, upon the reviews attained from this exploratory stage, the learning and growth perspective item 'Participation in environmental projects' was deleted as it was similar to the measurement item 'Number of new green services'.

In the learning and growth perspective, the item 'Hiring of local employees'

was moved to the social perspective as it related more to social activities of organizations. Further, this item was reworded to 'Creation of new job opportunities', which retained the essence of the original social perspective measure of providing new job opportunities. As indicated by one of the hotel professionals, the workforce in India is primarily made up of locals, thereby identifying the redundancy of using the word 'local' as it is implied by default. Upon making the above recommended improvements to the proposed SBSC scale, the second stage of the research design, the main study, was carried out with the improved questionnaire consisting of all the revised items (see Table 5.7.5.1). Hence, the SBSC scale comprised 37 items overall, where the respondents answered on a five-point Likert scale with '1' being 'Strongly agree' and '5' being 'Strongly disagree' when posed with the following question, "Please rate the performance of your hotel at the current time in comparison to similar hotels on each of the following criteria."

Table 5.7.5.1. Revised operationalization of organizational performance

Measurement item	Reference
Financial perspective	
Gross operating profit	Elbanna et al. (2015)
Return on sale	
Revenue per available room	
Liquidity ratio	
Environmental, health and safety spending	Dias-Sardinha and Reijnders (2005)
Donations to local society	Journeault (2016)
Social perspective	
Complying with social regulations	Lisi (2018)
Limiting negative social impact beyond compliance	
Preventing and mitigating social crises (i.e., work-related fatal injuries, incidents of discrimination, incidents of human rights violations across the supply chain)	
Educating employees and the public about social issues (i.e., health and safety, human rights, preservation and promotion of local cultural identity	
Creation of new job opportunities	Journeault (2016)
Environmental perspective	
Reduced pollution and service costs	Chuang and Huang (2018)
Reduced environmental fines	
Increased image in environmental protection	
Increases in products with environmentally friendly design	
Strengthened internal environmental management and communication	
Awareness and understanding of current trends in environmental regulations	
Customer perspective	
Verbal/anecdotal customer feedback via staff	Elbanna et al. (2015)
Average spend of customer	
Market share	
Market share growth	
Market share of green services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities etc.)	van der Woerd and van den Brink (2004)
Customer satisfaction	
Internal business perspective	
Productivity levels, e.g., labor productivity	Elbanna et al. (2015)
Efficiency of operations, e.g., booking, room service	
Proper completion of planned projects/initiatives	
Serving customers on time	

Measurement item	Reference
Reduction in workplace accidents	Chuang and Huang (2018)
Programmes to monitor and reduce use of resources and prevent pollution	Dias-Sardinha and Reijnders (2005)
Learning and growth perspective	
Number of new 'green' services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities, energy saving initiatives etc.)	Elbanna et al. (2015)
Process improvement initiatives	
Building network of relationships with stakeholders	
Membership of trade/professional bodies	
Staff capabilities	
Staff satisfaction	
Staff development	
Staff retention rate	

5.7.6. Control variables

With respect to control variables, firm size and age are found to have a confounding impact on corporate sustainability and performance, where older and larger organizations have a higher amount of resources and hence can engage in corporate sustainability more easily than smaller and younger organizations (Cornett et al., 2016; Goll & Rasheed, 2004; Kemper et al., 2013; Zhu et al., 2014). Hotel size was measured using number of employees and hotel age was assessed by asking the respondents the year the hotel was established.

Overall, this section discussed in detail the operationalization of all the constructs involved in the research study including the contextual variables, dependent variables and control variables. The five-step process employed in developing an SBSC scale to assess organizational performance was also illustrated.

5.8. Data analysis considerations

Given the mixed methods approach of the three-stage research design employed in this study, different data analysis techniques are used. Primarily, the qualitative data entailed in stages one and three of the research design was analyzed using the content analysis approach. Section 5.7.5.1 used content analysis to develop the SBSC scale. Further, section 5.8.2 discusses how the content analysis approach is to be utilized for the third stage of in-depth interviews. The second descriptive stage of survey research consists of a quantitative research method and requires implementation of a statistical approach to analyze the data effectively. Extant literature on statistical methods can be widely categorized as parametric methods or nonparametric methods. While execution of parametric methods entails various requirements regarding data distribution such that the data needs to be normally distributed, nonparametric methods do not require the assumption of data normality (Hill et al., 2010; Pollanen et al., 2017). Accordingly, one of the non-parametric methods, structural equation modeling (SEM) approach, is utilized that enables simultaneous testing of relationships having multiple endogenous constructs. Section 5.8.1 illustrates the relevancy of SEM in more detail.

5.8.1. Suitability of structural equation modeling

The proposed conceptual model (see Chapter 4) is tested using a structural equation modeling (SEM) technique that tests cause-effect relationships for latent variables (Hair et al., 2014b). SEM is preferred given the complex nature of this conceptual model as it enables simultaneous analysis of all the variables, where SEM also accounts for variations observed in the data due to unobserved exogeneous variables termed as "errors" which are not included in the model, rather their existence is acknowledged and their relations to the other variables are assessed qualitatively

(Pearl, 2009). Further, there exist two approaches in SEM, namely covariance-based SEM (CB-SEM) method and partial least squares structural equation modeling (PLS-SEM) technique (Hair et al., 2014a). The distinct difference between the two methods is with respect to the estimation technique being employed, where CB-SEM uses the maximum likelihood procedure and PLS-SEM uses the ordinary least squares regression procedure (Hair et al., 2014a). In this research study, PLS-SEM was utilized given that the study's exploratory aim is to develop an SBSC for the hospitality industry and to empirically validate the conceptual model. Thus, given that the research objective pertains to theory development and predicting constructs, PLS-SEM is the preferable choice (Hair et al., 2014a, p. 14).

5.8.1.1. *Non-response error*

Non-response bias may exist due to the possibility of differences in the received responses from the unreceived responses, thereby compromising the generalization of the results attained from the sample to the population (Armstrong & Overton, 1977). Follow-ups and persuasively approaching the respondent have been proposed as tactics that could be employed to improve the response rates (Rosenthal & Rosnow, 2008). Through the utilization of the above techniques and in conducting a personal method of questionnaire administration, the response rate attained in stage two of the three-stage research design was 78%.

Different statistical methods also exist that can test for the existence of non-response bias, of which this study employs comparison of late responses with early responses, where late respondents are expected to be similar to non-respondents, and hence are used as proxies for non-respondents (Armstrong & Overton, 1977; Iacobucci & Churchill, 2010). The presence of significant differences amongst these two groups

indicates the presence of a non-response bias. Chapter 7 illustrates the results of the non-response bias test conducted for the second stage of the research design in detail.

5.8.2. Content analysis

The last stage of the research design entailed the conduction of in-depth interviews. In this post-hoc analysis phase, the researcher sought to go beyond the descriptive second stage of the analysis to develop a refined understanding and a better interpretation of the findings attained in the previous stage (Malhotra et al., 2017; Singleton & Straits, 2005). Hence, this stage allowed the researcher to specifically attain information on why certain indicators from the SBSC scale were not relevant, and also enabled the proposition of a new perspective in light of the COVID-19 pandemic. Further, the data from this stage assisted in explaining the reasoning behind certain surprising results regarding the nature of the hypothesized relationships.

The responses received from each of the interviewees were put through a content analysis phase to extrapolate the results for the hospitality industry. In content analysis, researchers utilize logic, theory, questions or hypotheses to make categorical judgments and identify themes or patterns (Rosenthal & Rosnow, 2008; Stone, 1997). Further, three essential attributes of a content analysis are consistent data sorting, selection of categories or themes relevant to research questions, and utilizing an appropriate sampling technique when selecting content for analysis (Rosenthal & Rosnow, 2008). Hence, keeping in mind the research questions of this third stage related to the developed and tested scale of the SBSC and the results attained from the empirically tested conceptual model, the information attained through the in-depth interviews was selected based on its relevance and was categorized into themes that provided meaningful information.

In sum, the two distinct analysis methods employed in the three-stage multi-method research design are explained, in a sequential manner. The structural equation modeling technique used to analyze the data in the second stage of survey research is described. Lastly, the sample used in the last stage of in-depth interviews is introduced to better understand the use of a content analysis approach.

5.9. Summary of research methodology

In this chapter, the development of the three-stage research design is examined. Through exploring the epistemological paradigms, the relevance of social constructivism and anarchism to this research study was outlined. Further, exploratory and descriptive research designs and methods of data collection available were identified that prepared the ground for the formation of a multi-method three-stage research design constituting of semi-structured interviews, survey research, and in-depth interviews.

In the first stage, four academic experts and five industry experts were interviewed, which allowed the refinement of the study's conceptual model and questionnaire. The second stage consists of the main study, where 256 hotel managers from 4-star and 5-star hotels in India were surveyed and 200 complete responses were received with a high response rate of 78%. The collected data is then exclusively analyzed and tested for the proposed hypotheses using SEM in Chapter 7. Hence, this chapter was able to provide the means to link the conceptual model and hypotheses proposed in Chapter 4 to the upcoming data analysis section, which comprises chapters 6 and 7. Lastly, this chapter concluded with the third stage of in-depth interviews with five hotel managers that shed light on the results attained in the second stage and are analyzed in detail in Chapter 8, where the findings of the results are discussed.

CHAPTER 6 - DEVELOPING AN INDUSTRY-SPECIFIC SCALE FOR PERFORMANCE FROM THE SBSC PERSPECTIVE

6.1. Introduction

This chapter follows the previous chapter, Chapter 5, the research methodology chapter, which discussed in detail the three-stage research design employed in this study, including the sampling design and data collection process. In this chapter, emphasis is placed on developing the measure of organizational performance using a sustainability balanced scorecard (SBSC) perspective through analyzing the data collected in the main study, i.e. the second stage or the survey research, along with the data from in-depth interviews in the third stage, i.e. the post-hoc analysis. SBSC is a specific form of the performance management system, balanced scorecard, which recognizes the triple bottom line approach of economy, ecology and society and includes these three dimensions as perspectives within the scorecard, leading to a six perspectives scorecard of learning and growth, internal business, customer, environmental, social, and financial (Hansen & Schaltegger, 2016). As discussed in chapters 3 and 5, the reasons behind utilizing an SBSC to measure organizational performance are mainly threefold: 1) attaining a broad understanding of the effect of corporate sustainability on financial and non-financial facets of organizational performance, 2) the strategic nature of the balanced scorecard where the measures need to relate to the strategy being implemented, and 3) the rising prominence of sustainable tourism.

Specific to the research context of this study, India is the highest contributor of South Asia's travel and tourism GDP (World Economic Forum, 2019). Additionally, Indian's travel and tourism industry ranks quite low in ensuring a healthy and hygienic

environment and enhancing environment sustainability, in spite of having a natural-resource rich environment (ibid.). Hence, with the multi-objective strategies of working towards the betterment of employees, society, and environment in addition to improving profits, the hospitality industry in India is actively incorporating sustainability, which calls for a need to utilize more balanced performance measurement approaches such as the SBSC (Altin et al., 2018). Thus, given the multi-dimensional nature of the SBSC and the need to improve the sustainability performance of the hospitality industry in India, the SBSC is posed as an appropriate measure for operationalizing organizational performance.

The chapter follows up with an introduction on the concept of measurement models in section 6.2, followed by a focused analysis of the measurement model in section 6.3. The scale proposed for the SBSC is empirically tested in this section through measurement model analysis, which lays the foundation for further hypotheses testing that is comprised of structural model analysis and is depicted separately in Chapter 7. Moreover, section 6.4 analyzes the in-depth interviews to acquire additional information on the eliminated SBSC indicators and propose a new health and safety perspective, in accordance with the COVID-19 pandemic.

6.2. Measurement models

Measurement models or outer models depict the relationships between latent variables or constructs and the underlying indicators (Hair et al., 2014a). Constructs are categorized on the basis of their levels of abstraction as higher-order and lower-order constructs (Sarstedt et al., 2019). Higher-order constructs (HOCs) model themselves into sub-dimensions called lower-order constructs (LOCs) and allow for a parsimonious depiction of complex models (Hair et al., 2014a). Additionally, building on this

conceptualization, multi-dimensional constructs can invariably be depicted as higher-order constructs which are summarized by the lower-order constructs.

The measurement model is dictated by measurement theory which specifies the way unobserved latent variables are measured (Hair et al., 2014a). Scholars have elaborated on this theory by identifying two main approaches to measurement models, namely formative measurement model and reflective measurement model (ibid.). In formative measurement models, the indicators are distinct in nature, where they represent different dimensions and form the latent variable such that the arrows point from these indicators to the latent variable (Hair et al., 2014a; Vinzi et al., 2010). On the other hand, in reflective measurement models, the latent variable causes the indicators such that the arrows point from the latent variable to the indicators (Hair et al., 2014a). Further, the indicators in a reflective measurement model are assumed to covary as they reflect the same underlying latent variable unidimensionally (Vinzi et al., 2010).

Reflective or formative constructs can be identified on the basis of their operationalization. Through assessing the nature of relationships the indicators have with their latent variable or construct, a researcher can identify whether the latent variable in question is formative or reflective (Hair et al., 2014b). Accordingly, referring to the measurement indicators used to operationalize the constructs under study (see Chapter 5), the constructs are classified as reflective constructs. Further, as established in section 3.6 in Chapter 3, SBSC is a multi-dimensional construct comprising six dimensions or perspectives that complement each other. Hence, as per the conceptualization of higher-order constructs provided by Hair et al. (2014a), the SBSC is identified in a top-down approach, where the SBSC is posited to consist of several perspectives that reflect it, given the inter-linkages amongst the perspectives

(Hansen & Schaltegger, 2016), thereby indicating a second-order reflective-reflective construct. The classification of constructs is listed in Table 6.2.

Table 6.2. Constructs classification

Coding	Construct	Abstract level	Nature of measurement model
CS	Corporate Sustainability (CS)	Lower-order construct	Reflective construct
SBSC	Sustainability Balanced Scorecard (SBSC)	Higher-order construct	Reflective-reflective construct
SBSC_F	*Financial perspective*	Lower-order construct	Reflective construct
SBSC_S	*Social perspective*	Lower-order construct	Reflective construct
SBSC_E	*Environmental perspective*	Lower-order construct	Reflective construct
SBSC_C	*Customer perspective*	Lower-order construct	Reflective construct
SBSC_IB	*Internal business perspective*	Lower-order construct	Reflective construct
SBSC_LG	*Learning and growth perspective*	Lower-order construct	Reflective construct
SLACK	Slack resources	Lower-order construct	Reflective construct
MUNI	Environmental munificence	Lower-order construct	Reflective construct
COMP	Competitive intensity	Lower-order construct	Reflective construct
TMC	Top management commitment	Lower-order construct	Reflective construct

6.3. Measurement model analysis

With respect to path model estimation or analysis, the first step of the PLS-SEM method comprises the measurement model, followed by the second step of estimating the path coefficients in the structural model (Vinzi et al., 2010), which is detailed in Chapter 7. In analyzing the measurement model, the involved constructs need to be

186

tested for their reliability and validity before moving on to the second step of structural model analysis (Hair et al., 2014b). Pertaining to the classification of the constructs (see Table 6.2), Hair et al. (2014a) have posited certain guidelines on how reflective and formative measurement models need to be evaluated. Given that all the latent constructs in this conceptual model are reflective in nature, the evaluation approach to assess reflective measurement models is carried out. First, the scale developed for the SBSC is tested exclusively in this chapter. The measurement model analysis of the complete model is carried out in Chapter 7 in section 7.3, and the structural model analysis in section 7.4.

Hair et al. (2014a) explain that one needs to assess the internal consistency, convergent and discriminant validity of reflective measurement models through assessing their values of composite reliability, average variance extracted (AVE), and executing the Fornell-Larcker criterion, respectively. While these rules are easily applicable for lower-order reflective constructs, higher-order constructs need to be assessed for the validity and reliability of their measurement models in a slightly different way. Upon identifying the reflective-reflective nature of the HOC (discussed in section 6.2), the disjoint two-stage approach proposed by Sarstedt et al. (2019) will be employed. This approach is an extension of the evaluation process used to assess the validity and reliability of reflective LOCs, where, in addition to the LOCs of the HOC, the HOC itself is also assessed for internal consistency and convergent validity. The following sections in the measurement model analysis assess the validity and reliability of the SBSC.

6.3.1. Higher-order construct: Sustainability Balanced Scorecard (SBSC)

One of the main research aims of this dissertation is to develop a standardized

sustainability balanced scorecard (SBSC) for the hospitality industry. Upon reviewing the literature on sustainability and balanced scorecard, a semi-hierarchical SBSC was proposed (see Figure 3.6, Chapter 3), where the measurement indicators for each of the six perspectives of the SBSC incorporated sustainability indicators. The SBSC, a higher-order construct (HOC), comprises six perspectives or six lower-order constructs (LOC), where the four perspectives correspond to the traditional four BSC perspectives of learning and growth, internal business, customer, and financial, which are now appended with two additional sustainability perspectives of social perspective and environmental perspective. In order to establish the validity of the higher-order latent variable, SBSC, the disjoint two-stage approach proposed by Sarstedt et al. (2019) to validate higher-order reflective-reflective latent variables is utilized. With regard to the disjoint two-stage approach, the first stage consists of establishing the internal consistency, convergent validity and discriminant validity of the lower-order constructs, i.e., the six perspectives. The second stage then focuses on the higher-order construct, SBSC, and on testing its reliability and validity. Since no other constructs or latent variables exist in this scale testing, discriminant validity of the HOC is not looked at. However, discriminant validity of the tested SBSC scale is looked at in relation to other constructs in Chapter 7. The following sub-sections illustrate the two stages of the aforementioned disjoint two-stage approach.

6.3.1.1. *Lower-order constructs – Internal consistency, convergent validity and discriminant validity*

First, the convergent validity of the SBSC construct's lower-order constructs (six perspectives) was tested by looking at its indicators' outer loadings. Hair et al. (2014a) advised removal of indicators with loadings lower than 0.4 and to consider

removal of indicators with outer loadings between 0.4 and 0.7, given that their removal increases composite reliability or AVE (see Figure 6.3.1.1.1). Additionally, given that the SBSC is a higher second-order reflective-reflective construct, the outer-loadings of the SBSC construct are considered to improve its convergent validity.
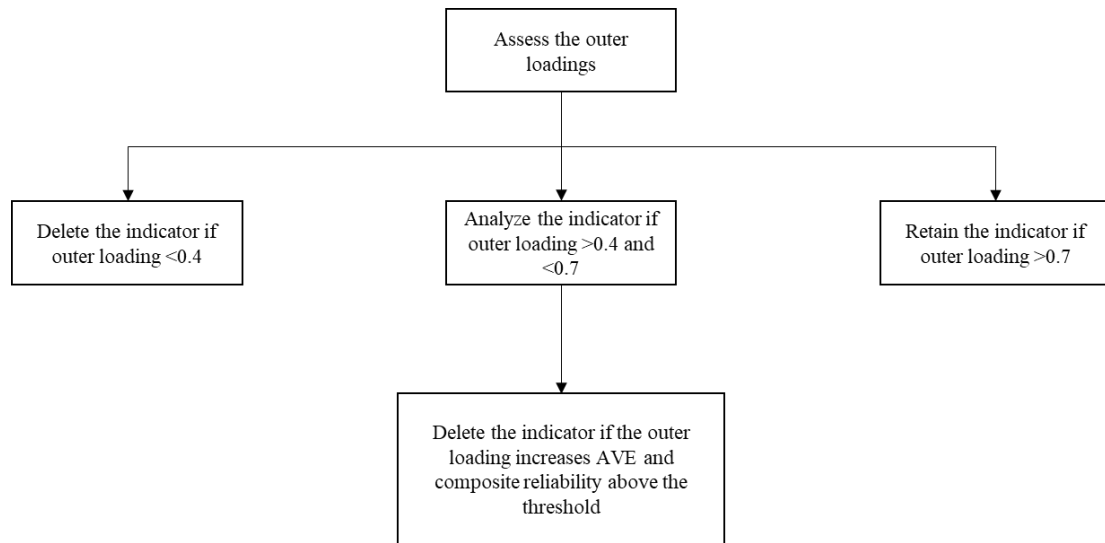
Figure 6.3.1.1.1. Outer loading testing

Overall, 16 indicators were removed for outer loadings below 0.4 and to further improve the AVE value. In order to attain insights on why these indicators failed to be relevant to the measurement of organizational performance, a post-hoc analysis was conducted, i.e. the third stage of the study's research design, which also enabled proposition of a new health and safety perspective in light of the COVID-19 pandemic. Section 6.4 analyzes the content attained from the interviews conducted in the post-hoc analysis stage. Moreover, the post-hoc analysis stage also sought to explain unexpected results attained in hypotheses testing which are extrapolated in Chapter 8 relating to the discussion and conclusion. Hence, in conclusion, the SBSC higher-order reflective-reflective latent variable now consisted of 21 indicators, as depicted in Figure 6.3.1.1.2.
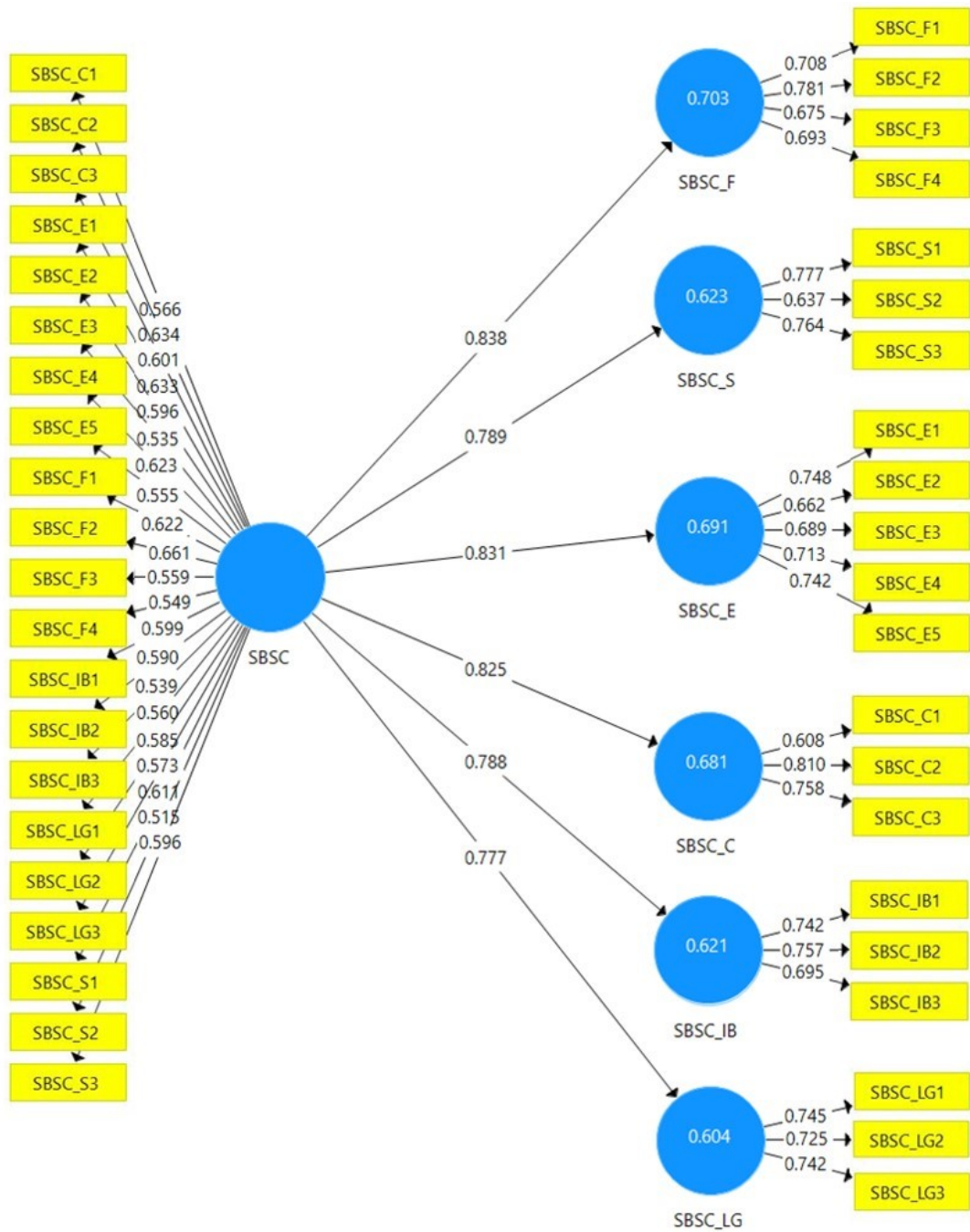
Figure 6.3.1.1.2. PLS measurement model

Second, the internal consistency of the LOCs is tested by examining their composite reliability. Composite reliability, rather than Cronbach's alpha, is referred to in order to evaluate the reliability of the constructs in this study. The reasons for preferring composite reliability over Cronbach's alpha which make it more suitable to

PLS-SEM are twofold: first, it does not assume tau-equivalence, thereby prioritizing indicators on the basis of their individual reliabilities (Abu Farha & Elbanna, 2018; Hair et al., 2014b); and, second, it does not underestimate internal consistency reliability like Cronbach's alpha, which is sensitive to the number of indicators in a scale (Hair et al., 2014b). The final indicators retained with acceptable outer loadings (>0.4), composite reliabilities (>0.7) and AVE values (>0.5) are listed in tables 6.3.1.1.1 and 6.3.1.1.2.

Table 6.3.1.1.1. Construct reliability

	No. of indicators	Composite Reliability	Average Variance Extracted (AVE)
Financial	4	0.807	0.512
Social	3	0.771	0.531
Environment	5	0.836	0.506
Customer	3	0.772	0.533
Internal Business	3	0.776	0.536
Learning and Growth	3	0.781	0.544

However, after the above reliability and validity tests, the customer perspective no longer retained its single sustainability integrated indicator, namely, "Market share of green services", which has also been addressed in the post-hoc analysis in section 6.4. Figure 6.3.1.1.3 depicts the final framework of the SBSC.
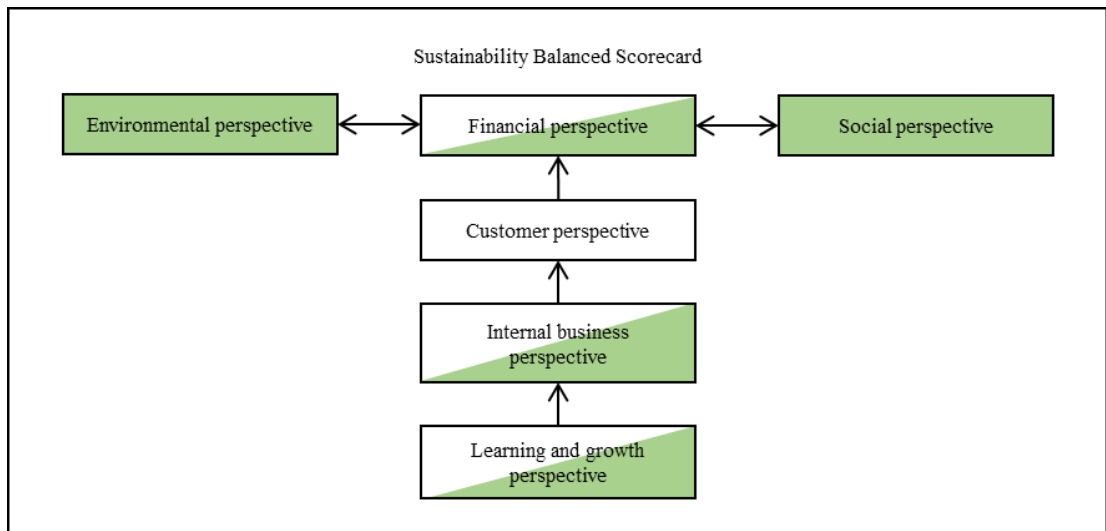
Figure 6.3.1.1.3. Sustainability BSC for the hospitality industry (adapted from Hansen and Schaltegger (2016))

Table 6.3.1.1.2. Outer loadings of SBSC indicators

Code	Indicators	Financial	Customer	Internal Business	Learning and Growth	Social	Environmental
SBSC_F1	Gross operating profit	0.708					
SBSC_F2	Return on sale	0.781					
SBSC_F3	Revenue per available room	0.675					
SBSC_F4	*Donations to local society*	*0.693*					
SBSC_C1	Verbal/anecdotal customer feedback via staff		0.608				
SBSC_C2	Market share		0.810				
SBSC_C3	Market share growth		0.758				
SBSC_IB1	Productivity levels, e.g., labor productivity			0.742			
SBSC_IB2	Efficiency of operations, e.g., booking, room service			0.757			
SBSC_IB3	*Programmes to monitor and reduce use of resources and prevent pollution*			*0.695*			
SBSC_LG1	*Number of new 'green' services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities, energy saving initiatives etc.)*				*0.745*		
SBSC_LG2	Building network of relationships with stakeholders				0.725		
SBSC_LG3	Staff capabilities				0.742		
SBSC_S1	*Complying with social regulations*					*0.777*	

Code	Indicators	Perspectives					
		Financial	Customer	Internal Business	Learning and Growth	Social	Environmental
SBSC_S2	*Limiting negative social impact beyond compliance*					*0.637*	
SBSC_S3	*Creation of new job opportunities*					*0.764*	
SBSC_E1	*Reduced pollution and service costs*						*0.748*
SBSC_E2	*Reduced environmental fines*						*0.662*
SBSC_E3	*Increased image in environmental protection*						*0.689*
SBSC_E4	*Increases in products with environmentally friendly design*						*0.713*
SBSC_E5	*Awareness and understanding of current trends in environmental regulations*						*0.742*

Note: Sustainability integrated indicators and perspectives are italicized

194

Third, with regard to the discriminant validity for the SBSC, the Fornell-Larcker criterion was used to ensure that the perspectives are substantially different. As can be seen from Table 6.3.1.1.3, the discriminant validity is established amongst the six perspectives such that the square root of the AVE values (highlighted in bold) for each latent variable is higher than the correlation with the other latent variables.

Table 6.3.1.1.3. Discriminant validity

Perspectives	Financial	Social	Environmental	Customer	Internal Business	Learning and growth
Financial	**0.716**					
Social	0.580	**0.729**				
Environmental	0.579	0.610	**0.711**			
Customer	0.689	0.603	0.578	**0.730**		
Internal Business	0.599	0.524	0.588	0.600	**0.732**	
Learning and Growth	0.588	0.569	0.541	0.582	0.571	**0.737**

6.3.1.2. *Higher-order construct – Internal consistency and convergent validity*

The second stage of the disjoint two-stage approach requires testing for the reliability and validity of the higher-order construct, SBSC. The composite reliability attained for SBSC was 0.919 and the AVE value was 0.655 (see Table 6.3.1.2). These values meet the cut-off criteria of 0.7 for composite reliability (Nunnally et al., 1994) and 0.5 for AVE (Fornell & Larcker, 1981). Hence, internal consistency and convergent validity of the higher-order construct, SBSC, is established. The following section identifies the eliminated SBSC indicators and discusses the reasons for their lower outer loadings through a post-hoc analysis.

Table 6.3.1.2. Construct reliability of SBSC

	No. of indicators	Composite Reliability	Average Variance Extracted (AVE)
SBSC	21	0.919	0.655

6.4. Post-hoc analysis

In the third and last stage of post-hoc analysis, five in-depth interviews were conducted to shed light on the results of the previous survey research stage, specifically to attain information on the removal of SBSC indicators and to propose a new perspective in light of the COVID-19 pandemic. First, the eliminated SBSC indicators and the underlying reasons for their elimination are analyzed, followed by the proposition and introduction of a new health and safety perspective. This perspective is further discussed with the other six perspectives of the SBSC in Chapter 8, the discussion and conclusion chapter.

6.4.1. Analysis and review of the eliminated SBSC indicators

Overall, 16 indicators were removed from the SBSC scale during its empirical testing. Table 6.4.1.1 lists these eliminated indicators along with the revised indicators attained from this post-hoc analysis. The discussion that ensues on the eliminated SBSC indicators is conducted on the basis of the SBSC perspectives, where financial perspective, followed by customer, internal business, social, learning and growth, and environmental perspectives are looked at sequentially.

The elimination of two indicators from the financial perspective including one sustainability indicator was explained by the collected interview data. The indicator 'liquidity ratio' was not as prevalent in the Indian hospitality industry given the industry's limited knowledge about it, as indicated by two participants. Instead, higher

focus is placed on the profit indicator compared to the more unknown term 'liquidity ratio'. With respect to the sustainability indicator under the financial perspective 'environment, health and safety spending', hotels in India spend money on environment, health and safety unevenly. The reason being that hotels in specific cities are required by their respective state municipal corporations to invest in certifications such as food safety (FSSI - Food Safety Services International Group) and fire safety. Further, the Director of Sales at a 5-star hotel in Pune indicated a difference between expenses on health and safety and those on the environment:

"Another third aspect [referred to as environment] includes pollution. In Maharashtra, we have [the] Maharashtra pollution control board [that mandates] us to [construct a] sewage plant and STP [sewage treatment plant], where we have to recycle water. In other states, they have their regional [pollution] control boards that are directly connected to the environmental ministry"

Table 6.4.1.1. List of eliminated and revised SBSC indicators

Codes	Eliminated indicators	Revised indicators for future research
SBSC_F5	Liquidity ratio	*Environment spending (e.g. investing in sewage treatment plants)*
SBSC_F6	*Environmental, health and safety spending*	*Health and safety spending (e.g. food safety, fire safety, hygiene development)*
SBSC_C4	Average spend of customer	Domestic market share growth
SBSC_C5	*Market share of green services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities etc.)*	*Meeting customer demand for green services*
SBSC_C6	Customer satisfaction	*Customer feedback on availability of eco-friendly amenities (e.g. reusing sheets and linens, conserving energy and water use etc.)*
SBSC_IB4	Proper completion of planned projects/initiatives	Flexibility in serving customer needs
SBSC_IB5	Serving customers on time	
SBSC_IB6	*Reduction in workplace accidents*	
SBSC_LG4	Process improvement initiatives	*Training employees on eco-friendly behavior*
SBSC_LG5	Membership of trade/professional bodies	Employee feedback on skills development
SBSC_LG6	Staff satisfaction	
SBSC_LG7	Staff development	
SBSC_LG8	Staff retention rate	
SBSC_S4	*Preventing and mitigating social crises (i.e., work-related fatal injuries, incidents of discrimination, incidents of human rights violations across the supply chain)*	*Implementation of safety measures for female staff*
SBSC_S5	*Educating employees and the public about social issues (i.e., health and safety, human rights, preservation and promotion of local cultural identity)*	*Contributing towards providing education to the underprivileged*
SBSC_E6	*Strengthened internal environmental management and communication*	

Note: Sustainability integrated indicators are italicized.

The combination of health and safety with the environment led to an inconsistency in responses received in the second stage of survey research, causing removal of the indicator 'environment, health and safety spending'. Hence, it is recommended to split the indicator into two indicators supported with relevant examples from the Indian setting, namely, 'environment spending (e.g. investing in sewage treatment plants)' and 'health and safety spending (e.g. food safety, fire safety, hygiene development)'.

The hospitality industry in India is highly competitive, as was indicated by a front office manager: *"The [overall hospitality] industry [in India], over the years, has developed high competition [which has led to a] decrease in the business for hotels"*. Accordingly, the industry is highly focused on customer performance indicators pertaining to market share, as opposed to non-market share indicators like 'average spend of a customer' and 'customer satisfaction'. The hospitality industry in India has recently begun to incorporate sustainability in the services directly provided to consumers, which thereby explains the absence of active assessment of 'market share of green services' so far. Customer satisfaction, though extremely important for this industry, however, is seen as a pre-requisite to attaining higher market share, and hence is not as actively assessed. Rather, given its high usage by customers in India, verbal or anecdotal feedback is looked at vigorously and is considered a prime assessor of customer satisfaction (see Table 6.3.1.1.2), as indicated by the front office manager of a 5-star hotel:

"Guests write handwritten notes for the team, which is really heart-touching… and we do try to personally meet [the expectations of] each and every guest of the hotel"

With the current COVID-19 pandemic, a higher focus is now being placed on

domestic customers exclusively, as the ensuing global shutdowns and restrictions on overseas movement have reduced the potential for attracting international customers.

Accordingly, based on these newfound insights, the customer perspective can be improved with two new indicators and the revision of the sustainability indicator 'market share of green services'. The two new measurement indicators are 'domestic market share growth' and 'customer feedback on availability of eco-friendly amenities (e.g. reusing sheets and linens, conserving energy and water use etc.)'. The modified indicator involves changing 'market share of green services' to 'meeting customer demand for green services' (see Table 6.4.1.1), which can better reflect whether customer demands for green services in the current hospitality market are being fulfilled.

The internal business perspective for the hospitality industry in India has been mostly concentrated on indicators relating to operations directly dealing with customer service. Accordingly, the measurement indicator 'proper completion of planned projects/initiatives' has taken a back seat, as projects/initiatives have been mostly linked with infrastructure projects, which, though regarded as important, are not directly related to enhancement of service operations. Timely delivery of service to customers is recognized as an important indicator in the hospitality industry; however, the informants indicate that the priority placed on this service varies from one hotel to another and is subject to the rules dictated by the hotel's general manager to his/her team members. Hence, the indicator 'serving customers on time', while important to some hotels, is not as actively assessed by other hotels generally. In light of this knowledge, a revised indicator, 'flexibility in serving customer needs', is proposed that can better serve the varied strategies of the hotel industry.

While health and safety precautions are being taken by the hospitality industry

in India, these activities are mostly reactive in nature as opposed to proactive engagement. Further, the frequency with which hotels engage with social crises is also considerably lower. The following excerpts from two informants illustrate these ideas of hotels' reactive approach to health and safety along with the low engagement in such activities, respectively:

"If there [are] any emergencies, multiple injuries, [and] the hotel gets to know, it immediately takes necessary steps. There [have] been instances where we have taken the team member to the hospital and the hotel took care of the initial charges of any amount incurred by the team member... [the] hotel immediately responds"

"Human resources should involve more staff and engage them to better understand [the social crises]... these [pro-social] activities happen only once a year, but they need to [occur] more frequently, [for instance], every three months"

As a result, the measurement indicators relating to a hotel's performance on health and safety in the internal business perspective and social perspective, namely, 'reduction in workplace accidents', 'preventing and mitigating social crises', and 'educating employees and the public about social issues' have taken a secondary place. Therefore, to better account for the reduced focus on health and safety, especially in view of the COVID-19 pandemic, a stand-alone perspective called 'health and safety perspective' is proposed in the next sub-section that highlights various factors that the hospitality industry should focus on for a safe and healthier hospitality experience and improved tourist health and well-being, which is expected to be of crucial importance for hotels, hereafter.

The social perspective can be refined to better reflect the hospitality industry's social performance. Hotels in India have taken several measures to ensure women's well-being given the high proportion of employed women. Additionally, given the poor

literacy rate, several non-governmental organizations in India are dedicated to educational improvement and various hotels either collaborate with these non-governmental organizations or initiate programs that work towards improving society's literacy rate. In general, research has also indicated that organizations cooperate with non-governmental organizations in order to align their sustainability objectives with their business (Banerjee et al., 2003). Moreover, an informant stated that, *"employee composition for hotels is majorly [composed] of poor people, with approximately 75% being poor. So betterment of these poor people becomes necessary [...] Hence, hotels are mostly motivated to donate for education.*" Thus, the measurement indicators 'implementation of safety measures for female staff' and 'contributing towards providing education to the underprivileged' are proposed in place of the eliminated SBSC indicators.

The learning and growth perspective has been reduced by several measurement indicators, most of which pertain to the employed staff: 'staff satisfaction', 'staff development', and 'staff retention rate'. While the importance of staff satisfaction has been voiced unanimously across the five informants, the inflexible and tedious work hours associated with employment in the Indian hospitality industry are also a prime concern. As per one informant, some general managers neglect staff needs, to give preference to customers. Accordingly, depending on the hotels' implemented strategies to ensure staff satisfaction, the responses of hotels across India on levels of staff satisfaction have varied, causing this indicator to be dropped. The measurement indicator 'process improvement initiatives' has been interpreted as initiatives taken to improve 'staff development', which further improved the capabilities of staff. Both indicators were eliminated as they were perceived by the Indian hotel industry as stepping stones towards improving 'staff capabilities' (a retained SBSC indicator) such

that assessment of staff capabilities indirectly allowed the hotels to test their performance on process improvement initiatives and staff development.

With the high levels of population in India, the supply of labor is quite high in comparison to the number of jobs available, leading to unemployment as a country-wide concern. Thus, the indicator 'staff retention' is not actively assessed due to the lower importance it holds for Indian hotels in relation to other performance indicators. The last indicator that was eliminated from the learning and growth perspective corresponds to 'membership of trade/professional bodies'. With the social nature of the hospitality industry, this indicator is perceived to be more of a requirement for any hotel operating in India, where hotels are automatically part of groups that allow social and information exchange across the hotel industry. Hence, it is not perceived as a part of performance assessment, rather a normal part of the business operations.

Based on the interviews, two revised indicators are proposed to be added to the learning and growth perspective. These are 'training employees on eco-friendly behavior' and 'employee feedback on skills development'. Since the hospitality industry is service-oriented and heavily reliant on its employees, and considering its active adoption of eco-friendly behavior, these indicators can better assess the industry's performance.

The only indicator that was eliminated from the environmental perspective pertained to internal environmental management and communication. While inter-department communication is high, intra-department communication within the hotels is not as actively performed, resulting in negligence in assessing this measurement indicator. Rather, strong communication channels exist between the hotels and the municipal corporations that mandated pro-environmental behavior, as indicated in the quote below by a director of sales.

"Each and every hotel has an internal management committee, where one person is taken from every department. This committee is responsible for [communicating] social behavior [by] connecting with government bodies"

While the industry heavily invests in the development of ecological behavior, little focus has so far been placed on assessing the health and safety of employees and society. The succeeding section explores this opportunity through proposing a health and safety perspective, which is highly important for the hotel industry post the COVID-19 pandemic.

6.4.2. A new SBSC perspective for the COVID-19 pandemic: Health and Safety

With the advent of the worldwide contagious pandemic COVID-19, the hospitality industry, more than any other service industry, is facing difficulty in maintaining its business (Moniz, 2020; Petersen et al., 2020). For example, the tourism sector is expected to experience an unprecedented decrease of GDP that can range to values as high as 50% to 70% (Chakraborty & Maity, 2020). Hence, hotels are actively devising strategies in search of ways to survive, where the need to understand that safety and customer sentiments come first is paramount to recovery (Rivera & Croes, 2020). The below quotes from interviewees highlight the increasing concerns amongst the hotels regarding business survival as strict regulations and lockdowns are imposed globally.

"As a purchase manager, I am more concerned [with] how to reduce expenses, because there is no business"

"If you can take [the] example of the COVID-19 situation, travel agencies and hotel industry are affected first as domestic and international travel is completely shut down", a director of sales commented.

204

"Right now with the current situation, the business is completely zero [and may continue] for the next [so] many months, maybe six to 10 months maximum, it may take up to three years to get back to [normal operations]", a front office manager commented on the consequences of COVID-19.

Evidently, these increasing difficulties to manage and sustain the hospitality business are due to the global pandemic, which brings into focus the imminent need to ensure high levels of health and safety of hotel service provision for customers. Accordingly, through interviewing the hotel managers on the impact of COVID-19 in their day-to-day business and the strategies they hope to implement to retain their customers, an additional SBSC perspective based on health and safety is developed. Going forward, this perspective would allow the members of the hospitality industry to pay attention to certain aspects of their service that would enable them to deliver a safe and healthy service experience to their customers and actively assess their performance on these various indicators. Based on the below interview excerpts, four indicators are proposed: SBSC_HS1: 'safe hospitality service provisions to customers', SBSC_HS2: 'customer feedback on safe and hygienic hospitality', SBSC_HS3: 'implementing mandatory regular health checkups for employees' and SBSC_HS4: 'training employees on health and safety guidelines'.

"Our hotel has called their employees every month to check on everyone's health and if they need anything"

"As a response to [the] COVID-19 pandemic, many hotels have started online training. Online training will definitely help a lot… on multiple topics like risk management, fire safety, food safety and hygiene, and guest handling. This way [the hotel] is motivating its staff and showing motivational videos to engage them"

"As [far as] health and safety are concerned, the hotels have started with

sanitization. Apart from that, shaking hands and saying namaskar [an Indian style of greeting], has not yet started. We are planning that, once the guests start coming to the hotel, they should not feel that they are being avoided by the hotel staff. We have to create such an environment where the hotel guest feels as if he/she is at home. We have to make spacious restaurants considering the rule of social distancing. We also have to maintain a two-meter distance from table to table"

6.5. Summary of scale development

In this chapter, the measurement model was developed, and the newly proposed SBSC scale was empirically tested for its validity and reliability using 200 survey responses collected in the second stage of the research design. Given the unique higher second-order reflective-reflective nature of the SBSC, a disjoint two-stage approach was utilized that led to the elimination of 16 indicators. The revised SBSC scale depicted acceptable composite reliability and AVE values. In addition to that, the interviews conducted in the post-hoc analysis stage were examined to gain profound insights on the eliminated SBSC indicators, and accordingly build on the empirically tested SBSC scale. Through the content analysis, a new SBSC perspective focusing on health and safety was also constructed in response to the COVID-19 pandemic. The empirically tested and validated SBSC construct is now tested with the complete structural model in the next chapter (Chapter 7), which examines hypotheses testing.

CHAPTER 7 - HYPOTHESES TESTING

7.1. Introduction

Following the proposition of a three-stage research design and development of the SBSC scale, the next step in the data analysis consists of hypotheses testing. Similar to SBSC scale testing, the main study data collected in stage two of the research design using surveys is utilized in this step of hypotheses testing.

Section 7.2 of this chapter introduces the concept of path model, which is specific to PLS-SEM, and the three underlying steps involved in applying PLS-SEM. Section 7.3 analyzes the overall measurement model, unlike Chapter 6, where the measurement model consisting of only the SBSC was examined. Section 7.4 analyzes the structural model, where multicollinearity, non-response bias, and endogeneity are examined prior to testing the proposed hypotheses that include the direct and mediating relationships along with control variables. The section then proceeds to an overview of the model fit statistics that provides insights on the predictive relevancy of the proposed model in explaining the relationships between the constructs. Section 7.5 concludes the chapter with a summary of the results attained for the two groups of hypotheses.

7.2. Path model specification

Path model refers to the visual layout of constructs that depicts the hypotheses to be tested on the basis of theory and logic (Hair et al., 2014a). A typical path model in SEM consists of structural model and measurement model, where researchers utilize structural models to measure the causal relationships between unobserved latent variables, while measurement models are used to measure the relationships between an observed indicator and its respective latent variable (Hair et al., 2014b). Hair et al. (2014a) outline three stages when it comes to applying PLS-SEM, namely 1)

207

specification of structural model, 2) specification of measurement model, and 3) data examination. These three stages are examined in detail below.

7.2.1. Structural model

The first stage corresponds to development of the structural model, where the constructs are modeled based on the sequence and the underlying relationships (Hair et al., 2014a). The researchers can develop the structural model or inner model on the basis of theory through identifying the independent variables as exogenous latent variables and dependent and/or independent variables as endogenous latent variables (Hair et al., 2014a). In this research, the exogenous latent variables or constructs are competitive intensity, environmental munificence, slack resources, and top management commitment. The corporate sustainability construct functions as both an endogenous construct, where it is the dependent variable, and also as an exogenous construct, where it is the independent variable predicting another endogenous construct, organizational performance. Figure 7.2.1 represents the structural model of the conceptual model. Further, these variables or constructs can also exist in complex forms, commonly referred to as multi-dimensional constructs or variables, as discussed next.

Through testing the structural model or the path model, the presence or absence of paths amongst the variables is accounted for. In other words, the structural model analysis allows for hypotheses testing. The second stage of measurement model development took place in Chapter 6, section 6.2, where the proposed conceptual model was examined with respect to the inherent nature of the measurement model (formative or normative) and the level of abstraction (higher order or lower order) for each construct.
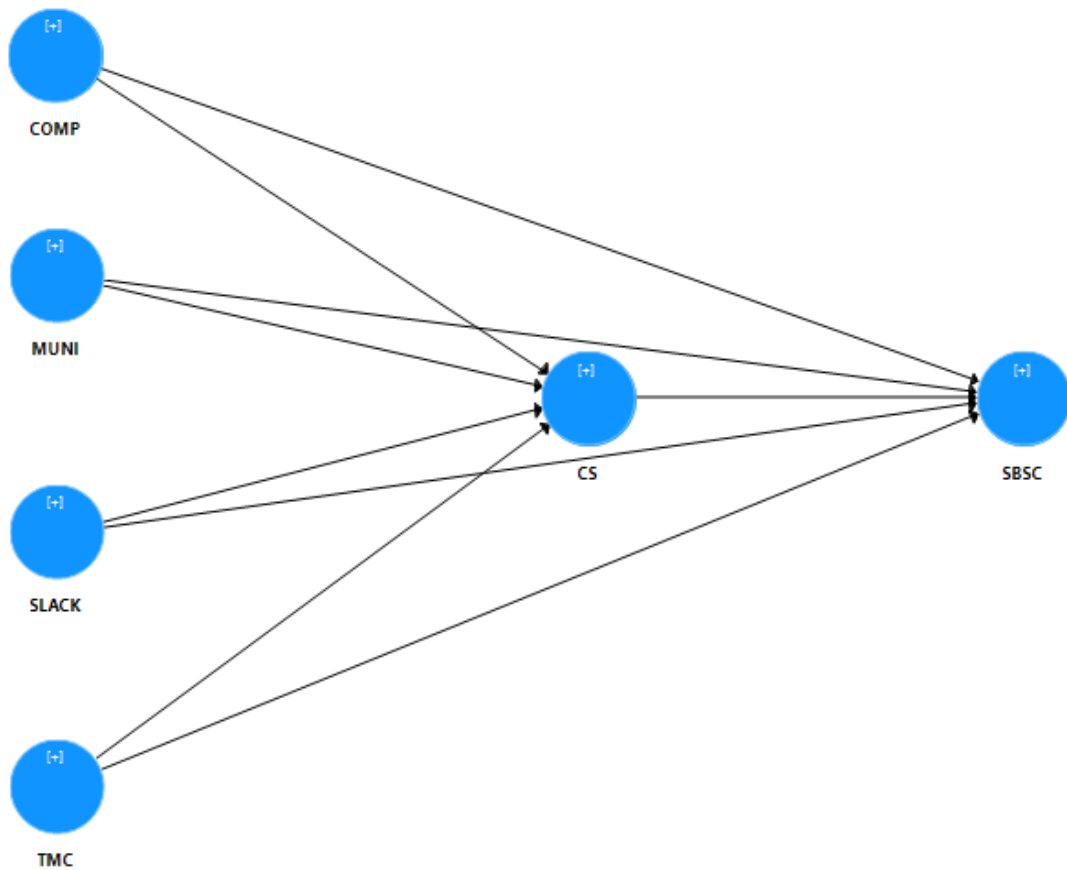
Figure 7.2.1. Structural model representation

7.2.2. Data examination

This last stage of data examination consists of three issues, namely analyzing 1) missing data, 2) outliers, and 3) data distribution (Hair et al., 2014a). These three topics are analyzed on a step-by-step basis in the following sub-sections.

7.2.2.1. Missing data

Missing data problems exist when certain responses are not received in survey research. Extant literature identifies two commonly used methods in dealing with missing data: first, mean value replacement, where the missing values are replaced with

a mean value of the recorded data for that indicator; and, second, case wise deletion, where the entire response or case with missing values is eliminated from the dataset (Iacobucci & Churchill, 2010). Researchers usually resort to the latter method of eliminating the response if the proportion of missing values exceeds 15%, while mean value replacement is advised in the occurrence of less than 5% missing values for an individual response (Hair et al., 2014a).

Upon analyzing the data set of this research, no missing values were found. The absence of missing values is due to the personal data collection approach utilized in the second stage of the survey research, where trained professionals from a market research agency personally reached out to prospective respondents and collected data.

7.2.2.2. *Outliers*

Another attribute that needs to be considered is outliers, a term which refers to data points reflecting extreme responses in relation to the remaining data (Iacobucci & Churchill, 2010). This study utilizes a five-point Likert scale and a five-point semantic differential scale that are recorded in the dataset as ordinal data. Given the rank order involved in ordinal data, and the nature of the scales, where the extreme values or outliers correspond to predefined categories (Riani et al., 2011), outlier behavior was not of concern in this study.

7.2.2.3. *Data distribution*

Normality assumption is of significance in statistical techniques like CB-SEM, whereas PLS-SEM is a non-parametric method, where data normality is not mandatory (Hair et al., 2014a). However, testing data normality is of equal significance to ensure path model testing is not severely impacted (Hair et al., 2012). Specific to PLS-SEM, analyzing the skewness and kurtosis of collected data is expected to give a better

reflection of normal distribution. Accordingly, skewness, i.e. symmetrical distribution of the data, and kurtosis, i.e. the distribution of the peak, is looked at (Hair et al., 2014a).

Various guidelines exist regarding the acceptable levels of skewness and kurtosis. While a more conservative rule of thumb indicates values below -1 or above +1 as indicating skewness and kurtosis (Hair et al., 2009), other practical rules indicate acceptable ranges of -2/+2 (Sposito et al., 1983) and ≤ 10 (Kline, 2011) for skewness and kurtosis, respectively. The latter guidelines of a -2/+2 range for skewness and values ≤ 10 for kurtosis are referred to for this study. Upon analyzing the data, the skewness values ranged from -1.438 to 1.732 and the kurtosis values ranged from -2 to 4.742, indicating that the data could be considered normal.

7.2.3. Summary of path model specification

In this section, the three sequential steps involved in specifying the path model are identified. The first stage related to developing the structural model as per the literature. The second stage, detailed in section 6.2 (Chapter 6), pertained to defining the measurement model, where the relationship between constructs and their indicators was developed, such that this study's model consists of reflective measurement models consisting of a higher second-order reflective-reflective construct, SBSC. The third and last stage focused on examining the data on the basis of any missing data, outliers, and normality. The next phase of data analysis focuses on path model analysis estimation, which begins with measurement model analysis, as discussed in the next section.

7.3. Measurement model analysis

Evaluation of the measurement model is the first step in path model analysis and leads to the second step of structural model analysis. Further, measurement model analysis resonates with the idea of factor analysis as it establishes construct validity

through examining the strength of the relationship of an indicator to a construct by looking at the outer loadings (Hair et al., 2009). However, measurement model analysis can also be distinguished from exploratory factor analysis as the former method requires proper model estimation, where the researcher specifies associations between a construct and its respective indicators (ibid.).

This measurement model analysis section examines the reliability and validity of the focal constructs in the model, namely competitive intensity, environmental munificence, slack resources, top management commitment, corporate sustainability, and organizational performance. As per Hair et al. (2014a), first, convergent validity of the constructs is evaluated by examining the outer loadings of the indicators and the respective construct's AVE value. Second, internal consistency reliability is tested by looking at the composite reliabilities of the constructs, which indicate whether the indicators are reliably measuring the construct. Lastly, discriminant validity is assessed to establish distinction amongst various constructs. The remainder of this section executes these various tests and reports the results in detail.

7.3.1. Internal consistency, convergent validity and discriminant validity

The conceptual model in this study consists of lower-order constructs (LOCs) and a higher-order construct (HOC), SBSC, that are all reflective in nature. Accordingly, referring to the LOC rules laid out by Hair et al. (2014a), indicators below a loading of 0.4 were eliminated, and indicators with a loading between 0.4 and 0.7 were retained if they improved the construct's AVE (see Figure 6.3.1.1.1, Chapter 6). Certain indicators were removed from their respective constructs to attain an acceptable AVE value. The final indicators retained with acceptable outer loadings (>0.4) for all the constructs are indicated in Table 7.3.1.1.

Table 7.3.1.1. Outer loadings of the constructs

Code	Indicators	Constructs					
		COMP	MUNI	SLACK	TMC	CS	*SBSC*
COMP1	There are many "promotion wars" in our industry	0.813					
COMP2	Anything that one competitor can offer, others can match instantly	0.758					
COMP3	Price competition is a hallmark of our industry	0.693					
MUNI1	Very safe, little threat to survival and well-being of the hotel; Very risky, a false step can mean hotel's loss		0.889				
MUNI2	Rich in investment and marketing opportunities; not at all stressful; Very stressful, exacting, hostile; very hard to keep afloat		0.891				
MUNI3	An environment that your hotel can control and manipulate to its own advantage, (e.g. a dominant hotel in an industry with little competition and few hindrances); A dominating environment, in which your hotel's initiatives count for very little against the tremendous forces of your business or political environment		0.904				
SLACK1	It is very difficult to get approval for a project that is worth doing			0.841			
SLACK2	In terms of the availability of money, our hotel's situation is tight			0.876			

		Constructs					
Code	Indicators	COMP	MUNI	SLACK	TMC	CS	*SBSC*
SLACK3	Our hotel has difficulty obtaining sufficient funds to deliver its services			0.846			
SLACK4	Our hotel has difficulty obtaining sufficient funds to introduce new services			0.881			
SLACK5	Our hotel has difficulty in implementing its strategic/business plan because of the lack of required resources			0.859			
TMC1	Top management extends full support for sustainability practices				0.78		
TMC2	Top management commits to reducing sustainability issues resulting from operations				0.681		
TMC3	Top management knows a great deal about customers' sustainability requirements				0.662		
CS1	Our hotel has clearly defined social and environmental objectives					0.656	
CS2	Our hotel allocates substantial resources to social and environmental improvements					0.643	
CS3	Our hotel regularly measures and reports social and environmental performance					0.555	

		Constructs					
Code	Indicators	COMP	MUNI	SLACK	TMC	CS	*SBSC*
CS4	Management always considers social and environmental impacts when making important business decisions					0.63	
CS5	Our hotel is open, honest, and transparent in its internal and external communication of social and environmental impacts					0.68	
CS6	Our hotel works hard to ensure high social and environmental standards in the supply chain					0.612	
CS7	Our hotel actively promotes social and environmental-friendly customer behavior					0.726	
SBSC_C	Customer perspective						0.842
SBSC_E	Environmental perspective						0.803
SBSC_F	Financial perspective						0.821
SBSC_IB	Internal business perspective						0.805
SBSC_LG	Learning and growth perspective						0.792
SBSC_S	Social perspective						0.793

Note: Higher-order construct is highlighted in italics

Further, as shown in Table 7.3.1.2, the AVE values are quite above the cutoff point of 0.50 (Fornell & Larcker, 1981). With one exception only, of the construct of corporate sustainability, all the remaining study variables have acceptable AVE values. Corporate sustainability has a slightly lower AVE value than the standard criterion of 0.50. However, the indicators with lower outer loadings were still retained, given their importance in assessing the corporate sustainability construct and the construct's respectively high composite reliability. Moreover, AVE has also been identified as a comparatively conservative measure (Fornell & Larcker, 1981), thereby explaining the presence of lower AVE values in extant literature (Lam, 2012; Parasuraman & Colby, 2015).

Table 7.3.1.2. Reliability and validity of constructs

Coding	Construct	Composite reliability	Average Variance Extracted
COMP	Competitive intensity	0.800	0.572
MUNI	Environmental munificence	0.923	0.801
SLACK	Slack resources	0.935	0.741
TMC	Top management commitment	0.752	0.504
CS	Corporate Sustainability	0.832	0.416
SBSC	*Organizational Performance*	*0.919*	*0.656*
SBSC_F	Financial perspective	0.807	0.512
SBSC_S	Social perspective	0.770	0.530
SBSC_E	Environmental perspective	0.835	0.504
SBSC_C	Customer perspective	0.764	0.519
SBSC_IB	Internal business perspective	0.776	0.535
SBSC_LG	Learning and growth perspective	0.781	0.543

Note: Higher-order construct is highlighted in italics

In order to ascertain discriminant validity of the above constructs, two widely used methods are utilized: Fornell-Larcker criterion and HTMT criterion (Hair et al., 2014a; Sarstedt et al., 2019). In the Fornell-Larcker approach, a comparison is made between the square root value of a construct's AVE and the construct's correlation values with other latent constructs, such that the construct's AVE square root needs to be higher than its correlation values (Hair et al., 2014a). The second approach of the Heterotrait-Monotrait ratio (HTMT) criterion proposed by Henseler et al. (2015) assesses the average of the correlations of all the indicators across all the constructs in relation to the average of the correlations of indicators for a specific construct.

To ascertain the discriminant validity, both of these tests were run. As depicted in Table 7.3.1.3, the Fornell-Larcker criterion was met by all the constructs, where the square root of each construct's AVE (highlighted in bold) is higher than its correlation with other constructs (Hair et al., 2014a).

Table 7.3.1.3. Fornell-Larcker criterion

	COMP	CS	MUNI	*SBSC*	SLACK	TMC
COMP	**0.757**					
CS	0.545	**0.645**				
MUNI	0.499	0.369	**0.895**			
SBSC	0.528	0.621	0.554	**0.810**		
SLACK	0.465	0.482	0.580	0.368	**0.861**	
TMC	0.371	0.485	0.197	0.504	0.223	**0.710**

Note: Higher-order construct is highlighted in italics

Further, as shown in Table 7.3.1.4, each construct depicted sufficient discriminant validity under the HTMT criterion with values below 0.85 (Henseler et al., 2015; Sarstedt et al., 2019). An additional test proposed by Chin (1998) was conducted to further establish the discriminant validity (Elbashir et al., 2020). In this

test, each indicator's outer loading towards its respective construct is compared with its cross loadings on the other constructs, such that discriminant validity is established when the outer loading on the specific construct is higher than the other cross loadings (Chin, 1998). The results from this test confirm discriminant validity for all the focal constructs and are reported in Appendix C.

Table 7.3.1.4. HTMT criterion

	COMP	CS	MUNI	*SBSC*	SLACK
CS	0.775				
MUNI	0.671	0.451			
SBSC	0.697	0.745	0.623		
SLACK	0.614	0.560	0.647	0.401	
TMC	0.655	0.769	0.302	0.739	0.335

Note: Higher-order construct is highlighted in italics

The above measurement model analyses show sufficient internal validity, reliability, and discriminant validity for all the latent constructs. Next, the structural model is evaluated that tests the proposed hypotheses.

7.4. Structural model analysis

Through testing the structural model or the inner model, the presence or absence of paths amongst the constructs or variables is accounted for. In other words, the structural models allow for hypotheses testing. The structural model depicted in Figure 7.4 is tested using the validated higher-order SBSC construct from Chapter 6. The assessment of the structural model begins with testing for multicollinearity, non-response bias, and endogeneity before moving on to the main step of testing the structural model relationships (Hair et al., 2014a). The remainder of this section executes the above four steps and discusses the results.
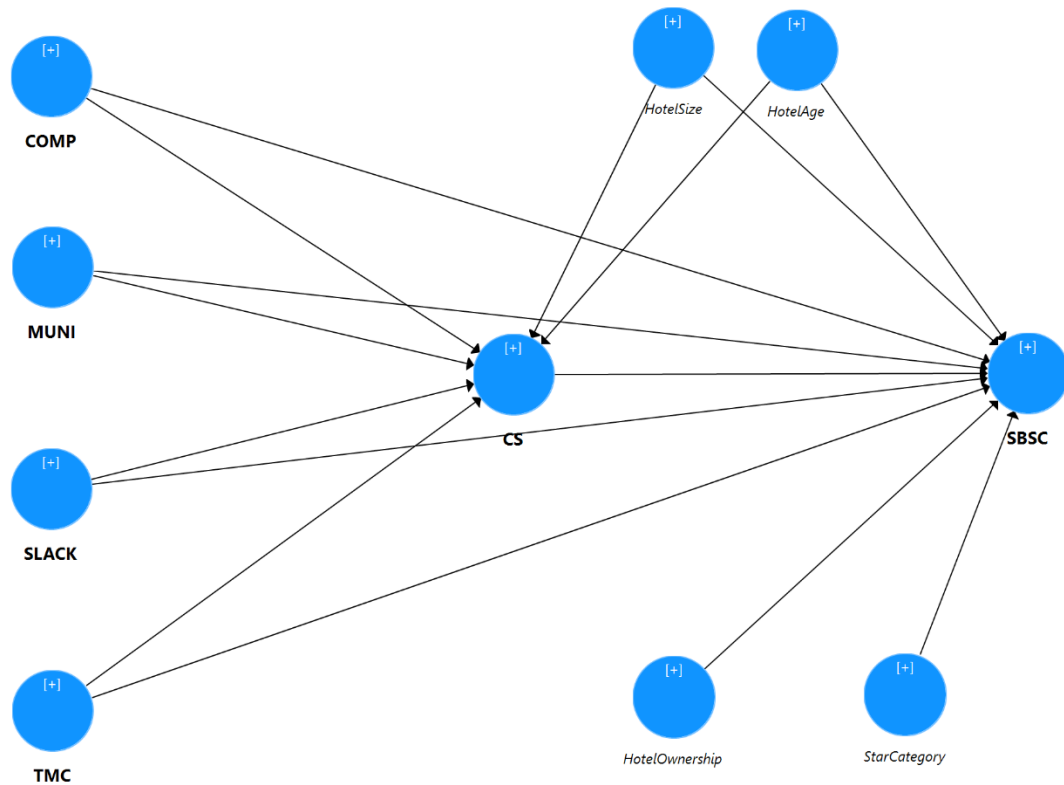
Figure 7.4. Complete structural model

7.4.1. Multicollinearity test

Multicollinearity refers to the existence of high correlation between three or more predictor variables, where one variable's predictive power is affected by another variable in the model (Hair et al., 2009; Vinzi et al., 2010). Collinearity issues may exist at two levels: first, at the construct level, where it can create complications when estimating relationships amongst the latent constructs; and, second, at the indicator level, where it can inflate the standard error (Vinzi et al., 2010). The latter form of collinearity for indicators is applicable for formative measurement models only as indicators in reflective measurement models are supposed to represent the same construct and depict convergent validity (Hair et al., 2009). Since all the constructs in

this study's conceptual model are reflective in nature, collinearity at the indicator level is not an issue. However, multicollinearity amongst constructs needs to be tested for, in order to interpret a cause-effect relationship in the presence of other predictor variables and to establish the unique variance being explained (Hair et al., 2009).

The most commonly used metric in SEM, Variance Inflation Factor (VIF), assesses multicollinearity, which is reflected as the inverse of tolerance, such that tolerance refers to the variability of a predictor variable not explained by other predictor variables (Vinzi et al., 2010). Different rules of thumb exist regarding acceptable values for VIF, where one rule indicates values above 10 to indicate higher degrees of multicollinearity amongst the independent variables (Hair et al., 2009), while another rule asserts that VIF values above 5 depict multicollinearity (Hair et al., 2017). The latter rule of thumb is referred to in interpreting the VIF values for the presence of multicollinearity. Upon running the multicollinearity test, the VIF values of all the predictor constructs for the two dependent variables, corporate sustainability (CS) and organizational performance (SBSC), were found to be below 5 (see Table 7.4.1.1), thereby indicating absence of multicollinearity issues.

Table 7.4.1.1. VIF values

Construct	VIF (CS)	VIF (SBSC)
Competitive intensity	1.565	1.726
Environmental munificence	1.694	1.694
Slack resources	1.623	1.760
Top management commitment	1.188	1.364
Corporate sustainability	-	1.830

Further, the unmeasured latent method construct (ULMC) approach was utilized to test for the presence of common method bias (Liang et al., 2007). Common method

bias refers to the bias that occurs due to common sources being used in measuring constructs (Kline, 2011). Accordingly, the measures for various constructs involved in the structural model were adapted from different sources to control for the common method bias (see Chapter 5, section 5.7). Further, common method bias can also exist with respect to the source of data collection, where the same respondent self-reports for different constructs or if the respondent is impacted by social desirability, leading to some common variance being shared amongst the different constructs (Kock, 2015; Podsakoff & Organ, 1986). In order to utilize the ULMC approach, the instructions put forth by Liang et al. (2007) for PLS are followed which include: 1) revising the path model by converting each indicator to a single-indicator construct, such that the substantive constructs and method factor are transformed to second-order constructs, and 2) analyzing and comparing the outer loadings and variances of each indicator for the method factor and the respective substantive construct.

The first step was carried out by developing different constructs for each indicator and running a PLS algorithm on the revised path model. The outer loadings were then analyzed and computed for their variances (squared values of loadings) as listed in Table 7.4.1.2 below. Upon comparing the average substantive-based variance of 0.60 with the average method-based variance of 0.34. the former was significantly higher than the latter. Moreover, majority of the method factor loadings were insignificant in nature, thereby leading to the inference that common method bias is not of concern for this study (Liang et al., 2007).

Table 7.4.1.2. ULMC analysis output

Indicator	Method factor	Variance - Method	Substantive construct	Variance - Substantive
COMP1	0.58	0.34	0.82	0.67
COMP2	0.56	0.31	0.73	0.53
COMP3	0.49	0.24	0.73	0.53
CS1	0.51	0.26	0.66	0.44
CS2	0.55	0.31	0.65	0.42
CS3	0.50	0.25	0.54	0.29
CS4	0.45	0.20	0.64	0.41
CS5	0.49	0.24	0.66	0.43
CS6	0.60	0.36	0.62	0.39
CS7	0.46	0.21	0.73	0.54
MUNI1	0.65	0.43	0.89	0.80
MUNI2	0.67	0.45	0.89	0.78
MUNI3	0.65	0.42	0.91	0.82
SBSC_C	0.70	0.49	0.84	0.71
SBSC_E	0.68	0.47	0.80	0.65
SBSC_F	0.59	0.35	0.83	0.69
SBSC_IB	0.75	0.56	0.80	0.63
SBSC_LG	0.68	0.46	0.79	0.62
SBSC_S	0.67	0.44	0.80	0.64
SLACK1	0.63	0.40	0.84	0.70
SLACK2	0.62	0.38	0.88	0.78
SLACK3	0.61	0.37	0.85	0.73
SLACK4	0.65	0.42	0.88	0.78
SLACK5	0.66	0.43	0.85	0.72
TMC1	0.35	0.12	0.80	0.64
TMC2	0.44	0.19	0.62	0.39
TMC3	0.36	0.13	0.71	0.50

7.4.2. Estimating non-response bias

A permutation-based technique is utilized to test for the presence of any non-response bias amongst the two groups of early and late respondents, where the first half of the respondents are classified as early respondents, while the remaining half are labeled as late respondents. This method of using late respondents as a substitute for non-respondents is adapted from extant literature (Armstrong & Overton, 1977;

Iacobucci & Churchill, 2010). The permutation-based approach put forth by Chin and Dibbern (2010) is used as it does not rely on distribution assumptions of data and has comparably higher statistical advantages, thereby having higher alignment with characteristics of PLS path modeling (Hair et al., 2017; Sarstedt et al., 2011). In the permutation test, the observations are randomly exchanged between the groups and, accordingly, each model is re-estimated for every permutation (Hair et al., 2017). In doing so, the differences amongst the path coefficients of each group for every permutation are tested that can be extended to the population (ibid.).

Upon running the permutation test amongst the two groups of early and late responders, no significant differences were found in the path coefficients of the relationships amongst the focal constructs of this research study. Hence, the results of this data do not suffer from non-response bias.

7.4.3. Endogeneity test

Endogeneity refers to the phenomenon existing in the model, where the independent variable, x, is endogenous in nature and is not the actual predictor of the dependent variable, y. Instead the independent variable, x, is correlated with the error term, e, defined as unobserved source of variance in y, thereby causing endogeneity issues (Antonakis et al., 2010, 2014). Scholars have identified various reasons for the presence of endogeneity that include omitted variables, omitted selection, simultaneity, measurement error, common-method variance, inconsistent inference, and model misspecification (Antonakis et al., 2010; Hill et al., 2010; Hult et al., 2018).

Further, specific to the conceptual model in this study, other organizational and environmental characteristics, including past organizational performance (Soytas et al., 2019), management and organizational culture (Garcia-Castro et al., 2010; Surroca et

al., 2010), globalization (Perry & Towers, 2009; Song et al., 2018), and stakeholder pressures may have driven organizations to engage in corporate sustainability (Dupire & M'Zali, 2018; Helmig et al., 2016), where these unobservable factors may have also effected organizational performance (Erhemjamts et al., 2013), thereby leading to presence of endogeneity issues amongst the proposed sets of hypotheses. While the proposed conceptual model comprehensively examines the antecedents of corporate sustainability, and in doing so, allows examining the nature and extent of the direct relationship between corporate sustainability and organizational performance, however, the aforementioned omitted variables were not included in the model as they did not fall in the scope of the research study. Accordingly, section 8.6 elaborates on examining other contextual variables like governmental pressure as a prospective ground for scholarly work. The other important exogeneous variables, as per literature have been controlled for, where hotel size and hotel age may have impacted hotels to elicit higher levels of corporate sustainability or better performance levels.

Testing for endogeneity is crucial for non experimental explanatory causal models, where causal relationships are being tested for using statistical models (Antonakis et al., 2010; Hult et al., 2018). Various methods exist that allow a researcher to test for endogeneity in their model and can be classified into three general categories, namely 1) control variable approach, 2) instrumental variable approach, and 3) instrumental variable-free approach (Hult et al., 2018).The first method of control variable pertains to controlling for endogeneity through the inclusion of relevant control variables (Antonakis et al., 2014; Hult et al., 2018). Accordingly, adhering to the literature on corporate sustainability and organizational performance, two control variables, hotel size and hotel age have been controlled for in the model. Two additional control variables, hotel ownership and star category, have also been added upon

identification of potential impact of these variables on organizational performance, and is detailed in section 7.4.4.3.

With respect to the instrumental variable approach, scholars have exclusively made use of Durbin-Wu Hausman test (Antonakis et al., 2010). However, selection of appropriate instrumental variables is quite a challenging task for researchers, given that an instrumental variable needs to be correlated with the independent variables, but independent of error terms (McIntosh et al., 2014). Considering that the endogeneity test was run post data-collection, collecting data on instrumental variable was not feasible. Therefore, this study makes use of instrumental variable free approaches. Hult et al. (2018) identifies two instrumental variable free approaches which include the latent instrumental variable (LIV) approach (Ebbes et al., 2005) and the Gaussian Copula approach (Park & Gupta, 2012). Similar to Hult et al. (2018), the reasons for selecting Gaussian Copula test over LIV test are two fold, as the latter method: 1) requires having prior knowledge regarding the number of latent categories that the instrument is split into, and 2) has limited software support, where only one independent and dependent variable can be included in the model.

The Gaussian Copula approach, utilized in this study and developed by Park and Gupta (2012), allows the researcher to control for endogeneity through using a copula to model the correlation between the endogenous variable and error term (Hult et al., 2018). In order to implement the Gaussian Copula approach, the composite scores of the endogenous constructs extracted from PLS needs to be non-normal (ibid.). The data of the composite scores for the constructs, competitive intensity (COMP), environmental munificence (MUNI), corporate sustainability (CS), slack resources (SLACK), and top management commitment (TMC), was extracted and tested for using the R code provided by Hult et al. (2018), which uses the Kolmogorov-Smirnov test

with Lilliefors correction. The results indicated a p-value of below 0.05 for all the five constructs, indicating that the data does not follow a normal distribution (Sarstedt & Mooi, 2014).

The second step of Gaussian Copula approach involves developing different regression models, one for each independent variable that is potentially endogenous in nature. Accordingly, as the conceptual model in this study involves five independent variables, including the mediator, corporate sustainability, five regression models are constructed as shown below:

Model 1:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} + \varepsilon'$$

Model 2:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} + \varepsilon'$$

Model 3:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{CS} + \varepsilon'$$

Model 4:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{SLACK} + \varepsilon'$$

Model 5:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{TMC} + \varepsilon'$$

In the above regression models, the path coefficient of each independent variable is represented by β_1', β_2', β_3', β_4', and β_5', while β_6' represents the copula coefficient for one endogenous variable. For instance, $\beta_6' C_{COMP}$ refers to the copula coefficient in Model 1, where competitive intensity (COMP) is treated as an endogenous variable. Table 1 below illustrates the results of each of the above regression models, specifically for the copula coefficient. Furthermore, to account for

the presence of simultaneous endogeneity, combinations of multiple endogenous variables were also tested for, through building and testing for additional twenty-six models which resulted in insignificant copulas. The constructed models and Gaussian Copula results for multiple endogenous variables is depicted in Appendix D.

Table 7.4.3. Gaussian Copula test results

Model	Variable	Coefficient (β_6')	p-value
Model 1	C_{COMP}	-0.07	0.17
Model 2	C_{MUNI}	-0.04	0.37
Model 3	C_{CS}	0.00	0.99
Model 4	C_{SLACK}	-0.06	0.63
Model 5	C_{TMC}	-0.02	0.52

Upon assessing the results from the Gaussian Copula test for all the five models and the additional twenty-six models, none of the copulas for the respective endogenous constructs had a significant p-value (≤ 0.05), thereby indicating an absence of endogeneity (Hult et al., 2018). Hence, as no endogeneity issue exists in the original model being tested, the path coefficients of bootstrapping results from the original PLS-SEM estimation are utilized to test and discuss the hypotheses results. Since this structural model does not suffer from multicollinearity issues, common method bias, non-response bias, and endogeneity issue, the next step of testing the structural model relationships is looked at.

7.4.4. Assessing structural model relationships

The structural model depicted in Figure 7.4 is tested through looking at the path coefficients and t-statistics. Further, the structural model is a mediation model, where corporate sustainability mediates the relationships of environmental and organizational

contextual variables (predictors) with organizational performance (dependent variable). Accordingly, the structural model analysis is divided into two distinct analysis stages, where first stage comprises a group of hypotheses dealing with the direct relationships between the exogenous constructs and endogenous constructs. These hypotheses are hypothesis 1 to hypothesis 5. The second stage deals with the group of hypotheses that examine the mediating relationship of corporate sustainability for the predictor variables and the dependent variable, organizational performance. The following sections look at each of these analysis stages and hypotheses groups closely.

7.4.4.1. *First group of hypotheses: Direct relationships between contextual variables, corporate sustainability and organizational performance*

In this stage, the first group of hypotheses, hypothesis 1 to hypothesis 5, are tested. Hypothesis 1 to hypothesis 4 have contextual variables at two levels: environmental perspective, which includes competitive intensity and environmental munificence; and organizational perspective, which includes slack resources, and top management commitment, where the direct impact of these contextual variables on corporate sustainability is examined. Hypothesis 5 deals with the relationship between the corporate sustainability and organizational performance. Table 7.4.4.1 lists the results attained in the bootstrapping technique for the first five hypotheses, where 5000 subsamples were used.

Table 7.4.4.1. Bootstrapping results: First group of hypotheses

Hypothesized relations	Coefficient value (β)	t-statistic
H1: Competitive intensity → Corporate sustainability	0.297***	3.742
H2: Environmental munificence → Corporate sustainability	-0.011	0.136
H3: Slack resources → Corporate sustainability	0.274***	3.513
H4: Top management commitment → Corporate sustainability	0.310***	4.37
H5: Corporate sustainability → Organizational performance	0.347***	5.149

*** $p \leq 0.001$

Hypothesis 1 states that "In situations of high competitive intensity, organizations will exhibit high levels of corporate sustainability". To test this hypothesis, the significance of the path coefficients was examined. The relationship was highly significant with a significance level of 0.000 and a positive path coefficient of 0.297. Therefore, hypothesis 1 was supported, indicating that increased intensity of competition positively impacted the corporate sustainability of hotels (H1, $\beta = 0.297$, p = 0.000).

Hypothesis 2 indicates that "Organizations in munificent environments are more likely to show high levels of corporate sustainability". Similar to hypothesis 1, the significance of the path coefficients was also examined here. The relationship was not significant with a significance level of 0.892, indicating absence of a direct relationship between environmental munificence and corporate sustainability. Accordingly, hypothesis 2 was not supported, indicating that higher levels of environmental munificence do not impact the corporate sustainability of hotels. Chapter 6 discusses the absence of this relationship in further detail through utilizing

information from the post-hoc analysis.

Hypothesis 3 asserts that "Slack resources have a significant positive impact on corporate sustainability". In order to test this hypothesis, significance levels of the path coefficients were examined. The relationship was highly significant with a significance level of 0.000 and a positive path coefficient of 0.274. Hence, there is strong empirical support for the positive impact of slack resources on corporate sustainability (H3, β = 0.274, p = 0.000). Therefore, hypothesis 3 is supported.

Hypothesis 4 states that "Organizations that have high levels of top management commitment towards sustainability show high levels of corporate sustainability". Similar to hypotheses 1, 2, and 3, the significance of the path coefficients was examined to assess hypothesis 4. The relationship between top management commitment and corporate sustainability is highly significant with a significance level of 0.000 and a positive path coefficient of 0.310. Thus, there is sufficient support for hypothesis 4 asserting that, in the presence of top management commitment, organizations exhibited higher levels of corporate sustainability (H4, β = 0.310, p = 0.000).

Lastly, hypothesis 5 argued that "Organizations with high levels of corporate sustainability experience high levels of organizational performance". To test hypothesis 5, an approach similar to that used for hypotheses 1, 2, 3, and 4 was followed, where the significance level of the path coefficients is examined. The relationship was found to be highly significant at a significance level of 0.000 and a positive path coefficient of 0.347. Therefore, hypothesis 5 was strongly supported, where corporate sustainability was found to have a significant and a positive impact on organizational performance (β = 0.347, p = 0.00). These results are depicted in Figure 7.4.4.1.
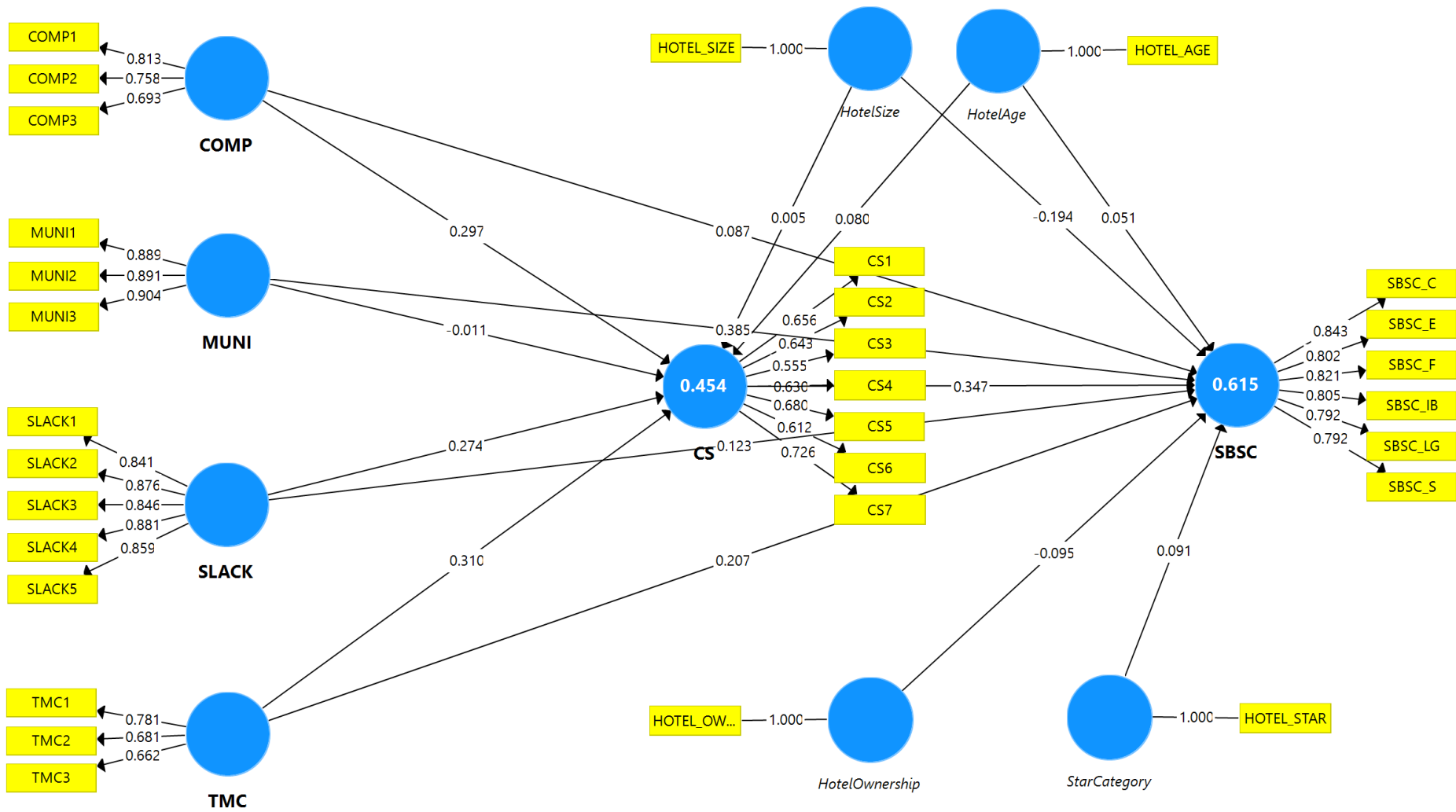
Figure 7.4.4.1. PLS model testing

231

Following the assessment of the first group of hypotheses in this section, which looked at the direct relationships, the succeeding section pertains to stage two of the structural model analysis, where a second group of hypotheses relating to mediation is dealt with.

7.4.4.2. Second group of hypotheses: Mediating relationships between contextual variables, corporate sustainability and organizational performance

In stage two of the structural model analysis, the second group of hypotheses, hypothesis 6 to hypothesis 9, dealing with mediation is considered. Hypotheses 6 and 7 pertain to the indirect relationship of environmental contextual variables, competitive intensity and environmental munificence, with organizational performance. Hypotheses 8 and 9 relate to the organizational contextual variables, slack resources and top management commitment and investigate their indirect relationship with organizational performance. The mediation analysis procedure illustrated in Figure 7.4.4.2 is followed. Further, this approach utilizes a bootstrapping technique that is distinct from the Sobel test, where bootstrapping has higher statistical power and is not sensitive to smaller sample sizes or data normality (Hair et al., 2017; Preacher & Hayes, 2008). Similar to the first group of hypotheses, 5000 subsamples were used in testing the mediating hypotheses as well.
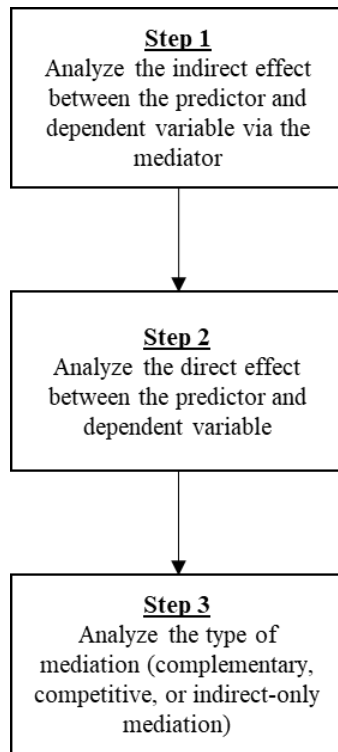
Figure 7.4.4.2. Mediation analysis procedure adopted from Hair et al. (2017)

Referring to the mediation analysis procedure (see Figure 7.4.4.2), the first step involves assessing the significance of the indirect effects between the predictor variables and the dependent variable through the mediator. In filtering out the insignificant indirect effects, the presence of direct effects between the predictors and dependent variable can be examined next to explore other possible mediators (Hair et al., 2017). Lastly, the type of mediation is established for significant mediating relationships. A bootstrapping technique was used to run the mediation analysis described in the above sequential manner for the second group of hypotheses.

Hypothesis 6 states that "Corporate sustainability mediates the relationship between competitive intensity and organizational performance". As per step 1, the indirect effect of competitive intensity (predictor) on organizational performance (dependent) via corporate sustainability (mediator) is tested through examining the

significance level of the path coefficient for this indirect relationship. Upon running bootstrapping, the indirect effect was found to be significant at a level of 0.007 and positively related with a coefficient of 0.103 (see Table 7.4.4.2).

The second step is adhered to, where the direct effect is now tested between competitive intensity (predictor) and organizational performance (dependent variable). In order to examine the direct effect, the significance level of the relationship between competitive intensity and organizational performance was considered and found to be insignificant with a p-value of 0.217 Hence, it can be concluded that there exists no direct effect between competitive intensity and organizational performance.

In order to execute the third step of analyzing the nature of mediation, the results of indirect effect and direct effect are referred to. Hair et al. (2017) has put forth three types of mediation: first, complementary mediation, where the indirect and direct effects are significant and both move in the same direction; second, competitive mediation, which exists when the indirect and direct effects are significant and they move in opposite directions; and, third, indirect-only mediation, which refers to significant indirect effect but insignificant direct effect. Accordingly, referring to these typologies, the presence of a significant indirect effect but an insignificant direct effect between competitive intensity and organizational performance indicates an indirect-only mediation by corporate sustainability. Hence, it can be concluded that corporate sustainability fully mediates the relationship between competitive intensity and organizational performance. Thus, hypothesis 6 is supported. The results of these tests are outlined in Table 7.4.4.2.

Table 7.4.4.2. Bootstrapping results: Second group of hypotheses

Hypothesized relations	Coefficient value (β)	t-statistic
Step 1: Indirect effects		
Competitive intensity → Corporate sustainability → Organizational performance	0.103**	2.714
Environmental munificence → Corporate sustainability → Organizational performance	-0.004	0.132
Slack resources → Corporate sustainability → Organizational performance	0.095**	3.077
Top management commitment → Corporate sustainability → Organizational performance	0.108***	3.174
Step 2: Direct effects		
Competitive intensity → Organizational performance	0.087	1.236
Environmental munificence → Organizational performance	0.385***	5.938
Slack resources → Organizational performance	-0.123	1.772
Top management commitment → Organizational performance	0.207**	3.343

** $p \leq 0.01$, *** $p \leq 0.001$

Hypothesis 7 posits that "Corporate sustainability mediates the relationship between environmental munificence and organizational performance". Similar to hypothesis 6, the three steps outlined for mediation analysis were followed for hypothesis 7. First, the significance level of the path coefficient for the indirect effect between environmental munificence and organizational performance via corporate sustainability was examined. The indirect effect was found to be statistically insignificant with a significance level of 0.895, indicating the absence of a mediating relationship. Further, in step 2, the direct effect between environmental munificence and organizational performance is examined. The direct effect was found to be highly significant at a p-value of 0.000, with a path coefficient of 0.385, indicating possible undiscovered mediators that could justify the presence of a significant relationship

between environmental munificence and organizational performance. In the absence of a mediating effect, step 3 is not applicable for the testing of hypothesis 7; rather, the presence of a significant direct effect between environmental munificence and organizational performance is referred to as a direct-only non-mediation (Hair et al., 2017), where the possibility of omitted mediators exists, which is discussed in further detail in Chapter 8 with the support of data from the post-hoc analysis. Hence, pertaining to the statistically insignificant indirect effect between environmental munificence and organizational performance, hypothesis 7 is not supported.

Hypothesis 8 indicates that "Corporate sustainability mediates the relationship between slack resources and organizational performance". In alignment with the previously tested hypotheses 6 and 7, hypothesis 8 is also assessed with respect to the three steps of mediation testing. In the first step, the significance level of the path coefficient for the indirect effect between slack resources and organizational performance through corporate sustainability is examined. Referring to the bootstrapping test results, a significant relationship was found for the indirect effect at a significance level of 0.002 and a path coefficient of 0.095. Next, in the second step, the direct effect between slack resources and organizational performance is analyzed, which resulted in an insignificant p-value of 0.076, indicating the absence of a direct relationship, thereby depicting full mediation. Proceeding to the third step, the nature of the mediation was identified as indirect-only mediation, referring to the statistically significant indirect effects between slack resources and organizational performance via corporate sustainability and insignificant direct effect of slack resources on organizational performance. In conclusion, hypothesis 8 was supported.

Lastly, hypothesis 9 suggested that "Corporate sustainability mediates the relationship between top management commitment and organizational performance".

A procedure similar to that for hypotheses 6, 7 and 8 was followed. Firstly, the indirect effect between top management commitment and organizational performance through corporate sustainability was examined, which indicated a high significance level of 0.002 and positive path coefficient of 0.108 (see Table 7.4.4.2). Secondly, the direct effect between top management commitment and organizational performance was examined next, which also portrayed a high significance level of 0.001 with a positive path coefficient of 0.207. Hence, it can be inferred that corporate sustainability partially mediates the relationship between top management commitment and organizational performance. Thirdly, the type of mediation is elaborated on by computing the product of indirect effect and direct effect (Hair et al., 2017). Accordingly, the product of the indirect path coefficient (0.108) and direct effect path coefficient (0.207) is still positive (0.022), indicating a complementary mediation. Thus, referring to the above test results, it can be inferred that higher levels of top management commitment directly improve organizational performance, but also increase corporate sustainability of hotels, which in turn leads to higher levels of organizational performance. Hence, some of top management commitment's impact on organizational performance is explained by corporate sustainability, thereby lending support to hypothesis 9.

With all the hypothesized relationships in the structural model being tested, control variables also need to be accounted for. Hence, the following section analyzes the impact of control variables in the structural model.

7.4.4.3. Control variables

Initially, two control variables, hotel size and hotel age, were identified and hypothesized to have an effect on the endogenous constructs, corporate sustainability and organizational performance (see Chapter 5). Additionally, a permutation test was

conducted to test for presence of potential group differences with respect to star category of hotels (4-star or 5-star) and their type of ownership (private, public, or joint). The permutation test depicted presence of significant differences amongst relationships of certain constructs with organizational performance, resulting in star category and hotel ownership being included as control variables for organizational performance. The results of the permutation test are indicated in Appendix E. These four control variables are included in the structural model illustrated in Figure 7.4 and Figure 7.4.4.1. A similar bootstrapping technique was applied, with 5000 subsamples, to test the significance of control variables on the proposed model.

Referring to Table 7.4.4.3, the impact of hotel age was found to be insignificant on both corporate sustainability ($p = 0.112$) and organizational performance ($p = 0.27$). While hotel size did not significantly affect corporate sustainability ($p = 0.934$), it did have a significant and a negative impact on organizational performance ($\beta = -0.162$, $p = 0.02$). This negative impact of hotel size on organizational performance could be attributed to the increasing costs associated with a bigger workforce. Specific to the Indian tourism industry, new principles have been put in place, as a part of sustainable tourism for the accommodation sector, where employees need to be trained frequently and offered competitive wages and benefits that either meet or exceed local, national or international standards (Ministry of Indian Tourism). Lastly, the star category of hotels did not have a significant impact on organizational performance, whereas hotel ownership was found to negatively impact the organizational performance. In other words, private hotels (coded as 1) were likelier to have a higher organizational performance than public hotels (coded as 2) or joint hotels (coded as 3). Thus, through including hotel size and hotel ownership in this model, its significant impact on organizational performance was controlled for, thereby enhancing the model's

robustness. The next section emphasizes the model's robustness by testing different parameters of model fit specific to PLS-SEM.

Table 7.4.4.3. Bootstrapping results: Control variables

Confounding relations	Coefficient value (β)	t-statistic
Hotel size → Corporate sustainability	0.005	0.081
Hotel age → Corporate sustainability	0.08	1.523
Hotel size → Organizational performance	-0.194*	2.746
Hotel age → Organizational performance	0.051	1.012
Hotel ownership → Organizational performance	-0.095*	2.216
Star category → Organizational performance	0.091	1.794

* $p \leq 0.05$

7.4.5. Model fit statistics

The metrics in place to assess goodness-of-model fit for PLS-SEM vary in comparison to CB-SEM, as the goodness-of-fit measures for CB-SEM are based on identifying differences between two covariance matrices. These measures are not applicable in this study that utilizes PLS-SEM, as, unlike CB-SEM that focuses on minimizing the differences between theoretical covariance matrix and sample covariance matrix, PLS-SEM focuses on maximizing the explained variance of the endogenous latent variable (Hair et al., 2017). Instead of the usual metrics utilized in CB-SEM, model fit measures specific to the nature of PLS-SEM that assess the structural model on its ability to predict endogenous variables are made use of. Accordingly, suitable to PLS-SEM, four model fit metrics are looked at: coefficient of variation R^2, effect size f^2, Stone-Geisser's Q^2, and effect size q^2 (Hair et al., 2009; Hair et al., 2017; Vinzi et al., 2010).

First, coefficient of determination, R^2, refers to the proportion of variance of the

endogenous variable explained by all the exogenous variables, such that the R^2 value

can range between 0 and 1, where values closer to 1 indicate higher predictive accuracy

(Hair et al., 2014a). Further, R^2 can also be referred to as a measure of the model's in-

sample predictive power, where it is calculated as the squared correlation of an

endogenous construct's actual and predicted values using all the data (Hair et al., 2017).

The R^2 values of corporate sustainability and organizational performance are 0.454 and

0.615 respectively, with a high significance level of p = 0.000 each. This indicates that

approximately 45.4% of corporate sustainability is explained by competitive intensity,

slack resources, and top management commitment, while 61.5% of organizational

performance is explained by corporate sustainability along with environmental

munificence and top management commitment.

Second, model quality was assessed by looking at the effect sizes (f^2) of all

exogenous variables on the endogenous variables. The measure effect size, f^2, refers to

the relative impact a predictor or an exogenous variable has on the outcome or the

endogenous variable, such that f^2 value corresponds to a specific exogenous construct's

contribution towards an endogenous construct's R^2 value (Hair et al., 2017). The

structural model consists of two endogenous constructs, namely corporate sustainability

and organizational performance. Therefore, the effect sizes of exogenous constructs

pertaining to the above two endogenous constructs were examined. According to Hair

et al. (2017), f^2 values of 0.02 and above indicate low effect sizes, while values below

0.02 indicate no effect. Further, f^2 values of 0.15 and above represent medium effect

and that of 0.35 and above represent large effects. Referring to these thresholds, the

effect sizes were analyzed and are listed in Table 7.4.5.1. It was found that, with respect

to corporate sustainability, top management commitment had the highest impact with a

medium effect, followed by competitive intensity and slack resources, which had small

effect sizes. Further, in alignment with the bootstrapping results highlighted in section 7.4.4.1, environmental munificence had no effect on corporate sustainability. Proceeding to the next endogenous construct, organizational performance, environmental munificence had the highest impact, closely followed by corporate sustainability, where each had a medium effect on organizational performance. On the other hand, the remaining exogenous constructs, top management commitment and slack resources, each had small effects on organizational performance, whereas competitive intensity had no effect on organizational performance.

Table 7.4.5.1. f^2 effect sizes

Hypothesized relations	f^2 value	Effect
Competitive intensity → Corporate sustainability	0.103	Small effect
Environmental munificence → Corporate sustainability	0.000	No effect
Slack resources → Corporate sustainability	0.085	Small effect
Top management commitment → Corporate sustainability	0.148	Medium effect
Corporate sustainability → Organizational performance	0.170	Medium effect
Competitive intensity → Organizational performance	0.011	No effect
Environmental munificence → Organizational performance	0.213	Medium effect
Slack resources → Organizational performance	0.022	Small effect
Top management commitment → Organizational performance	0.081	Small effect

Third, Stone-Geisser's Q^2 value is examined, in relevance to evaluation of model fit. Q^2, an indicator of predictive relevance or out-of-sample predictive power,

assesses the proficiency with which the observed data is reconstructed by the proposed model and its constructs (Chin, 1998; Vinzi et al., 2010). The higher the Q^2 value, the greater the predictive relevance of the model such that the data not used in the model is precisely predicted, where values greater than zero indicate higher predictive relevance of the endogenous latent construct (Hair et al., 2017; Hair et al., 2014a). Through running the blindfolding test, the Q^2 values obtained for corporate sustainability and organizational performance were 0.170 and 0.385 respectively, indicating the model's high predictive relevance.

Fourth, q^2 effect size, which is similar to the concept of f^2 effect size, is examined. Hence, the q^2 effect size measure provides an assessment of the relative predictive relevance that a predictor or an exogenous variable has on the outcome or the endogenous variable, where, comparable to f^2, q^2 effect size value provides an assessment of an exogenous construct's contribution in explaining an endogenous construct's Q^2 value (Hair et al., 2017). In order to calculate the q^2 effect size, the following formula, $\frac{Q^2_{included} - Q^2_{excluded}}{1 - Q^2_{included}}$, posited by Hair et al. (2014a), is used to calculate the q^2 effect sizes of the various exogenous constructs on the two endogenous constructs, corporate sustainability and organizational performance. In the aforementioned formula, $Q^2_{included}$ corresponds to the Q^2 value of the model that includes the specific exogenous construct, while $Q^2_{excluded}$ refers to the Q^2 value of the model excluding the said exogenous construct. Upon applying the above formula, the q^2 effect sizes of all the exogenous constructs were obtained (see Table 7.4.5.2.).

Table 7.4.5.2. q^2 effect sizes

Hypothesized relations	q^2 value	Effect
Competitive intensity → Corporate sustainability	0.024	Small effect
Environmental munificence → Corporate sustainability	-0.002	No effect
Slack resources → Corporate sustainability	0.022	Small effect
Top management commitment → Corporate sustainability	0.036	Small effect
Corporate sustainability → Organizational performance	0.062	Small effect
Competitive intensity → Organizational performance	0.005	No effect
Environmental munificence → Organizational performance	0.083	Small effect
Slack resources → Organizational performance	0.005	No effect
Top management commitment → Organizational performance	0.029	Small effect

The criteria to evaluate q^2 effect sizes are similar to f^2 effect sizes, where minimum values of 0.02, 0.15 and 0.35 correspond to small, medium or large effect sizes, and values below the cutoff of 0.02 indicate no effect of the exogenous construct (Hair et al., 2014a). Accordingly, upon analyzing the results attained in the computation of q^2 effect sizes, the majority of the effect sizes retained their size of effect, in comparison to f^2 effect size, while a few constructs experienced a decrease in their effect size. Exogenous constructs such as competitive intensity and slack resources still had a small q^2 effect size on corporate sustainability. Similarly, top management commitment also retained its small effect on organizational performance. On the other hand, changes were seen in the effect size of top management commitment on corporate sustainability, from medium f^2 effect size to small q^2 effect size. Further, the small-sized f^2 effects of slack resources on organizational performance decreased to no effect, as per q^2 value. Likewise, the medium f^2 effect of environmental munificence on

organizational performance also decreased to small q^2 effect.

In general, as effect size is an indication of the relative effect a particular exogenous construct has, in comparison to other exogenous constructs in the model, when predicting a certain endogenous construct (Hair et al., 2017), small effect sizes (f^2 and q^2) are not of utmost concern. Further, the corresponding R^2 values (45.4% and 61.5%) and Q^2 values (0.170 and 0.385) of the endogenous constructs, corporate sustainability and organizational performance respectively, explained by all the exogenous constructs in the model depicted satisfactory values, as discussed in the above paragraphs. Hence, it can be concluded that, overall, for corporate sustainability, competitive intensity and slack resources had a consistent effect, whereas for organizational performance, top management commitment had a stable effect.

The various indices utilized to assess the model fit, in general, showed that the proposed structural model had a good fit, where it satisfied all the model fit statistics' thresholds. Hence, the proposed structural model is high in predictive relevance, thereby indicating a robust model.

7.5. Summary

This chapter's main aim was to present the results attained from running the bootstrapping tests on the proposed hypotheses. A summary of these tests is depicted in Table 7.5. The first group of hypotheses examined the direct relationships and indicated the existence of significant relationships, except for environmental munificence's impact on corporate sustainability. Competitive intensity was found to have a significant and positive impact on corporate sustainability. Organizational contextual variables, i.e., slack resources and top management commitment, also significantly raised organizational levels of corporate sustainability. The impact of

corporate sustainability on organizational performance was significant and positive.

The second group of hypotheses tested mediating relationships and identified the presence of full mediation by corporate sustainability for two relationships: 1) competitive intensity and organizational performance, and 2) slack resources and organizational performance. Further, corporate sustainability had a partial complementary mediation impact on the top management commitment-organizational performance relationship, whereas the results indicated that environmental munificence directly and positively impacted organizational performance.

The chapter also explored various model fit metrics and found the proposed structural model to depict acceptable predictive accuracy across all model fit statistics. In the following chapter, these results are discussed in relation to extant literature along with disclosing the findings of the study. Further, Chapter 8 discusses these results in accordance with the post-hoc analysis to attain richer insights on the study's findings.

Table 7.5. Summary of hypotheses testing

Hypothesis Number	Hypothesized description	Result
First group of hypotheses: Direct relationships between contextual variables, corporate sustainability and organizational performance		
Hypothesis 1	In situations of high competitive intensity, organizations will depict high levels of corporate sustainability	Supported
Hypothesis 2	Organizations in munificent environments are more likely to show high levels of corporate sustainability	Not supported
Hypothesis 3	Slack resources have a significant positive impact on corporate sustainability	Supported
Hypothesis 4	Organizations that have high levels of top management commitment towards sustainability show high levels of corporate sustainability	Supported
Hypothesis 5	Organizations with high levels of corporate sustainability experience high levels of organizational performance	Supported
Second group of hypotheses: Mediating relationships between contextual variables, corporate sustainability and organizational performance		
Hypothesis 6	Corporate sustainability mediates the relationship between competitive intensity and organizational performance	Supported
Hypothesis 7	Corporate sustainability mediates the relationship between environmental munificence and organizational performance	Not supported
Hypothesis 8	Corporate sustainability mediates the relationship between slack resources and organizational performance	Supported
Hypothesis 9	Corporate sustainability mediates the relationship between top management commitment and organizational performance	Supported

CHAPTER 8 - DISCUSSION AND CONCLUSION

8.1. Introduction

This chapter concludes this dissertation. The chapter consists of two main parts: discussion and conclusion. The first part of the chapter begins with a discussion of the various findings that were examined in previous chapters (chapters 6 and 7). Following up on the tested SBSC scale in Chapter 6, the current chapter puts forward a final SBSC framework which includes the newly added 'health and safety' perspective, after taking into account the COVID-19 pandemic and post-hoc analysis. Adding to the statistical results already listed in the previous chapters, this chapter also discusses the reasons behind un-hypothesized findings and insignificant hypothesized findings through corroborating the results with information attained from the post-hoc analysis.

Further, as identified in Chapter 1, this study focused on answering five research questions: 1) How can we measure the overall performance of hotels that incorporate sustainability?; 2) What are the effects of contextual antecedents from the environmental perspective, i.e. competitive intensity and environmental munificence, on corporate sustainability?; 3) How do contextual antecedents at the organizational perspective, i.e. slack resources and top management commitment, impact corporate sustainability?; 4) How does corporate sustainability impact organizational performance?; and 5) Can organizations benefit from their environmental and organizational attributes, namely, competitive intensity, environmental munificence, slack resources, and top management commitment, to increase their organizational performance through corporate sustainability? This chapter, in discussing the findings of the overall study, focuses on answering the above five research questions, as is illustrated through section 8.2.

The second part of the chapter, the conclusion, includes sub-topics related to concluding remarks, specifically, the theoretical and practical implications of the study, and limitations and avenues for future research. Section 8.3 proposes various contributions made to three different streams of literature, namely, hospitality and tourism, sustainability, and performance measurement. Section 8.4 highlights the significant practical implications that can be implemented throughout the hospitality and tourism industry, as per the research findings. Lastly, the limitations in this study are highlighted in section 8.5, which paved the way to build the avenues for future research discussed in section 8.6, and ultimately led to the summary of this chapter provided in section 8.7.

8.2. Discussion of the research findings

This section discusses the findings of the complete research study with respect to answering the study's general research question of how does a set of external and internal contextual factors influence corporate sustainability and organizational performance? Through splitting this main research question into five constituents, each research question was able to focus on a specific part of the research study.

The first research question reads "How can we measure the overall performance of hotels that incorporate sustainability?" The overall dissertation attempted to respond to this research question through a sequential process. Through conducting a literature review of corporate sustainability in Chapter 2, the prospect of the balanced scorecard (BSC) as a performance measurement system was procured, which led to a systematic review of balanced scorecard literature in two streams: 1) general business, management and ethics, and 2) the hospitality and tourism industry, in Chapter 3, which ultimately shed light on the concept of the sustainability balanced scorecard (SBSC).

Chapter 3, through the analysis of the systematic review on the BSC, proposed a general framework for the SBSC to assess organizational performance in the hospitality industry. This was followed by development of a preliminary scale for the proposed SBSC framework in Chapter 5, which was then empirically tested and validated in Chapter 6. Chapter 6 also appended the SBSC scale with a pivotally relevant perspective of health and safety, given the contemporary pandemic scenario. Section 8.2.1, in this chapter, takes forward this finding of the empirically tested and validated SBSC scale which also incorporates the health and safety perspective, and discusses it in light of the findings attained in Chapter 6.

The next three research questions are considered together, given the commonality of their questioning on the direct effects: the direct relationships shared amongst the antecedents of the study, namely competitive intensity, environmental munificence, slack resources, and top management commitment with the mediating construct of corporate sustainability, and the direct relationship between the mediating construct, corporate sustainability, and on organizational performance. These three research questions were: 1) RQ2: What are the effects of contextual antecedents from the environmental perspective, i.e. competitive intensity and environmental munificence, on corporate sustainability?, 2) RQ3: How do contextual antecedents at the organizational perspective, i.e. slack resources and top management commitment, impact corporate sustainability?, and 3) RQ4: How does corporate sustainability impact organizational performance? Chapter 4 exclusively covered the theoretical formulation of the hypotheses which examined the direct relationships amongst these constructs. Further, these direct hypotheses were clustered under the term 'first group of hypotheses' and were empirically tested using the SEM technique in Chapter 7. The results attained for this group of hypotheses are discussed further, in alignment with the

three respective research questions they are directed at, in section 8.2.2 of this chapter.

The last research question is directed towards understanding if the contextual variables of this study can positively impact the performance of organizations upon engaging in corporate sustainability. Accordingly, research question five is framed as follows: "Can organizations benefit from their environmental and organizational attributes, namely, competitive intensity, environmental munificence, slack resources, and top management commitment, to increase their organizational performance through corporate sustainability?" In order to clearly articulate the response to this research question, four hypotheses were formulated in Chapter 4, one hypothesis for each contextual variable. Similar to the first group of hypotheses, these four hypotheses were grouped together under the term 'second group of hypotheses' as they all pertained to examining the mediating impact of corporate sustainability, and were tested as such, using SEM in Chapter 7. The empirical tests revealed some interesting findings, which are discussed in detail in section 8.2.3, along with the answers to the fifth research question.

8.2.1. Scale development of organizational performance

The findings attained for the first research question are examined in this section, which focused on developing and empirically testing an industry-specific scale for the SBSC. Though extant hospitality researchers proposed the existence of BSC-related performance metrics in the hospitality industry (Elbanna et al., 2015; Evans, 2005; Phillips & Louvieris, 2005; Sainaghi et al., 2019), this study was able to take it a step forward by developing and providing empirical support for the usage of the SBSC in this industry. The high reliability and validity of the overall SBSC scale and its six perspectives individually, which correspond to financial perspective, social

perspective, environmental perspective, customer perspective, internal business perspective, and learning and growth perspective, depict the strength of this performance metric system and its relevance to the industry.

It is interesting to note that, in spite of the Indian hotel industry being a customer-focused industry, the findings of this study did not support the inclusion of sustainability-focused measurement indicators in the customer perspective. Constant refinement of indicators allows for the development of a more accurate performance measurement system (Bourne et al., 2000), thereby, a post-hoc analysis was conducted to understand the absence of sustainability indicators in the customer perspective and to propose revised indicators that further enhanced the suitability of the SBSC. Through the post-hoc analysis, it was noticed that the nature of the eliminated indicators from the SBSC scale corresponded to output indicators (e.g. customer satisfaction, staff satisfaction, proper completion of planned projects). In contrast, the content analysis further identified that the hospitality industry in India is actively involved in assessing the input and process indicators such as meeting customer demand for green services, exercising flexibility in catering to customer needs, training employees, and implementing safety measures. Accordingly, the eliminated SBSC indicators were revised to reflect the current phase of performance assessment being carried out in the Indian hospitality industry. This finding can be interpreted as 'setting specific'. Table 8.2.1 enlists the complete SBSC scale along with the revised indicators that are italicized for ease of reference.

Through conducting the qualitative post-hoc analysis, empirical evidence was gained on the proposed indicators and their relevance to the hospitality industry, which also finds support in the extant literature. Modifications made to each of the six perspectives comprising the final SBSC indicators (see Table 8.2.1) are discussed, in

turn, with respect to the post-hoc analysis findings and current literature; the environmental perspective did not undergo any addition of indicators. First, the *financial perspective* was modified through the inclusion of two new indicators, namely "Environment spending (e.g. investing in sewage treatment plants)" and "Health and safety spending (e.g. food safety, fire safety, hygiene development)". While some literature clubs together organizational spending with respect to environment, health and safety under the widely used acronym 'EHS' (Dias-Sardinha & Reijnders, 2005; Yin & Zhang, 2012), the hospitality industry was found to place an exclusive focus on environmental conservation (Abdel-Maksoud et al., 2016; Moreo et al., 2009), as opposed to other dimensions of health and safety. Further, another stream of literature has also used health and safety on a stand-alone basis across various industries such as hospitality (Farmaki, 2019; Quintana-García et al., 2018), manufacturing (Chiarini & Vagnoni, 2017), mining (Govindan et al., 2014), and footwear (Moktadir et al., 2018) amongst others. Thus, the proposition to split these two indicators under the financial perspective allowed distinct assessment of organizational expenditure on the individual aspects of environment and health and safety.

Second, changes made to the *social perspective* as per the post-hoc analysis results enabled a higher level of customization of the indicators for the hospitality industry in India. The two indicators added were: 1) "Implementation of safety measures for female staff", and 2) "Contributing towards providing education to the underprivileged". With regard to the first indicator, the proportion of the workforce in India that is female has experienced a sharp decline of over 10% since 2005, where the female labor force made up only 20.5% of the total in 2019 (International Labour Organization, 2020). Amongst the various enlisted reasons for the decreasing number of actively employed females, personal safety is still of concern (Chaudhary & Verick,

2014), where addressing this issue has been highlighted as a policy recommendation to inculcate higher female employment (Joshi, 2018). Accordingly, ensuring employee's personal safety is being implemented under the Occupational Safety and Health (OSH) program (International Labour Organization, 2018). Hence, with the public organizations establishing safety policies for women, companies have also started creating a safe environment for their female employees.

In the same vein, the second indicator assesses another public concern of equipping the vulnerable population of India with educational opportunities, which is also highlighted as one of the UN's sustainable development goals for India (International Labour Organization, 2018). The government's policies, in response, have encouraged organizations to engage in sustainability activities oriented towards providing educational opportunities to the poor (Dharmapala & Khanna, 2018). In this regard, organizations in India have reacted favorably, such that contribution towards improving access to education now constitutes an important avenue for sustainability engagement (Sengupta, 2017). In agreement with the above inference, the post-hoc analysis also identified that various hotels have responded through helping the underprivileged in attaining education.

Third, the qualitative stage in the post-hoc analysis enabled further insights on the economic impact of COVID-19 on the hospitality industry through development of an additional perspective, '*health and safety*'. Prior research also illustrates the negative impact of similar pandemics like swine flu on travel and tourism industry demand (Page et al., 2012). Clearly, the economic costs of global pandemics like COVID-19 span various fronts and emphasize the attention that needs to be paid towards maintaining strict health and safety standards (Goodell, 2020). The hospitality and tourism industry has been found to be severely impacted economically due to the COVID-19 pandemic

with a drastic decrease in demand (Nicola et al., 2020). As per the United Nations World Tourism Organization (UNWTO), the global losses incurred by the hospitality and tourism industry in 2020 were roughly estimated to be around US$ 460 billion, where the decrease in tourists in summer 2020 for the Asia-Pacific region was the highest amongst the regions at 72% (United Nations World Tourism Organization, 2020). Further, as the lockdowns cease and societies open up to resume work and travel, proper guidelines need to be drawn up to identify what indicators need to be looked at, to instill a safe work environment (Petersen et al., 2020). Zenker and Kock (2020) discuss this point of view that the change in operations of tourism organizations and tourist behavior needs to be researched in this pandemic-stricken environment, specifically with respect to sustainability. Thus, four items, namely 1) "Safe hospitality service provisions to customers", 2) "Customer feedback on safe and hygienic hospitality", 3) "Implementing mandatory regular health checkups for employees", and 4) "Training employees on health and safety guidelines", were proposed under the health and safety perspective which identify the steps that need to be taken by hotels in response to potential changes in tourist behavior during the COVID-19 pandemic.

Table 8.2.1. SBSC measurement indicators

Codes	Measurement indicators
	Financial perspective
SBSC_F1	Gross operating profit
SBSC_F2	Return on sale
SBSC_F3	Revenue per available room
SBSC_F4	Donations to local society
SBSC_F5	**Environment spending (e.g. investing in sewage treatment plants)**
SBSC_F6	**Health and safety spending (e.g. food safety, fire safety, hygiene development)**
	Environmental perspective
SBSC_E1	*Reduced pollution and service costs*
SBSC_E2	*Reduced environmental fines*
SBSC_E3	*Increased image in environmental protection*
SBSC_E4	*Increases in products with environmentally friendly design*
SBSC_E5	*Awareness and understanding of current trends in environmental regulations*
	Social perspective
SBSC_S1	*Complying with social regulations*
SBSC_S2	*Limiting negative social impact beyond compliance*
SBSC_S3	*Creation of new job opportunities*
SBSC_S4	***Implementation of safety measures for female staff***
SBSC_S5	***Contributing towards providing education to the underprivileged***
	Health and safety perspective
SBSC_HS1	***Safe hospitality service provisions to customers***
SBSC_HS2	***Customer feedback on safe and hygienic hospitality***
SBSC_HS3	***Implementing mandatory regular health checkups for employees***
SBSC_HS4	***Training employees on health and safety guidelines***
	Customer perspective
SBSC_C1	Verbal/anecdotal customer feedback via staff
SBSC_C2	Market share
SBSC_C3	Market share growth
SBSC_C4	**Domestic market share growth**
SBSC_C5	**Meeting customer demand for green services**
SBSC_C6	**Customer feedback on availability of eco-friendly amenities (e.g. reusing sheets and linens, conserving energy and water use etc.)**
	Internal business perspective
SBSC_IB1	Productivity levels, e.g., labor productivity
SBSC_IB2	Efficiency of operations, e.g., booking, room service
SBSC_IB3	*Programmes to monitor and reduce use of resources and prevent pollution*
SBSC_IB4	**Flexibility in serving customer needs**
	Learning and growth perspective
SBSC_LG1	*Number of new 'green' services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities, energy saving initiatives etc.)*
SBSC_LG2	Building network of relationships with stakeholders
SBSC_LG3	Staff capabilities
SBSC_LG4	***Training employees on eco-friendly behavior***
SBSC_LG5	***Employee feedback on skills development***

Note: Revised indicators are emphasized in bold. Sustainability oriented indicators are italicized.

Fourth, two new items, "Meeting customer demand for green services" and "Customer feedback on availability of eco-friendly amenities (e.g. reusing sheets and linens, conserving energy and water use etc.)", were added for the *customer perspective* to assess hotel performance towards satisfying customers' sustainability needs specific to the industry. Corporate sustainability has gained tremendous popularity amongst the customer base as customers have become concerned about using sustainable products and services such that the majority of customers consider sustainability as an important decision factor during consumption (Chernev & Blair, 2015; Cordeiro & Tewari, 2015; Harjoto & Laksmana, 2018).

Fifth, another insightful finding attained from the post-hoc analysis led to the inclusion of the item "Flexibility in serving customer needs" under the *internal business perspective*. Extant tourism research also highlights the need to be flexible when responding to customer needs (Aureli & Del Baldo, 2019; Myung et al., 2005), and this is further pronounced in the hospitality industry where hotel employees deal directly with customers and are in need of a flexible environment which allows them to meet their customers' changing needs (Nazarian et al., 2017). Lastly, two indicators, "Training employees on eco-friendly behavior" and "Employee feedback on skills development", were added to the *learning and growth perspective* that revolved around providing employees with proper training and equipping them with necessary skills. These indicators, in addition to being identified as relevant to the hospitality industry in the post-hoc analysis, are also backed by literature where customers' evaluation of service quality was found to be highly based on hotel employees' eco-friendly behavior (Bastič & Gojčič, 2012). Hence, hospitality scholars have posited the need to train employees to elicit sustainable behavior (Chen et al., 2011; Kim et al., 2019). Additionally, Phillips (2007) asserted the need for hotels to develop employee skills,

which can be successfully accomplished through a feedback loop to ascertain employees' current level of skill development, and accordingly plan from thereon.

Hence, this SBSC comes in a time of need, by allowing both industry practitioners and performance measurement and hospitality researchers to practice and examine the performance assessment of the hospitality industry in the most comprehensive and relevant manner possible. The revised SBSC scale, including its six perspectives along with the newly added perspective on health and safety, is depicted in Figure 8.2.1.
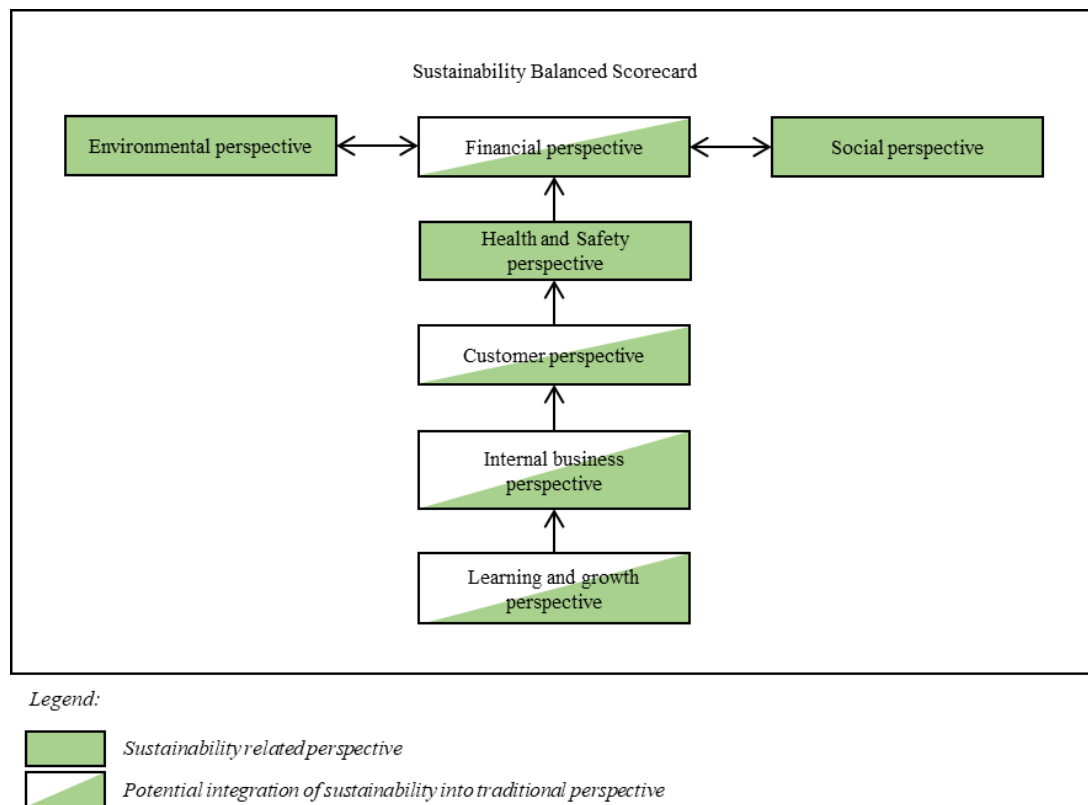

Figure 8.2.1. Revised Sustainability BSC for the hospitality industry.

8.2.2. The first group of hypotheses

The first group of hypotheses comprises hypotheses 1 to 5 and relates to testing the direct relationships between four exogenous contextual variables (namely, competitive intensity, environmental munificence, slack resources, and top management commitment), and two endogenous variables (namely, corporate sustainability and organizational performance). The findings indicate significant support for the presence of predictive relationships of organizational and environmental antecedents with corporate sustainability, except for environmental munificence. The result for each hypothesis is discussed and substantiated with the findings attained from the post-hoc analysis conducted in the third stage of the research design. Further, the discussion below is organized with respect to the three research questions, which cover the two contextual perspectives, environmental and organizational, and the third theoretical construct of corporate sustainability, individually.

Research question two:

The second research question enquired about the effects of contextual antecedents from an environmental perspective on corporate sustainability. The **environmental perspective** here consists of two constructs, namely competitive intensity and environmental munificence. Amongst the two antecedents, competitive intensity significantly improved corporate sustainability, while environmental munificence was found to not impact corporate sustainability in hotels.

In line with existing studies (Dupire & M'Zali, 2018; Murillo & Lozano, 2006), competitive intensity played a significant role in increasing levels of corporate sustainability (β = 0.297, p $\leq$ 0.000). Accordingly, the organization's level of sustainability is found to be a factor of its competitive surroundings (Kemper et al.,

2013). On the other hand, these results are in contrast to a research study by Graafland and Zhang (2014), who found that increased levels of competition inhibited organizations' ease of engaging in sustainability. Further, organizations may experience difficulty in maintaining their economic position in the market, causing sustainability to take a secondary place (Fernández-Kranz & Santaló, 2010). This negative relationship witnessed by Graafland and Zhang (2014) was also complemented with a finding of insufficient support from the government towards organizations' implementation of sustainability. In contrast, the setting of this study, India, has displayed a high level of government support through enacting the Companies Act of 2013, which directs organizations to engage in sustainability activities (Ministry of Corporate Affairs, 2013). Moreover, the hospitality and tourism industry has witnessed the implementation of various sustainable tourism programs by the Ministry of Tourism (Ministry of Indian Tourism). Hence, in the presence of competition, organizations are driven to seek innovative and sustainable methods of doing business (Helmig et al., 2016). Other researchers such as Flammer (2015) and Rodrigue et al. (2013) agree with this reasoning, where they found that organizations, in the presence of high levels of competitiveness, engaged in corporate sustainability as a competitive strategy.

The results depicted insufficient significant support for the existence of a causal relationship between environmental munificence and corporate sustainability (p > 0.05). This could have resulted due to the difficulty an organization faces in developing a competitive advantage in a munificent environment, as all organizations operating within an industry are exposed to equally favorable environmental conditions (Sirmon et al., 2010). This leads to a relative difficulty in sustaining corporate sustainability as a competitive strength, as any organization can easily engage in sustainable activities.

Hence, hotels in India may have not been motivated enough, in the presence of munificence, to engage in corporate sustainability. Furthermore, the absence of a significant relationship between munificence and corporate sustainability can also be explained by another primary driver of corporate sustainability, as was later identified by the collected interview data in the post-hoc analysis, where several respondents accentuated their organization's compliance towards the government's sustainability mandates. Thus, regardless of how munificent the environment is, hotels in India are being mandated by the government to invest in corporate sustainability. This line of thought is further affirmed as hotels with a 4-star rating or above in India are governed by higher quality standards, where they are held accountable for adhering to the government's sustainability mandates (Dharmapala & Khanna, 2018; Palacios-Florencio et al., 2018). Hence, irrespective of environment munificence, Indian hotels are actively perceiving corporate sustainability as a requirement. For example, a front-office manager highlighted that, *"At this point, it [i.e. corporate sustainability] is not seen as optional. It is seen as the responsibility of the hotel to engage in corporate sustainability"*. Similarly, the following excerpts from two informants, directors of sales and marketing from a 5-star and 4-star hotel, elaborate on this idea:

"Corporate sustainability is mandated by [the] Indian government. Hence, the hotel is engaging in [corporate sustainability] as they are compelled to utilize their funds [and invest]"

"Our hotel engages in corporate sustainability given the tax rebates by the government"

Research question three:

The results attained for the impact of antecedents under the **organizational**

perspective, namely, slack resources and top management commitment, on corporate sustainability strategy provided more clarity to the third research question of how contextual antecedents at the organizational perspective impacted corporate sustainability.

The findings in this study corroborated previous results (Kang et al., 2016; Shahzad et al., 2016; Waddock & Graves, 1997) regarding the positive impact of slack resources on corporate sustainability ($\beta = 0.274$, $p \leq 0.000$). This finding was unlike other research studies which indicated that slack resources had a negative impact or no impact on corporate sustainability (Boso et al., 2017; Kang et al., 2016; Moneva et al., 2020). Similarly, Wang et al. (2016), in their meta-analytic study, found an insignificant relationship between slack resources and corporate sustainability, where slack resources was conceptualized as high financial performance. Conversely, in this study, the presence of a positive impact of slack resources on corporate sustainability can be attributed to how slack resources was looked at, from a relatively wider perspective that expanded from its narrower conventional operationalization of past organizational performance (Shahzad et al., 2016). Thus, slack resources, in this study, was assessed using perceptual measures by incorporating managerial discretion towards the availability of slack resources (Boso et al., 2017).

The results also indicate that, in the presence of top management commitment to sustainability, hotels are better able to implement corporate sustainability strategy ($\beta = 0.310$, $p \leq 0.000$). The studies on corporate sustainability and leadership in the form of top management are a budding field of research, where questions on how top management impacts decisions about corporate sustainability needed to be explored (Dai et al., 2014; McWilliams et al., 2006; Waldman et al., 2006). Banerjee et al. (2003), in their study of the antecedents of corporate sustainability, found top management

commitment to be the most influential antecedent of corporate sustainability in various manufacturing and service industries. Similarly, top management commitment was also found to be the most significant predictor of corporate sustainability for organizations operating in India's relation-based society (Li et al., 2010; Miras-Rodríguez et al., 2018). Researchers examining drivers of sustainable supply chain discovered support from top management to be a strong enabler (Dai et al., 2014; Giunipero et al., 2012). Furthermore, Menguc et al. (2010) examined and found top management commitment towards sustainability to be an important and significant constituent of proactive environmental strategy, signifying how crucial top management support is in executing corporate sustainability. Thus, organizations need to recognize the importance of capturing top management commitment and sustaining it to effectively implement corporate sustainability. In the post-hoc analysis, an assistant restaurant manager at a 5-star hotel also reported that the level of corporate sustainability of the hotel depended on *"[whether] the management wanted to take part in sustainability issues"*. Hence, through empirically validating the presence of a significant relationship between top management commitment and corporate sustainability, this finding supports the existing literature that posited existence of a positive relationship amongst top management commitment and corporate sustainability (Bansal & Roth, 2000; Huang et al., 2016; Jenkins, 2009).

Research question four:

The fourth research question enquires into the nature of the debatable relationship between **corporate sustainability** and **organizational performance**. Upon testing this relationship, the results add to the current literature by indicating that corporate sustainability positively influences overall organizational performance ($\beta =$

0.347, $p \leq 0.000$). This value-adding nature of corporate sustainability on organizational performance was further clarified by the theory of firm perspective, which relayed that investing in corporate sustainability can lead to profit maximization (McWilliams & Siegel, 2001; McWilliams et al., 2006). Hence, this empirical finding is in support of the results put forth by Van Beurden and Gössling (2008), where they analyzed extant literature on sustainability-financial performance relationship (around 34 studies) and concluded for the existence of a positive and significant relationship. Thus, in alignment with extant studies, this finding affirmed the positive impact of organizations engaging in social and environmental behavior on organizational performance as a whole, which included both financial and non-financial aspects (Ben Brik et al., 2011; Colwell & Joshi, 2013; Martinez-Conesa et al., 2017).

Overall, all the contextual variables explained approximately 45.4% (R^2) of the variance in corporate sustainability. Hence, there exists significant support to infer from the above explanations that hotels in India could utilize the environmental factor, competitive intensity, and organizational resources, top management commitment and slack resources, to improve their corporate sustainability levels. In comparing the contextual variables from the two perspectives, the variables belonging to the organizational perspective had a higher influence on corporate sustainability than the environmental perspective. Further, top management commitment had the greatest contribution in causing higher levels of corporate sustainability in hotels ($f^2 = 0.148$, medium effect), followed by competitive intensity ($f^2 = 0.103$) and slack resources ($f^2 = 0.085$), each with small effects. Hence, amongst other factors, hotels can focus more on building their top management commitment towards sustainability in order to ensure significantly higher levels of corporate sustainability. Moreover, these higher levels of corporate sustainability enhance the overall hotel performance.

8.2.3. The second group of hypotheses

The second group of hypotheses concern the mediating role of corporate sustainability in linking the antecedents or predictors in the environmental and organizational perspective to the consequence of organizational performance. The findings portrayed mixed roles of full mediation, partial mediation, and no mediation played by corporate sustainability between the various predictor variables and organizational performance. In this section, the second group of hypotheses relate to hypotheses 6 to 9, which are discussed with respect to the corresponding environmental perspective (hypotheses 6 and 7) and organizational perspective (hypotheses 8 and 9).

Research question five:

The fifth research question examined whether organizations could improve their performance by utilizing their environmental (competitive intensity and environmental munificence) and organizational attributes (slack resources and top management commitment) through engaging in corporate sustainability. In the environmental perspective, corporate sustainability fully mediated the relationship between competitive intensity and organizational performance. Hence, there was significant support indicating that hotels in India under high levels of competitive intensity could improve their hotel performance through investing in corporate sustainability. This was further supported by a front office manager in the post-hoc analysis, *"The Indian hospitality industry, over the years, has developed high competition which has led to a decrease in business for hotels"*. Hence, through investing in corporate sustainability, hotels are trying to *"convince the guests [or customers that hotels are] being eco-friendly, where the hotel is complying with the environmental and social regulations"*. Similarly, Du et al. (2010) have also encouraged organizations to outline their

264

sustainability activities being undertaken to ensure that the overall performance achieved through sustainability is maximized through efficient positioning. Further, a participant stated, *"If the hotel is not working for the society and environment [through corporate sustainability] right now, this will negatively affect hotel performance"*. Hence, when faced with high competition, corporate sustainability can rescue organizations, given its inherent innovation and lower levels of imitability (Bhattacharya & Sen, 2004).

On the other hand, corporate sustainability did not mediate the relationship between environmental munificence and corporate sustainability; rather, environmental munificence was found to directly impact hotel performance, in a positive manner. Similarly, Carvalho et al. (2016), upon testing for the mediating effect of strategic orientation, also failed to find a significant indirect relationship between environmental munificence and organizational performance. This interesting result of a direct relationship finds support in extant literature as well, where researchers have found a direct positive relationship between environmental munificence and financial performance (Carvalho et al., 2016; Martinez-del-Rio et al., 2015). Further, in a meta-analysis of 62 empirical studies, Rosenbuch et al. (2007) found that, in comparison to other environmental characteristics (like environmental hostility, complexity and dynamism), environmental munificence had the most positive and significant impact on organizational performance. Specific to the research context of this study, Indian hotel industry enjoys high munificence, where the industry recorded a significantly higher growth in bank credit compared to other sectors in the service industry for the fiscal year 2019, along with an increase of approximately 150% of foreign direct investment inflows contribution from US$ 344 million in 2018 to US$ 859 million in 2019 (Ministry of Finance, 2020).

Further, in highly munificent environments, organizations have more freedom in accessing resources, which equips them with higher opportunities for growth and makes them less vulnerable to unforeseeable shocks (Rosenbuch et al., 2007). Moreover, in such munificent environments, resources are easier to access for support to solve problems, and hence organizations face less risk of failure, which minimizes the negative impact on their performance (Baum & Wally, 2003; Sirmon et al., 2010). Hence, pertaining to the munificent nature of the hotel industry in India and the aforementioned literature support for the presence of a positive impact of environmental munificence on organizational performance, the empirical presence of a positive relationship between munificence and organizational performance in the Indian hotel industry is justified. In addition to that, the absence of mediation impact and presence of a significant direct relationship between the predictor and dependent variable may also signify the presence of other omitted mediating variables that are not included in this conceptual model (Hair et al., 2017). This line of thought is further developed in section 8.6.1, which lists directions for future research specific to the potential mediators of environmental munificence and organizational performance relationship.

With regard to the organizational perspective, the findings illustrated mixed results, where corporate sustainability fully mediated the relationship between slack resources and organizational performance, whereas it served as a partial mediator for top management commitment-organizational performance relationship, such that top management commitment also had a direct positive impact on organizational performance.

The presence of a full mediating effect of corporate sustainability in the relationship between slack resources and organizational performance is in line with existing research which posits the existence of potential mediators in the slack-

266

performance relationship (Carnes et al., 2019). However, this result disagrees with the finding by Elbanna (2012), where slack resources was found to directly improve organizational performance. This conclusion, however, has been identified as being specific to the study setting, the UAE, thereby explaining the absence of any possible mediators. Furthermore, contemporary research has begun to examine the slack-performance relationship in light of other potential mediators as well, such as extensiveness of strategic planning (Fadol et al., 2015). A research study by Seifert et al. (2004) tested a similar relationship between slack resources, corporate sustainability and organizational performance, where they found the presence of a significant relationship between slack resources and corporate sustainability; however, they failed to find a significant relationship between corporate sustainability and organizational performance upon simultaneous testing of both these relationships. The scholars had conceptualized corporate sustainability narrowly in the form of philanthropy, where monetary donations and corporate giving were used to assess corporate sustainability and, as a result, non-monetary sustainability activities were not accounted for. Thus, the need to consider sustainability in non-monetary terms is crucial as, in the presence of slack resources, organizations were found to engage in sustainability towards society and environment more avidly in comparison to sustainability towards other stakeholders (Chiu & Sharfman, 2011).

Additionally, Arevalo and Aravind (2017) observed that, in the presence of sufficient slack resources, organizations can dedicate substantial resources towards corporate sustainability that can, in turn, lead to economic benefits. In the same vein, Mattingly and Olsen (2018) found that organizations' sustainability activities initiated due to the presence of slack resources had a positive impact on organizational performance. Correspondingly, in this study, it was found that hotels, in the presence

of slack resources, increasingly invested in corporate sustainability activities, which led to higher performance, as inferred from the interview excerpts below:

"It is all about exploring new ideas. Hotel management is flexible in using surplus resources for new ideas and projects… Sustainability activities are happening monthly."

"In different parts of India, you will find lots of hotels taking part in those activities wherein they conserve the nature, try to create an awareness in their surroundings where they teach people and encourage participation"

Additionally, top management commitment improved hotel performance directly, as well as through corporate sustainability. Hamann et al. (2017), in a similar vein, found that while, managers' commitment to sustainability impacted SMEs' sustainability levels, these managers also had to pay heed to the underlying gains that could be attained from such sustainable behavior. This finding of a direct relationship between top management and corporate sustainability can also be explained by the upper echelons theory, which indicates that upper echelon characteristics such as managers' cognitive values can impact organizational performance directly (Hambrick & Mason, 1984). Moreover, with increasing pressures on organizations to be sustainable, increasing top management commitment towards corporate sustainability is considered favorably and is found to have a positive impact on organizational performance, under these circumstances (Wiengarten et al., 2017). This argument holds in the context of India, where the director of sales at a 5-star hotel indicated that *"corporate sustainability is mandated by [the] Indian government"*, and an assistant restaurant manager at a 5-star hotel, regarding the changing trends in the hotel industry, observed that, *"Previously hotels only focused on profitability, but now hotels are turning their minds towards ecology"*. Thus, these external pressures justify why the

presence of top management commitment towards sustainability directly stimulated hotel performance.

Conclusively, upon testing the overall mediating effects of corporate sustainability, the findings illustrated that, along with corporate sustainability, other contextual variables such as environmental munificence and top management commitment were able to explain approximately 61.5% (R^2) of the variance in organizational performance. Further, the strongest influencer was environmental munificence with a significantly medium effect size ($f^2 = 0.213$), followed by corporate sustainability with a medium effect as well ($f^2 = 0.170$). While, other contextual variables such as competitive intensity ($f^2 = 0.011$) had no effect on organizational performance, however, slack resources ($f^2 = 0.022$), in spite of not having a significant direct impact on organizational performance, where it was fully mediated by corporate sustainability had small effects on organizational performance. Top management commitment, overall, including both its direct and indirect significant impacts, also had a small effect on organizational performance ($f^2 = 0.081$). Hence, hotels can expect higher levels of performance in the presence of munificent environments, as was found by extant research studies in similar settings (Carvalho et al., 2016), as well as in other contexts like venture capitalism (Wang & Ang, 2004). Additionally, contrary to other studies that posited negative effects, mixed effects, or no effects of corporate sustainability on performance (Margolis & Walsh, 2003), the results of this study posit that hotels can actively pursue corporate sustainability, which is the next strongest driver of higher organizational performance.

In summary, the study contributes empirically to the sustainability, hospitality and tourism, and performance measurement literature through examining the relationships between contextual variables, corporate sustainability, and organizational

performance in the hotel industry. The following section highlights these and other contributions made by this research.

8.3. Substantial contribution to knowledge

The research study in question has made several significant contributions towards enhancing our knowledge. First, the study contributes to the performance measurement research in the hospitality industry. While performance measurement literature in the hospitality industry has been developing over the years, where hospitality scholars have actively studied the BSC concept, it has hardly been reviewed from this standpoint (Fatima & Elbanna, 2020). This study contributed to the hospitality and performance measurement literature through examining the status quo of BSC research in general business, management and ethics and compared it with BSC literature in the hospitality and tourism industry. In doing so, the study provides an insightful analysis of the current trends in BSC literature for both the streams, 1) general business, management and ethics, and 2) hospitality and tourism industry, which led to the development of a roadmap consisting of several avenues for future research in the hospitality and tourism industry.

The second significant contribution made by this study pertains to the development of a semi-hierarchical sustainability balanced scorecard scale, where, to date, only Kang et al. (2015) have looked into the concept of an SBSC for the hospitality industry. This study proposed a different SBSC architectural framework, where sustainability was an add-on perspective to a semi-hierarchical traditional four-perspective BSC. This modification of the scorecard builds upon existing sustainability performance metrics and fills in a knowledge research gap where organizational performance on ethical activities has gone unnoticed. Additionally, this scorecard

answers a call for research through providing assistance to practitioners in measuring the performance of their hotels (Sainaghi et al., 2017). With respect to the SBSC, another contribution was made that incorporated the COVID-19 pandemic and its impact on the tourism and hospitality industry. As researchers are actively beginning to understand the economic impact of this pandemic across industries (Nicola et al., 2020), including hospitality (Jones & Comfort, 2020), this study contributes to the growing literature on COVID-19 recovery through proposing an additional SBSC perspective towards assisting the hospitality sector in recognizing the crucial health and safety indicators.

Third, in utilizing a representative sampling approach in the Indian hospitality industry, this research added to the extant hospitality literature, where, so far, little research has utilized large representative samples (Serra-Cantallops et al., 2017). Moreover, the adoption of sustainability mandates for organizations by the Indian government was amongst the first in the world in 2013 (Pattnaik, 2020) and it paved the way for creating a corporate culture defined by sustainability (Khan & Akhtar, 2017). This engagement in sustainability by organizations in India seems to be directed towards meeting various ends, namely, reducing investment risks and heightening profits gained, achieving social and environment stability, and establishing transparency amongst an organization's stakeholders (Gupta, 2017). Accordingly, this study focused on the overlooked hospitality industry and a developing country setting, India, with respect to examining corporate sustainability and its impact on an overall outlook of organizational performance through a balanced scorecard perspective (Mzembe et al., 2019; Serra-Cantallops et al., 2017).

Fourth, the extant research examining the impact of corporate sustainability on organizational performance is quite saturated, yet researchers have been unable to

conclude unanimously on the nature of this relationship (McWilliams & Siegel, 2000). Thus, this study built upon the existing studies that have assessed the relationship between corporate sustainability and financial performance (Inoue & Lee, 2011; Saeidi et al., 2015), by looking into the effect of corporate sustainability on a comprehensive scale of organizational performance which incorporates both non-financial and financial performance, and hence overcomes the limitation in a directed focus solely examining financial performance (Margolis & Walsh, 2003).

Fifth, contemporary research has indicated that limited research has been conducted with respect to attaining a complete understanding of how factors at different levels, such as interorganizational, intraorganizational and environmental levels, impact sustainability and its relationship with performance (Frynas & Yamahaki, 2016; Mellahi et al., 2016). This research thus responded to this research gap, and provided a comprehensive outlook on the impact of both organizational- and environmental-level antecedents on corporate sustainability and their relationship with organizational performance (Aguinis & Glavas, 2012; Goll & Rasheed, 2004). Specific to the examination of environmental contextual variables, environmental munificence has mostly been considered as a moderator (Elbanna & Child, 2007; Goll & Rasheed, 2004, 2005; McArthur & Nystrom, 1991), with studies now beginning to test how environmental variables, in general, and munificence, in particular, can also act as predictor variables (Elbanna, 2015; Rosenbusch et al., 2013; Samba et al., 2020). Therefore, this study contributes towards this knowledge gap and provides a new perspective of environmental variables acting as predictors through examining how environmental munificence enables corporate sustainability.

Sixth, the organizational antecedent, slack resources, to a large extent, has mostly been conceptualized and measured as prior financial performance. Such limited

theorization was found to be more prominent when it came to explaining organizational involvement in corporate sustainability through slack resources theory (Chiu & Sharfman, 2011; Choi & Lee, 2018; Moneva et al., 2020; Waddock & Graves, 1997). Relatively little research has considered slack from a non-financial viewpoint (Shahzad et al., 2016). Hence, in operationalizing slack resources as managerial discretion in slack resources utilization, this research adds to the limited extant research on slack resources and corporate sustainability.

8.4. Practical implications

On a practical note, the development of a scorecard for overall performance assessment along with surveying the direct and indirect relationships impacting the performance of an organization has various implications for hotel practitioners, as listed below.

First, hotel managers can utilize the empirically tested and validated SBSC scale to successfully evaluate their hotel performance on various indicators that are not limited to mere financial ones. Through the adoption of such new tourism management practices, the industry can advance itself with the inclusion of the sustainability concept in a standard performance metric. For instance, global hotel chains such as Hyatt and Novotel have begun to implement dedicated environment performance metrics and environment-oriented sustainability programs like EcoTrack and Planet21 (AccorHotels, 2017; Hyatt Hotels, 2019). However, the tourism industry is under growing scrutiny for not just environmental performance, but social performance as well. Accordingly, the proposed SBSC is an opportune tool for hotels to focus on improving their hotel's performance on the varied sustainability indicators enlisted in the proposed SBSC scale. As the scale has been tested across a diverse group of hotels,

4-star and 5-star, private and public, conglomerate or stand-alone, the SBSC scale can be applied to the above categories of hotels. In sum, the proposed SBSC scale has been tailored to the hospitality industry in India, which can be extended to South Asia. Hotels in South Asia (e.g., Bangladesh, Nepal, Pakistan and Sri Lanka) with an environmental background similar to the Indian sub-continent (Hall & Page, 2012) can, accordingly, utilize this scale to assess their performance.

Second, hotels can also take advantage of the newly appended health and safety perspective in the SBSC to recover from the current COVID-19 pandemic and work towards the proposed indicators in order to achieve a safe and hygienic environment for employees and customers. Moreover, in a survey of 4,600 consumers who traveled in 2019, 69% reported health and safety measures as being a critical factor in travel brands' crisis response (World Travel & Tourism Council, 2020b). Hence, this SBSC comes of need to hotel managers and executives who can utilize it to effectively pay heed to performance indicators that would influence their overall performance as soon as the country-wide lockdowns cease.

Third, given the nascent nature of the SBSC in the hospitality industry, hotels can actively collaborate with researchers to test and further enhance this scale through field studies. To expand on this line of thought, the different sectors in the hospitality and tourism industry can collaborate with scholars to understand how the BSC can be adopted in their organizations, given its high relevance as a performance metric to the service nature of their industry. This would create a learning and growth experience for both academicians and practitioners.

Fourth, the Indian travel and tourism sector can contribute towards fulfilling certain sustainable development goals (SDGs) put forth by the United Nations (UNWTO, 2017). Further, the nature of the hospitality industry, where it shares a direct

relationship with society and environment (Rodríguez & Cruz, 2007), has heightened the need to be sustainable. Through utilizing the results of this study, hotels in India can actively drive corporate sustainability and focus on enabling the country in satisfying these SDGs that pertain to decent work, economic growth, climate change and conserving terrestrial resources.

In doing so, this study sheds light on how hotels can contribute towards developing the country's underwhelming performance on various socio-economic and environmental factors (Mitra & Chatterjee, 2020). Specifically, in the presence of intense competition and through developing organizational factors like slack resources and top management commitment, hotels in India can successfully foster corporate sustainability. Further, as increasing levels of competition are driving the hospitality industry to actively engage in corporate sustainability, hotels also need to actively revise their corporate sustainability strategy in order to maintain it as a competitive advantage. Hence, hotels can actively strive to develop a corporate sustainability strategy in the wake of high competition, which can also deliver increased performance.

Fifth, in addition to improving the country's performance towards sustainability, hotels' active engagement in corporate sustainability also leads to higher overall hotel performance. The transparency of this positive impact of corporate sustainability strategy on hotel performance can be further pronounced by utilizing the SBSC, which gives a refined perspective on the comprehensive impact of corporate sustainability. Thus, hotels can utilize the SBSC as a performance measurement tool to better assess the nature of the impact on hotel performance.

Sixth, hotels can also take advantage of being in a favorable environment, where the presence of such munificence reduces the risk incurred and increases the performance. Moreover, organizations can seek ways other than corporate

sustainability to exploit the environment favorability, through partaking in other strategies or building their capabilities to develop a sustainable competitive advantage. Further, top management can also ensure that they increase their commitment to sustainability, which not only allows for higher levels of corporate sustainability in hotels but also directly improves hotel performance. Hence, with the increasing need for hotels to improve their performance (Sainaghi et al., 2018), this research study provides various ways that a hotel can do so through being sustainably sound, being in environmentally munificent environments, and increasing their top management's commitment to sustainability.

8.5. Limitations of the study

In order to ensure rigorous and robust results, several precautions were taken comprising reviewing the literature, developing an effective research methodology, and utilizing the best approaches in analyzing the collected data. However, in spite of this, certain limitations exist in the study, as a result of trade-off decisions made with respect to sampling, data collection, and data testing. Moreover, limitations resulting from applying the principle of parsimony to the study's conceptual model are also highlighted.

The first limitation relates to the study's *external validity*. With one of the research objectives focused on advancing performance measurement research in the hospitality and tourism industry, the findings of this study are quite limited to this particular industry. Further, with the study's restrictive focus on hotels in India, the results may have limited generalizability, where the study results can be applied to hospitality industries in South-East Asian countries with similar economies, such as Bangladesh, Pakistan, Nepal and Sri Lanka. Accordingly, in this study, the focus was

on ascertaining internal validity prior to external validity as the research focus was to test causality based on theory (Taylor & Asmundson, 2007). The external validity can be extended in future research through testing the developed scale and conceptual model in other geographical and industry settings.

Second, the *cross-sectional nature* of the survey data in this study may also limit the inferences made to the causal relationships as they only provide a snapshot of the relationships at a particular point in time (Rogers, 1995), leading to uncertainty in ascertaining the presence of causality. Accordingly, the usage of longitudinal studies is proposed to advance the research design (Podsakoff et al., 2000). Hence, to diminish the bias that is the by-product of cross-sectional data, a post-hoc analysis was conducted to attain a more profound understanding of the attained results. However, conducting survey research at two different points in time, specifically for organizational performance that consists of lagged measures, could have resulted in a stronger ability to establish causality. Still, the feasibility of conducting such a longitudinal study is comparatively underwhelming, when accounting for considerations relating to time, contacts and resources (Van de Ven, 2007). Additionally, the non-experimental descriptive method utilized in conducting this study also limits the causal inferences one can make of the study findings. While, precautions were taken through testing for endogeneity issues and the conceptual model was not found to be affected by them, however, future research needs to tentatively ascertain the applicability of the causal nature of the study's findings in other research settings. Section 8.6.2 addresses how longitudinal studies can allow scholars to control for such potential causality issues.

Third, this study has utilized *perceptual measures* throughout the three-stage research design that consisted of semi-structured interviews, surveys and in-depth interviews. The data, though completely primary, was wholly subjective as well. While

perceptual measures of corporate sustainability can prove to be resourceful, complementing the subjective organizational performance measures with objective measures could have added more strength and value to the research findings (Bai and Chang, 2015). Further, perceptual measures entail certain drawbacks regarding recall bias and distorted information. On the other hand, perceptions are identified as more important in understanding the actual behavior and attitude, implying the importance of measuring perceived reality as opposed to actual reality (Fatima, 2020). Moreover, there is a need for research to operationalize contextual variables through direct measures (Shepherd & Rudd, 2014).

Elbanna (2006) outlined various ways that could remedy this limitation, which include computing validity and reliability of the constructs with multiple metrics, using multiple data sources, reverse scale anchors, and through establishing anonymity and confidentiality of information. To serve this end, the current research established convergent validity, internal consistency and reliability, and discriminant validity of all the constructs that are presented in chapters 6 and 7, followed by usage of multiple data sources that included various scholars and hotel managers in a three-stage research design depicted in Chapter 5. In addition to that, the study also made use of reverse scales for two constructs, namely environmental munificence and slack resources, and also maintained information anonymity and confidentiality, as per the ethical guidelines. These actions are also highlighted in a detailed manner in the research methodology in Chapter 5.

The fourth limitation revolved around the reliability and validity of the *construct measures*. In order to measure organizational performance, an SBSC scale, comprising six perspectives was developed, on the basis of extant literature, and the scale was empirically tested for reliability and validity. Interestingly, a considerable

number of indicators were eliminated during the empirical testing of the scale, leading to a reduced content validity of the organizational performance. Accordingly, a post-hoc analysis was conducted to understand the reasons for elimination of sustainability indicators and to propose revised indicators that further enhanced the suitability and content validity of the SBSC. Hence, though the SBSC scale suffered from the drawback of limited content validity, the refinement of the scale with new indicators enabled the development of a more representative performance measurement scale (Bourne et al., 2000).

All other constructs had significant reliability and validity values that satisfied the thresholds, except for a low AVE value for corporate sustainability. However, corporate sustainability had a corresponding composite reliability that met the threshold, indicating a consistent measure (Hair et al., 2017). Additionally, the AVE measure has also been identified in the literature to be a conservative measure of reliability (Fornell & Larcker, 1981).

Fifth, in examining the overall impact of organizational performance on corporate sustainability, the study's conceptual model did not consider the presence of *disaggregated effects*. Further, other contextual variables such as environmental munificence and top management commitment also directly improved organizational performance. However, when analyzing these relationships, the impact on a composite measure of organizational performance was tested. While such an aggregation technique served specific purposes for the respective study, Papalexandris et al. (2004) indicate that such a technique may not be appropriate for BSCs that consist of different perspectives based on multiple criteria where measuring each BSC perspective on its own becomes important given the unique nature of each perspective, leading to possible goal conflict, which is consequential to the absence of a correlation across the goals, or,

in this case, perspectives (Cheng et al., 2007). Given that the SBSC here was defined by a research objective of measuring the impact on overall organizational performance that covers both financial and non-financial facets, an aggregated measure was used. Further, in order to maintain the parsimony of the conceptual model, and given the restricted time at hand, the disaggregated effects on the individual SBSC perspectives were not explicitly tested for in this study.

Sixth, corporate sustainability was conceptualized in this study pertaining to an organization's engagement in sustainable activities oriented towards the society and environment, where it was treated as a *unidimensional construct* and was measured aggregately to attain an overall understanding of the level of corporate sustainability exhibited by the organizations. However, the vast literature of corporate sustainability consisting of various conceptualizations indicates that the inherent complexity in corporate sustainability is due to its multi-dimensional nature, where the dimensions may conflict with each other due to competing goals (Baden & Harwood, 2013). This has contributed to the competing results attained amongst different studies and has made it difficult to assess overall corporate sustainability across the research studies and different organizations (Crifo et al., 2019; Hou et al., 2019). Given the absence of competing goals and the commonality of the voluntary nature of sustainability in relation to society and environment (Pedersen et al., 2018), corporate sustainability, in this study, was treated as a unidimensional construct. Moreover, as suggested by Christensen et al. (2014), recognizing the type of corporate sustainability being investigated here clarifies the extent to which the findings of this study can be generalized.

Seventh, this study examined the *antecedents of corporate sustainability* from two perspectives, namely, environmental and organizational. Researchers have

indicated that a lack of knowledge exists regarding understanding how corporate sustainability is carried out from an individualistic standpoint such that research on this topic seems to be "virtually absent" (Aguinis & Glavas, 2012; Fatima, 2020). In response, corporate sustainability literature has avidly begun to act on this research gap through conducting micro-level research (Evans & Davis, 2014; Glavas & Godwin, 2013; Hemingway & Maclagan, 2004; Newman et al., 2015; Rupp et al., 2013), yet plenty of scope still exists for future research to build upon the current literature on micro-level corporate sustainability through studying it in harmony with institutional-level and organizational-level antecedents (Athanasopoulou & Selsky, 2015). While this study examined top management commitment, a micro-level construct, it has been analyzed from an organizational perspective.

Eighth, the absence of a mediating effect of corporate sustainability between munificence and performance indicates that the conceptual model may have forgone consideration of other *potential mediators* in this relationship. Further, research has prominently evaluated environmental munificence as a moderator in the strategy-outcome relationships (Aragón-Correa & Sharma, 2003; Goll & Rasheed, 2004, 2005; McArthur & Nystrom, 1991); however, this study examined the driver effect of environmental munificence and upon doing so did not consider the potential moderation effects of environmental munificence that may have existed. Given that the research focus of this study pertained to examining the contextual antecedents of corporate sustainability and its mediating effect on organizational performance, moderation effects and other mediators were not tested for, as it was outside the study's scope. However, moderating effects on the proposed conceptual model can be used as an avenue for future research.

8.6. Directions for future research

The insights for future research for this study are divided into two categories: first, substantive extensions, where conceptual enhancements to future research are proposed; and second, methodological implications, which discusses several issues concerning research methodologies. Figure 8.6 illustrates how the identified limitations in the previous section led to the derivation of the listed avenues for future research.

8.6.1. Substantive extensions

The following sub-sections illustrate the different ways the substance in question, i.e. the theoretical issues, can be further advanced in the hospitality and tourism industry. The suggested future research topics are focused around the two focal constructs, organizational performance and corporate sustainability, thereby comprising 1) adoption of scorecards in the hospitality and tourism industry, 2) effectiveness of scorecards, 3) BSC maintenance, 4) differential impacts, 5) causal perspectives of SBSC, 6) contextual variables: antecedents, mediators and moderators, and 7) environmental munificence and organizational performance.

First, one future research topic pertains to examining the *adoption of scorecards in the hospitality and tourism industry*. The SBSC scale developed in this study to measure organizational performance is exclusively for implementation in the hospitality and tourism industry. However, previous researchers have highlighted several issues that exist in the actual implementation of scorecards, namely the timeline of perspectives (Bartlett et al., 2014), the importance of perspectives (Bento et al., 2017b), and lack of focus on the human dimension (Maltz et al., 2003). Accordingly, future research needs to actively look into enriching the extant tourism literature by examining the relevance of the developed SBSC and to see if similar reasons have

caused delayed BSC adoption and implementation in this industry.

LIMITATIONS OF THE STUDY · · · · · · · · · · · · · · · · DIRECTIONS FOR FUTURE RESEARCH

SUBSTANTIVE

- Adoption of scorecards in the H&T industry
- Effectiveness of scorecards
- BSC maintenance
- Differential impacts
- Causal perspectives of SBSC
- Contextual variables: Antecedents and moderators
- Environmental munificence and organizational performance

External validity

Cross-sectional data

Perceptual measures

Reliability and validity of construct measures

Disaggregated effects

Unidimensional corporate sustainability

Micro-level antecedents of corporate sustainability

Potential mediators in munificence-performance relationship

METHODOLOGICAL

- Field studies
- Mixed-method studies
- Longitudinal studies
- Sampling
- Research contexts

Figure 8.6.2.1. Mapping of the future research directions

Second, another research scope exists with regard to studying the *effectiveness of scorecards*, where the performance evaluation of the scorecard itself can be examined. For example, is the performance measurement tool delivering on its promises? Does it allow managers to translate, communicate and fulfill the organization's strategy? Hence, future research can actively engage corporations in studying the effectiveness of the SBSC, which does not primarily limit itself to efficiently measuring organizational performance. Additionally, failed cases of SBSC

implementation can lead to richer insights and allow prospective SBSC users to avoid falling into a similar trap (Doran et al., 2002).

Third, extant research studies have overlooked the concept of *BSC maintenance.* The BSC is not a static concept and it keeps evolving (Speckbacher et al., 2003). Moreover, with the dynamic environment and competitive nature of the hospitality and tourism industry (Elsharnouby & Elbanna, 2021; Serra-Cantallops et al., 2017), BSC maintenance comes as another key research topic that has not yet been focused on by BSC researchers in general, and those in the hospitality and tourism industry in particular. Though extant research has emphasized the need to constantly update the current BSC (Braam & Nijssen, 2004; Papalexandris et al., 2004) and, accordingly, make necessary amendments to ensure its continuous effective implementation (Elbanna et al., 2015), researchers have not yet studied whether organizations engage in BSC maintenance and, if so, what is the process and outcome(s) of BSC maintenance?

Fourth, the BSC is known to serve multiple functions, and hence assessing the *differential impact* on each stand-alone perspective is crucial; however, few researchers have aggregated the BSC to attain an overall understanding of organizational performance. For instance, this technique was used by Hubbard (2009) to integrate the various measures in his SBSC and use the Organizational Sustainability Performance Index. Accordingly, future research can examine the differential impact on each perspective for organizations that have appropriately adopted the original BSC to meet their specific needs, thereby aligning the performance measurement system with its unique strategy (Braam & Nijssen, 2004). In so doing, future research could also contribute to solving the crisis of inconclusive results faced by extant research when examining the impact of sustainability on financial performance, where researchers

have found support for existence of both positive and negative relationships (Goll & Rasheed, 2004; Wang et al., 2016).

Similarly, given that corporate sustainability has been recognized as a multi-dimensional construct, the differential impact of various dimensions of corporate sustainability can also be examined by future researchers (Whitfield & Dioko, 2012). Although scholars have ascertained the multi-dimensional nature of corporate sustainability (Lindgreen et al., 2009c), many have failed to operationalize it in such a manner (Bhattacharya et al., 2009; Boulouta & Pitelis, 2014; Short et al., 2016; Yin et al., 2016), except for a few scholars who have successfully looked at corporate sustainability multi-dimensionally (Lindgreen et al., 2009a; Muller & Kolk, 2009; Nielsen & Thomsen, 2009). These authors assessed corporate sustainability on the basis of the traditional classification of stakeholder theory, i.e. corporate sustainability directed towards society, environment and employees.

Fifth, scholars can enhance the existing SBSC literature by empirically testing the proposed SBSC framework for *causal relationships amongst the perspectives*. The revised SBSC scale, with its seven perspectives, as shown in Figure 8.2.1, can inform future research on how to respond to the impact of the COVID-19 pandemic on different factors of the hospitality business. However, as the research focus of this study was to develop an SBSC scale to measure organizational performance, causal relationships amongst the SBSC perspectives were not examined as this was beyond the scope of this study. Further, researchers, through following a study design similar to Kang et al. (2015), can test different models of cause-and-effect relationships amongst the SBSC perspectives and can corroborate the results across different stakeholder groups.

Sixth, other *contextual variables* can be studied by researchers for potential

prediction or moderation effects. Hotels may be driven by various reasons to be ethically oriented: altruism, competition, legitimacy, and regulations (Serra-Cantallops et al., 2017). Researchers can accordingly test the role of the above drivers towards engaging in corporate sustainability. Through the literature review and post-hoc analysis, several other environmental, organizational, and individual predictors were identified, which included governmental pressure, organizational culture, manager's personal values, and employee volunteerism. Hence, future research can examine the role of these factors in the hospitality and Indian contexts.

Moreover, as per the stakeholder theory, researchers can examine the impact of other stakeholder pressures such as non-governmental organizations and suppliers on the corporate sustainability-organizational performance relationship (Serra-Cantallops et al., 2017). Scholars can extend this research's findings by investigating the differential impact of governmental pressure, in comparison to other stakeholder pressures, on the corporate sustainability-organizational performance relationship in other service and manufacturing industries in India. Additionally, it would be interesting to see if the full mediation effect of corporate sustainability on the competitive intensity-organizational performance relationship can be strengthened or weakened in the presence of certain moderators like corporate political activities or responsible leadership (Mellahi et al., 2016).

Seventh, *environmental munificence and organizational performance* were significantly and highly positively related, where this relationship was not hypothesized in the study's literature review, in Chapter 4, but has been discussed in detail in section 8.2.3 of this chapter. The presence of this direct relationship between munificence and environmental performance posits the existence of unexplained mediators (Hair et al., 2017), signifying a gap for future research. For instance, Rosenbusch et al. (2013)

posited and found the presence of a significant mediating effect of entrepreneurial orientation between environmental munificence and organizational performance. Hence, future research can examine potential mediators such as social entrepreneurship where organizations, in the presence of munificent environments, maybe more likely to adopt social entrepreneurship that enables them to perform better (Khan & Akhtar, 2017). Additionally, the worldwide epidemic COVID-19 has brought increasing threats and instability to various industries, with a significantly higher risk for the hospitality and tourism industry (Petersen et al., 2020). It would be interesting to see how the positive relationship between environmental munificence and performance measurement is moderated by the advent of the COVID-19 pandemic, where the presence of the pandemic is expected to weaken this relationship.

8.6.2. Methodological implications

In the succeeding sub-sections, different ways pertaining to research methodology are proposed through which future research can build upon the existing performance measurement and sustainability literature in the hospitality and tourism industry. These methodological propositions correspond to conducting field studies, utilizing mixed methods, conducting longitudinal studies, and using representative and multiple samples.

First, *field studies* can be made use of in future research. Performance measurement researchers, specifically, BSC-focused ones, have increasingly utilized experimental techniques, indicating a strong need for future research to collect field data. Specific to the hospitality and tourism industry, the dispersion of BSC adoption and implementation is still at an early stage (Ribeiro et al., 2019); hence, future research in the hospitality and tourism industry relating to performance can build upon this

opportunity to collaborate with organizations and conduct field studies by examining BSC adoption, implementation and usage by actual hotels, tour operators, and other organizations.

Second, *mixed method* studies consist of both qualitative and quantitative research methods (Kim et al., 2019) that enable scholars to strengthen the validity of their study findings (Andrew & Baker, 2020; Khoo-Lattimore et al., 2019). Extant reviews indicated a comparatively lower presence of mixed methods being used in empirical studies pertaining to performance measurement (Hoque, 2014) and corporate sustainability (Taneja et al., 2011; Tölkes, 2018). However, recently, literature relating to narrowed-down topics like simulations and gaming in sustainability pedagogy was found to employ a significant proportion of mixed methods (Hallinger et al., 2020). Accordingly, in line with the suggestions put forth by extant researchers (Bezerra et al., 2020; Coles et al., 2013), future researchers can attempt to utilize mixed methods in their studies.

Third, future research can conduct *longitudinal studies* that would enable us to understand the temporal and causal nature of the perspectives in the BSC. Furthermore, given the nascent nature of BSC adoption in the hospitality and tourism industry, scholars can exploit this opportunity to conduct longitudinal case studies where they can test for the adoption and implementation of the BSC in various hotels, travel agencies and other relevant organizations. Additionally, longitudinal studies will also serve future researchers in ascertaining causality claims amongst the predictive relationships of contextual variables and corporate sustainability with organizational performance.

Fourth, BSC literature can benefit from effective *sampling* in future studies. The BSC enables organizations to effectively cater to multiple objectives, where all

stakeholders are satisfied and a focus is not placed on maximizing a specific objective (Sundin et al., 2010). The SBSC literature is yet to appropriately sample all the relevant stakeholders. So far, researchers have utilized employee and customer samples only (Jamali, 2008; Kang et al., 2015; Vila et al., 2010), where other stakeholders such as the community still need to be looked at. Similarly, sustainability in the hospitality industry has been measured mostly through surveying managers, with little to no focus being placed on consumers and local society (Serra-Cantallops et al., 2017). Hence, it would also be interesting to corroborate the results attained from hotel managers with those of other stakeholders such as employees, customers and stockholders.

Fifth, the SBSC developed in this study can be further enhanced through testing for its applicability in other *research contexts*. While the SBSC scale was designed keeping in mind the hotel industry in India, researchers can widen its usage by empirically testing its implementation in hotel industries in other contexts with similar economic backgrounds such as Pakistan, Bangladesh, Sri Lanka, and Nepal. Furthermore, scholars can examine the suitability of the proposed SBSC scale, with a focus on health and safety, upon adaption to suit the specific business needs of different sectors in tourism industry such as restaurants, airlines, tour operators, and passenger transportation, where consumers are increasingly focusing on health and hygiene (World Travel & Tourism Council, 2020b).

On the other hand, future research can also investigate the applicability of the conceptual model developed in this study in other service industries like healthcare, information and communication, and retail services. Like the hospitality industry, sustainability is equally important in the above industries (Cavicchi & Vagnoni, 2017; Hosseini et al., 2017; Naidoo & Gasparatos, 2018), and empirically testing the comprehensive model with environmental and organizational antecedents of corporate

sustainability and organizational performance in these industries can lead to theoretical advancement of sustainability literature and inform future research specific to the above service industries.

8.7. Summary

This chapter elucidated a discussion of the results attained through employing a three-stage mixed-methods study in relation to extant literature. Further, the present study responded to the prime research question of "How does a set of external and internal contextual factors influence corporate sustainability and organizational performance?" through exploring each of the five sub-questions underneath it, which were presented earlier in this chapter. In discussing the overall findings of all the tested hypotheses, a comprehensive overview was provided on the stronger antecedents of corporate sustainability (top management commitment) and organizational performance (environmental munificence and corporate sustainability). Thus, the attained results significantly enhance the prevalent understanding of literature on the corporate sustainability-organizational performance relationship.

The chapter also presented the contributions made to theory as well as to industry on various fronts, implying the significance of the findings of this study. Through consulting diverse fields of research on sustainability, performance measurement, and hospitality and tourism, a refined scale for measuring organizational performance in the form of sustainability balanced scorecard (SBSC) has been developed. This scale was tested in the Indian hospitality industry and further enhanced to better suit the negative consequences experienced by various industries with the global advent of the COVID-19 pandemic.

While this study proposed several implications for organizations and scholars,

the study's results are anticipated to assist hotels and related organizations within the hospitality and tourism industry to improve their sustainability engagement, which has far-reaching consequences towards the development of the country's socio-economic and environmental performance, thereby, enabling India to meet its sustainable development goals. Moreover, the chapter considers the inherent limitations of the study, and accordingly, proposes several research avenues related to concepts and methodologies, which are presented for the prosperity of research in these different fields. Additionally, this research model can be extended to other contexts including developing economies, different tourism sectors, and service industries. In proposing a scale for the SBSC to measure organizational performance for hotels and through developing a comprehensive conceptual model on the corporate sustainability-organizational performance relationship, this study embarked upon a journey of promoting a sustainable culture for organizations, in the hope that both managers and scholars will use it as a stepping stone towards the organizations' evolution into an outlook for a sustainable future, given that sustainability is here to stay.

REFERENCES

Abdel-Maksoud, A., Kamel, H., & Elbanna, S. (2016). Investigating relationships between stakeholders' pressure, eco-control systems and hotel performance. *International Journal of Hospitality Management, 59*, 95-104.

Abedinnia, H., Glock, C. H., Grosse, E. H., & Schneider, M. (2017). Machine scheduling problems in production: A tertiary study. *Computers & Industrial Engineering, 111*, 403-416.

Abu Farha, A., & Elbanna, S. (2018). Do different marketing practices pre-suppose different frames of reference? An exploratory study. *Journal of Business & Industrial Marketing, 33*(3), 337-352.

AccorHotels. (2017). *Corporate Responsiblity Report*.

Agle, B. R., & Kelley, P. C. (2001). Ensuring Validity in the Measurement of Corporate Social Performance: Lessons from Corporate United Way and PAC Campaigns. *Journal of Business Ethics, 31*(3), 271-284.

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.

Ahn, H. (2001). Applying the Balanced Scorecard Concept: An Experience Report. *Long Range Planning, 34*(4), 441-461.

Al-Abdin, A., Roy, T., & Nicholson, J. D. (2018). Researching corporate social responsibility in the Middle East: The current state and future directions. *Corporate Social Responsibility & Environmental Management, 25*(1), 47-65.

Albinger, H. S., & Freeman, S. J. (2000). Corporate Social Performance and Attractiveness as an Employer to Different Job Seeking Populations. *Journal of Business Ethics, 28*(3), 243-253.

Altin, M., Koseoglu Mehmet, A., Yu, X., & Riasi, A. (2018). Performance measurement and management research in the hospitality and tourism industry. *International Journal of Contemporary Hospitality Management, 30*(2), 1172-1189.

Andon, P., Baxter, J., & Mahama, H. (2005). The Balanced Scorecard: Slogans, Seduction, and State of Play. *Australian Accounting Review, 15*(35), 29-38.

Andrew, J., & Baker, M. (2020). Corporate Social Responsibility Reporting: The Last 40 Years and a Path to Sharing Future Insights. *Abacus, 56*(1), 35-65.

Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *The Leadership Quarterly, 21*(6), 1086-1120.

Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2014). Causality and endogeneity: Problems and solutions *The Oxford Handbook of Leadership and Organizations*.

Aragón-Correa, J., Martin-Tapia, I., & de la Torre-Ruiz, J. (2015). Sustainability issues and hospitality and tourism firms' strategies: Analytical review and future directions. *International Journal of Contemporary Hospitality Management, 27*, 498-522.

Aragón-Correa, J. A., & Sharma, S. (2003). A Contingent Resource-Based View of Proactive Corporate Environmental Strategy. *The Academy of Management Review, 28*(1), 71-88.

Arendt, S., & Brettel, M. (2010). Understanding the influence of corporate social responsibility on corporate identity, image, and firm performance. *Management Decision, 48*(10), 1469-1492.

Arevalo, J. A., & Aravind, D. (2017). Strategic Outcomes in Voluntary CSR: Reporting

Economic and Reputational Benefits in Principles-Based Initiatives. *Journal of Business Ethics, 144*(1), 201-217.

Armstrong, J., & Overton, T. (1977). Estimating Non Response Bias Mail Surveys. *Journal of Marketing Research, 14*, 396-402.

Athanasopoulou, A., & Selsky, J. W. (2015). The Social Context of Corporate Social Responsibility:Enriching Research With Multiple Perspectives and Multiple Levels. *Business & Society, 54*(3), 322-364.

Atkinson, H., & Brown, J. (2001). Rethinking performance measures: assessing progress in UK hotels. *International Journal of Contemporary Hospitality Management, 13*(3), 128-136.

Aureli, S., & Del Baldo, M. (2019). Performance measurement in the networked context of convention and visitors bureaus (CVBs). *Annals of Tourism Research, 75*, 92-105.

Ax, C., & Bjørnenak, T. (2005). Bundling and diffusion of management accounting innovations--the case of the balanced scorecard in Sweden. *Management Accounting Research, 16*(1), 1-20.

Ax, C., & Greve, J. (2017). Adoption of management accounting innovations: Organizational culture compatibility and perceived outcomes. *Management Accounting Research, 34*, 59-74.

Baden, D., & Harwood, I. (2013). Terminology Matters: A Critical Exploration of Corporate Social Responsibility Terms. *Journal of Business Ethics, 116*(3), 615-627.

Bai, X., & Chang, J. (2015). Corporate social responsibility and firm performance: The mediating role of marketing competence and the moderating role of market environment. *Asia Pacific Journal of Management, 32*(2), 505-530.

Bajpai, P. (2019). The 5 Fastest Growing Economies In The World. *Nasdaq.* Retrieved from https://www.nasdaq.com/articles/the-5-fastest-growing-economies-in-the-world-2019-06-27

Banerjee, S. B., Iyer, E. S., & Kashyap, R. K. (2003). Corporate Environmentalism: Antecedents and Influence of Industry Type. *Journal of Marketing, 67*(2), 106-122.

Bangwal, D., & Tiwari, P. (2019). Workplace environment, employee satisfaction and intent to stay. *International Journal of Contemporary Hospitality Management, 31*(1), 268-284.

Banker, R. D., Chang, H., & Pizzini, M. J. (2004). The Balanced Scorecard: Judgmental Effects of Performance Measures Linked to Strategy. *Accounting Review, 79*(1), 1-23.

Bansal, P., Jiang, G. F., & Jung, J. C. (2015). Managing Responsibly in Tough Economic Times: Strategic and Tactical CSR During the 2008–2009 Global Recession. *Long Range Planning, 48*(2), 69-79.

Bansal, P., & Roth, K. (2000). Why Companies Go Green: A Model of Ecological Responsiveness. *The Academy of Management Journal, 43*(4), 717-736.

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99-120.

Bartlett, G., Johnson, E., & Reckers, P. (2014). Accountability and Role Effects in Balanced Scorecard Performance Evaluations When Strategy Timeline Is Specified. *European Accounting Review, 23*(1), 143-165.

Basil, D. Z., Runte, M. S., Easwaramoorthy, M., & Barr, C. (2009). Company Support for Employee Volunteering: A National Survey of Companies in Canada. *Journal of Business Ethics, 85*(2), 387-398.

Bastič, M., & Gojčič, S. (2012). Measurement scale for eco-component of hotel service quality. *International Journal of Hospitality Management, 31*(3), 1012-1020.

Basu, K., & Palazzo, G. (2008). Corporate Social Responsibility: A Process Model of Sensemaking. *The Academy of Management Review, 33*(1), 122-136.

Baum, J. R., & Wally, S. (2003). Strategic decision speed and firm performance. *Strategic Management Journal, 24*(11), 1107-1129.

Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior, 32*, 63-86.

Belinchón, F., & Moynihan, R. (2018). 25 giant companies that are bigger than entire countries. Retrieved from https://www.businessinsider.com/25-giant-companies-that-earn-more-than-entire-countries-2018-7

Ben Brik, A., Rettab, B., & Mellahi, K. (2011). Market Orientation, Corporate Social Responsibility, and Business Performance. *Journal of Business Ethics, 99*(3), 307-324.

Bentes, A. V., Carneiro, J., da Silva, J. F., & Kimura, H. (2012). Multidimensional assessment of organizational performance: Integrating BSC and AHP. *Journal of Business Research, 65*(12), 1790-1799.

Bento, R., Mertins, L., & White, L. (2017a). Ideology and the Balanced Scorecard: An Empirical Exploration of the Tension Between Shareholder Value Maximization and Corporate Social Responsibility. *Journal of Business Ethics, 142*(4), 769-789.

Bento, R. F., Mertins, L., & White, L. F. (2017b). Ideology and the Balanced Scorecard: An Empirical Exploration of the Tension Between Shareholder Value Maximization and Corporate Social Responsibility. *Journal of Business Ethics, 142*(4), 769-789.

Berry, M. A., & Rondinelli, D. A. (1998). Proactive Corporate Environmental Management: A New Industrial Revolution. *The Academy of Management Executive (1993-2005), 12*(2), 38-50.

Beske, P., & Seuring, S. (2014). Putting sustainability into supply chain management. *Supply Chain Management: An International Journal, 19*(3), 322-331.

Bezerra, M. C. d. C., Gohr, C. F., & Morioka, S. N. (2020). Organizational capabilities towards corporate sustainability benefits: A systematic literature review and an integrative framework proposal. *Journal of Cleaner Production, 247*, 119114.

Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening Stakeholder–Company Relationships Through Mutually Beneficial Corporate Social Responsibility Initiatives. *Journal of Business Ethics, 85*(2), 257-272.

Bhattacharya, C. B., & Sen, S. (2004). Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives. *California Management Review, 47*(1), 9-24.

Bobe, B. J., Mihret, D. G., & Obo, D. D. (2017). Public-sector reforms and balanced scorecard adoption: an Ethiopian case study. *Accounting, Auditing & Accountability Journal, 30*(6), 1230-1256.

Bode, C., & Singh, J. (2018). Taking a hit to save the world? Employee participation in a corporate social initiative. *Strategic Management Journal (John Wiley & Sons, Inc.), 39*(4), 1003-1030.

Bolton, S. C., Kim, R. C.-h., & O'Gorman, K. D. (2011). Corporate Social Responsibility as a Dynamic Internal Organizational Process: A Case Study. *Journal of Business Ethics, 101*(1), 61-74.

Boso, N., Danso, A., Leonidou, C., Uddin, M., Adeola, O., & Hultman, M. (2017). Does financial resource slack drive sustainability expenditure in developing

economy small and medium-sized enterprises? *Journal of Business Research, 80*, 247-256.

Boulouta, I., & Pitelis, C. N. (2014). Who Needs CSR? The Impact of Corporate Social Responsibility on National Competitiveness. *Journal of Business Ethics, 119*(3), 349-364.

Bourgeois, L. J. (1981). On the Measurement of Organizational Slack. *Academy of Management Review, 6*(1), 29-39.

Bourne, M., Mills, J., Wilcox, M., Neely, A., & Platts, K. (2000). Designing, implementing and updating performance measurement systems. *International Journal of Operations & Production Management, 20*(7), 754-771.

Bowman, E. H., & Helfat, C. E. (2001). Does corporate strategy matter? *Strategic Management Journal, 22*(1), 1-23.

Boyd, H. H. (2011). Unit of Observation. In P. J. Lavrakas (Ed.), *Encyclopedia of Survey Research Methods*. Thousand Oaks, California: Sage Publications.

Braam, G. J. M., & Nijssen, E. J. (2004). Performance effects of using the Balanced Scorecard: a note on the Dutch experience. *Long Range Planning, 37*(4), 335-349.

Brower, J., & Dacin, P. A. (2020). An Institutional Theory Approach to the Evolution of the Corporate Social Performance – Corporate Financial Performance Relationship. *Journal of Management Studies (John Wiley & Sons, Inc.), 57*(4), 805-836.

Brown, J. B., & McDonnell, B. (1995). The balanced score-card: short-term guest or long-term resident? *International Journal of Contemporary Hospitality Management, 7*(2,3), 7.

Busco, C., & Quattrone, P. (2015). Exploring How the Balanced Scorecard Engages

and Unfolds: Articulating the Visual Power of Accounting Inscriptions. *Contemporary Accounting Research, 32*(3), 1236-1262.

Butler, A., Letza, S. R., & Neale, B. (1997). Linking the Balanced Scorecard to Strategy. *Long Range Planning, 30*(2), 242-253.

Capra, F., & Luisi, P. L. (2014). Connecting the dots. In F. Capra & P. L. Luisi (Eds.), *The Systems View of Life: A Unifying Vision* (pp. 362-393). Cambridge: Cambridge University Press.

Cardinaels, E., & van Veen-Dirks, P. M. G. (2010). Financial versus non-financial information: The impact of information organization and presentation in a Balanced Scorecard. *Accounting, Organizations & Society, 35*(6), 565-578.

Carnes, C. M., Xu, K., Sirmon, D. G., & Karadag, R. (2019). How Competitive Action Mediates the Resource Slack–Performance Relationship: A Meta-Analytic Approach. *Journal of Management Studies, 56*(1), 57-90.

Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition. *Journal of Management, 30*(6), 749-778.

Carroll, A. B. (1979). A Three-Dimensional Conceptual Model of Corporate Performance. *The Academy of Management Review, 4*(4), 497-505.

Carroll, A. B., & Shabana, K. M. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews, 12*(1), 85-105.

Carvalho, C. E., Rossetto, C. R., & Verdinelli, M. A. (2016). Strategic Orientation as a Mediator Between Environmental Dimensions and Performance: A Study of Brazilian Hotels. *Journal of Hospitality Marketing & Management, 25*(7), 870-895.

Castrogiovanni, G. J. (1991). Environmental Munificence: A Theoretical Assessment. *The Academy of Management Review, 16*(3), 542-565.

Cavicchi, C., & Vagnoni, E. (2017). Does intellectual capital promote the shift of healthcare organizations towards sustainable development? Evidence from Italy. *Journal of Cleaner Production, 153*, 275-286.

Chakraborty, I., & Maity, P. (2020). COVID-19 outbreak: Migration, effects on society, global environment and prevention. *Science of The Total Environment, 728*.

Chaudhary, R., & Verick, S. (2014). *Female labour force participation in India and beyond*.

Chen, F.-H., Hsu, T.-S., & Tzeng, G.-H. (2011). A balanced scorecard approach to establish a performance evaluation and relationship model for hot spring hotels based on a hybrid MCDM model combining DEMATEL and ANP. *International Journal of Hospitality Management, 30*(4), 908-932.

Chen, H., Zeng, S., Lin, H., & Ma, H. (2017). Munificence, Dynamism, and Complexity: How Industry Context Drives Corporate Sustainability. *Business Strategy & the Environment (John Wiley & Sons, Inc), 26*(2), 125-141.

Chen, Y., Jermias, J., & Panggabean, T. (2016). The Role of Visual Attention in the Managerial Judgment of Balanced-Scorecard Performance Evaluation: Insights from Using an Eye-Tracking Device. *Journal of Accounting Research, 54*(1), 113-146.

Cheng, M. M., & Humphreys, K. A. (2012). The Differential Improvement Effects of the Strategy Map and Scorecard Perspectives on Managers' Strategic Judgments. *Accounting Review, 87*(3), 899-924.

Cheng, M. M., Luckett, P. F., & Mahama, H. (2007). Effect of perceived conflict among multiple performance goals and goal difficulty on task performance. *Accounting*

& *Finance, 47*(2), 221-242.

Chernev, A., & Blair, S. (2015). Doing Well by Doing Good: The Benevolent Halo of Corporate Social Responsibility. *Journal of Consumer Research, 41*(6), 1412-1425.

Chesley, J. A., & Wenger, M. S. (1999). Transforming an Organization: USING MODELS TO FOSTER A STRATEGIC CONVERSATION. *California Management Review, 41*(3), 54-73.

Chiarini, A., & Vagnoni, E. (2017). Differences in implementing corporate social responsibility through SA8000 and ISO 26000 standards: Research from European manufacturing. *Journal of Manufacturing Technology Management, 28*(4), 438-457.

Chin, W. (1998). The Partial Least Squares Approach to Structural Equation Modeling *Modern Methods for Business Research* (Vol. 8).

Chin, W. W., & Dibbern, J. (2010). An Introduction to a Permutation Based Procedure for Multi-Group PLS Analysis: Results of Tests of Differences on Simulated Data and a Cross Cultural Analysis of the Sourcing of Information System Services Between Germany and the USA. In V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications*: Springer Publishing Company, Incorporated.

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.

Choi, S., & Lee, S. (2018). Revisiting the financial performance – corporate social performance link. *International Journal of Contemporary Hospitality Management, 30*(7), 2586-2602.

Christensen, L. J., Mackey, A., & Whetten, D. (2014). Taking Responsibility for Corporate Social Responsibility: The Role of Leaders in Creating, Implementing, Sustaining, or Avoiding Socially Responsible Firm Behaviors. *Academy of Management Perspectives, 28*(2), 164-178.

Chuang, S.-P., & Huang, S.-J. (2018). The Effect of Environmental Corporate Social Responsibility on Environmental Performance and Business Competitiveness: The Mediation of Green Information Technology Capital. *Journal of Business Ethics, 150*(4), 991-1009.

Cianci, A. M., Kaplan, S. E., & Samuels, J. A. (2013). The Moderating Effects of the Incentive System and Performance Measure on Managers' and Their Superiors' Expectations about the Manager's Effort. *Behavioral Research in Accounting, 25*(1), 115-134.

Cohen, J. (1992). A power primer. *Psychological Bulletin, 112*(1), 155-159.

Coles, T., Fenclova, E., & Dinan, C. (2013). Tourism and corporate social responsibility: A critical review and research agenda. *Tourism Management Perspectives, 6*, 122-141.

Colucci, M., Tuan, A., & Visentin, M. (2020). An empirical investigation of the drivers of CSR talk and walk in the fashion industry. *Journal of Cleaner Production, 248*, N.PAG-N.PAG.

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.

Convention on Wetlands of International Importance Especially as Waterfowl Habitat, Ramsar, 1971, *United Nations Treaty Series*. Vol. 996, p. 245. Retrieved from

https://treaties.un.org/Pages/showDetails.aspx?objid=0800000280104c20

Cooper, D. J., & Ezzamel, M. (2013). Globalization discourses and performance measurement systems in a multinational firm. *Accounting, Organizations & Society, 38*(4), 288-313.

Cooper, D. J., Ezzamel, M., & Qu, S. Q. (2017). Popularizing a Management Accounting Idea: The Case of the Balanced Scorecard. *Contemporary Accounting Research, 34*(2), 991-1025.

Cordeiro, J. J., & Tewari, M. (2015). Firm Characteristics, Industry Context, and Investor Reactions to Environmental CSR: A Stakeholder Theory Approach. *Journal of Business Ethics, 130*(4), 833-849.

Cornett, M. M., Erhemjamts, O., & Tehranian, H. (2016). Greed or good deeds: An examination of the relation between corporate social responsibility and the financial performance of U.S. commercial banks around the financial crisis. *Journal of Banking & Finance, 70*, 137-159.

Crifo, P., Escrig-Olmedo, E., & Mottis, N. (2019). Corporate Governance as a Key Driver of Corporate Sustainability in France: The Role of Board Members and Investor Relations. *Journal of Business Ethics, 159*(4), 1127-1146.

Csikósová, A., Čulková, K., & Janošková, M. (2016). Evaluation of quantitative indicators of marketing activities in the banking sector. *Journal of Business Research, 69*(11), 5028-5033.

Cvelbar, L. K., & Dwyer, L. (2013). An importance–performance analysis of sustainability factors for long-term strategy planning in Slovenian hotels. *Journal of Sustainable Tourism, 21*(3), 487-504.

Dai, J., Montabon, F. L., & Cantor, D. E. (2014). Linking rival and stakeholder pressure to green supply management: Mediating role of top management support.

Transportation Research Part E: Logistics and Transportation Review, 71, 173-187.

Davis, S., & Albright, T. (2004). An investigation of the effect of Balanced Scorecard implementation on financial performance. *Management Accounting Research, 15*(2), 135-153.

De Carlo, M., Cugini, A., & Zerbini, F. (2008). Assessment of destination performance: a strategy map approach. *Tourism Review of AIEST - International Association of Scientific Experts in Tourism, 63*(2), 25-37.

De Clercq, D., Thongpapanl, N., & Voronov, M. (2018). Sustainability in the Face of Institutional Adversity: Market Turbulence, Network Embeddedness, and Innovative Orientation. *Journal of Business Ethics, 148*(2), 437-455.

De Geuser, F., Mooraj, S., & Oyon, D. (2009). Does the Balanced Scorecard Add Value? Empirical Evidence on its Effect on Performance. *European Accounting Review, 18*(1), 93-122.

de Grosbois, D. (2012). Corporate social responsibility reporting by the global hotel industry: Commitment, initiatives and performance. *International Journal of Hospitality Management, 31*(3), 896-905.

Denton, G. A., & White, B. (2000). Implementing a balanced-scorecard approach to managing hotel operations: The case of White Lodging Services. *The Cornell Hotel and Restaurant Administration Quarterly, 41*(1), 94-107.

DeVellis, R. F. (2012). *Scale Development: Theory and Applications*: SAGE Publications.

Dharmapala, D., & Khanna, V. (2018). The impact of mandated corporate social responsibility: Evidence from India's Companies Act of 2013. *International Review of Law and Economics, 56*, 92-104.

Dias-Sardinha, I., & Reijnders, L. (2005). Evaluating environmental and social performance of large Portuguese companies: a balanced scorecard approach. *Business Strategy & the Environment, 14*(2), 73-91.

Dilla, W. N., & Steinbart, P. J. (2005). Relative Weighting of Common and Unique Balanced Scorecard Measures by Knowledgeable Decision Makers. *Behavioral Research in Accounting, 17*, 43-53.

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.

Ding, S., & Beaulieu, P. (2011). The Role of Financial Incentives in Balanced Scorecard-Based Performance Evaluations: Correcting Mood Congruency Biases. *Journal of Accounting Research, 49*(5), 1223-1247.

Doran, M. S., Haddad, K., & Chow, C. W. (2002). Maximizing the Success of Balanced Scorecard Implementation in the Hospitality Industry. *International Journal of Hospitality & Tourism Administration, 3*(3), 33-58.

Douglas, A., & Mills, J. E. (2004). Staying Afloat in the Tropics: Applying a Structural Equation Model Approach to Evaluating National Tourism Organization Websites in the Caribbean. *Journal of Travel & Tourism Marketing, 17*(2/3), 269-293.

Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication. *International Journal of Management Reviews, 12*(1), 8-19.

Duarte, F. (2010). Working with Corporate Social Responsibility in Brazilian Companies: The Role of Managers' Values in the Maintenance of CSR Cultures. *Journal of Business Ethics, 96*(3), 355-368.

Dupire, M., & M'Zali, B. (2018). CSR Strategies in Response to Competitive Pressures. *Journal of Business Ethics, 148*(3), 603-623.

Ebbes, P., Wedel, M., Böckenholt, U., & Steerneman, T. (2005). Solving and Testing for Regressor-Error (in)Dependence When no Instrumental Variables are Available: With New Evidence for the Effect of Education on Income. *Quantitative Marketing and Economics, 3*(4), 365-392.

Eisingerich, A. B., Rubera, G., Seifert, M., & Bhardwaj, G. (2010). Doing Good and Doing Better despite Negative Information?: The Role of Corporate Social Responsibility in Consumer Resistance to Negative Information. *Journal of Service Research, 14*(1), 60-75.

Elbanna, S. (2006). Strategic decision-making: Process perspectives. *International Journal of Management Reviews, 8*(1), 1-20.

Elbanna, S. (2010). *Making strategic decisions: A state of the art review and empirical evidence from a cultural perspective*.

Elbanna, S. (2012). Slack, Planning and Organizational Performance: Evidence from the Arab Middle East. *European Management Review, 9*(2), 99-115.

Elbanna, S. (2015). Intuition in project management and missing links: Analyzing the predicating effects of environment and the mediating role of reflexivity. *International Journal of Project Management, 33*(6), 1236-1248.

Elbanna, S. (2019). *Strategic Decision-Making Research in New Settings: The Role of the Two-Stage Multi-Method Field Study in Sampling and Questionnaire Design* Retrieved from https://methods.sagepub.com/case/strategic-decision-making-research-in-new-settings-the-role-of-field-study doi:10.4135/9781526467973

Elbanna, S. (2020). The role of the two-stage multi-method design: Developing relevant

strategy measures for new settings. . London: SAGE Research Methods Cases.

Elbanna, S., Andrews, R., & Pollanen, R. (2016). Strategic Planning and Implementation Success in Public Service Organizations: Evidence from Canada. *Public Management Review, 18*(7), 1017-1042.

Elbanna, S., & Child, J. (2007). The Influence of Decision, Environmental and Firm Characteristics on the Rationality of Strategic Decision-Making*. *Journal of Management Studies, 44*(4), 561-591.

Elbanna, S., Eid, R., & Kamel, H. (2015). Measuring hotel performance using the balanced scorecard: A theoretical construct development and its empirical validation. *International Journal of Hospitality Management, 51*, 105-114.

Elbanna, S., Hsieh, L., & Child, J. (2020). Contextualizing Internationalization Decision-making Research in SMEs: Towards an Integration of Existing Studies. *European Management Review, n/a*(n/a).

Elbannan, M. A., & Elbannan, M. A. (2015). Economic Consequences of Bank Disclosure in the Financial Statements Before and During the Financial Crisis: Evidence From Egypt. *Journal of Accounting, Auditing & Finance, 30*(2), 181-217.

Elbashir, M. Z., Sutton, S. G., Mahama, H., & Arnold, V. (2020). Unravelling the integrated information systems and management control paradox: enhancing dynamic capability through business intelligence. *Accounting & Finance, n/a*(n/a).

Elsharnouby, T. H., & Elbanna, S. (2021). Change or perish: Examining the role of human capital and dynamic marketing capabilities in the hospitality sector. *Tourism Management, 82*, 104184.

Engert, S., Rauter, R., & Baumgartner, R. J. (2016). Exploring the integration of

corporate sustainability into strategic management: a literature review. *Journal of Cleaner Production, 112*, 2833-2850.

Erhemjamts, O., Li, Q., & Venkateswaran, A. (2013). Corporate Social Responsibility and Its Impact on Firms' Investment Policy, Organizational Structure, and Performance. *Journal of Business Ethics, 118*(2), 395-412.

Ertuna, B., Karatas-Ozkan, M., & Yamak, S. (2019). Diffusion of sustainability and CSR discourse in hospitality industry: Dynamics of local context. *International Journal of Contemporary Hospitality Management, 31*(6), 2564-2581.

Eteokleous, P. P., Leonidou, L. C., & Katsikeas, C. S. (2016). Corporate social responsibility in international marketing: review, assessment, and future research. *International Marketing Review, 33*(4), 580-624.

Evans, N. (2005). Assessing the balanced scorecard as a management tool for hotels. *International Journal of Contemporary Hospitality Management, 17*(5), 376-390.

Evans, W. R., & Davis, W. (2014). Corporate Citizenship and the Employee: An Organizational Identification Perspective. *Human Performance, 27*(2), 129-146.

Fadol, Y., Barhem, B., & Elbanna, S. (2015). The mediating role of the extensiveness of strategic planning on the relationship between slack resources and organizational performance. *Management Decision, 53*(5), 1023-1044.

Fainshmidt, S., Wenger, L., Pezeshkan, A., & Mallon, M. R. (2019). When do Dynamic Capabilities Lead to Competitive Advantage? The Importance of Strategic Fit. *Journal of Management Studies (John Wiley & Sons, Inc.), 56*(4), 758-787.

Farmaki, A. (2019). Corporate social responsibility in hotels: a stakeholder approach. *International Journal of Contemporary Hospitality Management, 31*(6), 2297-

2320.

Fatima, T. (2020). Impact of Employees' Perceived Corporate Social Responsibility on Organizational Citizenship Behavior: A Proposed Theoretical Model. *International Journal of Customer Relationship Marketing and Management, 11*(3), 25-38.

Fatima, T., & Elbanna, S. (2020). Balanced scorecard in the hospitality and tourism industry: Past, present and future. *International Journal of Hospitality Management, 91*, 102656.

Feng, R., Morrison, A. M., & Ismail, J. A. (2003). East versus West: A comparison of online destination marketing in China and the USA. *Journal of Vacation Marketing, 10*(1), 43-56.

Fernández-Kranz, D., & Santaló, J. (2010). When Necessity Becomes a Virtue: The Effect of Product Market Competition on Corporate Social Responsibility. *Journal of Economics & Management Strategy, 19*(2), 453-487.

Feyerabend, P. (1993). *Against Method*. London: Verso.

Figge, F., Hahn, T., Schaltegger, S., & Wagner, M. (2002). The Sustainability Balanced Scorecard – linking sustainability management to business strategy. *Business Strategy & the Environment (John Wiley & Sons, Inc), 11*(5), 269-284.

Flammer, C. (2015). Does product market competition foster corporate social responsibility? Evidence from trade liberalization. *Strategic Management Journal, 36*(10), 1469-1485.

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research, 18*(1), 39-50.

Francoeur, C., Melis, A., Gaia, S., & Aresu, S. (2017). Green or Greed? An Alternative

Look at CEO Compensation and Corporate Environmental Commitment. *Journal of Business Ethics, 140*(3), 439-453.

Freeman, R. E. (2010). *Strategic Management: A Stakeholder Approach*: Cambridge University Press.

Friedman, M. (2007). The Social Responsibility of Business Is to Increase Its Profits. In W. C. Zimmerli, M. Holzinger, & K. Richter (Eds.), *Corporate Ethics and Corporate Governance* (pp. 173-178). Berlin, Heidelberg: Springer Berlin Heidelberg.

Frynas, J. G., & Yamahaki, C. (2016). Corporate social responsibility: review and roadmap of theoretical perspectives. *Business Ethics: A European Review, 25*(3), 258-285.

Fu, R., Tang, Y., & Chen, G. (2020). Chief sustainability officers and corporate social (Ir)responsibility. *Strategic Management Journal (John Wiley & Sons, Inc.), 41*(4), 656-680.

Garcia-Castro, R., Ariño, M. A., & Canela, M. A. (2010). Does Social Performance Really Lead to Financial Performance? Accounting for Endogeneity. *Journal of Business Ethics, 92*(1), 107-126.

Garriga, E., & Melé, D. (2004). Corporate Social Responsibility Theories: Mapping the Territory. *Journal of Business Ethics, 53*(1), 51-71.

George, B., Walker, R. M., & Monster, J. (2019). Does Strategic Planning Improve Organizational Performance? A Meta-Analysis. *Public Administration Review, 79*(6), 810-819.

George, G. (2005). Slack resources and the performance of privately held firms. *Academy of Management Journal, 48*(4), 661-676.

Giunipero, L. C., Hooker, R. E., & Denslow, D. (2012). Purchasing and supply

management sustainability: Drivers and barriers. *Journal of Purchasing and Supply Management, 18*(4), 258-269.

Glavas, A. (2016). Corporate social responsibility and organizational psychology: An integrative review. *Frontiers in psychology, 7*, 144.

Glavas, A., & Godwin, L. N. (2013). Is the Perception of 'Goodness' Good Enough? Exploring the Relationship Between Perceived Corporate Social Responsibility and Employee Organizational Identification. *Journal of Business Ethics, 114*(1), 15-27.

Glaveli, N., & Karassavidou, E. (2011). Exploring a possible route through which training affects organizational performance: the case of a Greek bank. *International Journal of Human Resource Management, 22*(14), 2892-2923.

Goll, I., & Rasheed, A. A. (2004). The Moderating Effect of Environmental Munificence and Dynamism on the Relationship Between Discretionary Social Responsibility and Firm Performance. *Journal of Business Ethics, 49*(1), 41-54.

Goll, I., & Rasheed, A. A. (2005). The Relationships between Top Management Demographic Characteristics, Rational Decision Making, Environmental Munificence, and Firm Performance. *Organization Studies, 26*(7), 999-1023.

Gond, J.-P., El Akremi, A., Swaen, V., & Babu, N. (2017). The psychological microfoundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior, 38*(2), 225-246.

Gonzalez-Padron, T. L., Chabowski, B. R., Hult, G. T. M., & Ketchen, D. J. (2010). Knowledge Management and Balanced Scorecard Outcomes: Exploring the Importance of Interpretation, Learning and Internationality. *British Journal of Management, 21*(4), 967-982.

Goodell, J. W. (2020). COVID-19 and finance: Agendas for future research. *Finance*

Research Letters, 101512.

Govindan, K., Kannan, D., & Shankar, K. M. (2014). Evaluating the drivers of corporate social responsibility in the mining industry with multi-criteria approach: A multi-stakeholder perspective. *Journal of Cleaner Production, 84*, 214-232.

Graafland, J., & Zhang, L. (2014). Corporate social responsibility in China: implementation and challenges. *Business Ethics: A European Review, 23*(1), 34-49.

Grafton, J., Lillis, A., & Mahama, H. (2011). Mixed methods research in accounting. *Qualitative Research in Accounting & Management, 8*, 5-21.

Gugler, P., & Shi, J. (2009). Corporate Social Responsibility for Developing Country Multinational Corporations: Lost War in Pertaining Global Competitiveness? *Journal of Business Ethics, 87*, 3-24.

Guimaraes, B., SimAkes, P., & Marques, R. C. (2010). Does performance evaluation help public managers? A Balanced Scorecard approach in urban waste services. *Journal of Environmental Management, 91*(12), 2632-2638.

Gupta, A. D. (2017). CSR in India: From Rhetoric to Reality and Beyond. In N. Mitra & R. Schmidpeter (Eds.), *Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate* (pp. 161-165). Cham: Springer International Publishing.

Hahn, T., Figge, F., Aragón-Correa, J. A., & Sharma, S. (2017). Advancing Research on Corporate Sustainability:Off to Pastures New or Back to the Roots? *Business & Society, 56*(2), 155-185.

Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2018). A Paradox Perspective on Corporate Sustainability: Descriptive, Instrumental, and Normative Aspects. *Journal of*

Business Ethics, 148(2), 235-248.

Hair, J., Black, W., Babin, B., & Anderson, R. (2009). *Multivariate Data Analysis*. London: Pearson.

Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2 ed.)* (Vol. 2): Sage.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014a). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Thousand Oaks, CA: Sage.

Hair, J. F., Sarstedt, M., Hopkins, L., & Volker, G. K. (2014b). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review, 26*(2), 106-121.

Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The Use of Partial Least Squares Structural Equation Modeling in Strategic Management Research: A Review of Past Practices and Recommendations for Future Applications. *Long Range Planning, 45*(5), 320-340.

Hall, C. M., & Page, S. (2012). *Tourism in South and Southeast Asia*: Taylor & Francis.

Hallinger, P., Wang, R., Chatpinyakoop, C., Nguyen, V.-T., & Nguyen, U.-P. (2020). A bibliometric review of research on simulations and serious games used in educating for sustainability, 1997–2019. *Journal of Cleaner Production, 256*, 120358.

Hamann, R., Smith, J., Tashman, P., & Marshall, R. S. (2017). Why Do SMEs Go Green? An Analysis of Wine Firms in South Africa. *Business & Society, 56*(1), 23-56.

Hambrick, D. C., & Mason, P. A. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers. *The Academy of Management Review, 9*(2),

193-206.

Hansen, E. G., & Schaltegger, S. (2016). The Sustainability Balanced Scorecard: A Systematic Review of Architectures. *Journal of Business Ethics, 133*(2), 193-221.

Hansen, E. G., & Schaltegger, S. (2018). Sustainability Balanced Scorecards and their Architectures: Irrelevant or Misunderstood? *Journal of Business Ethics, 150*(4), 937-952.

Hansen, E. G., Sextl, M., & Reichwald, R. (2010). Managing strategic alliances through a community-enabled balanced scorecard: The case of Merck Ltd, Thailand. *Business Strategy and the Environment, 19*(6), 387-n/a.

Harjoto, M., & Laksmana, I. (2018). The Impact of Corporate Social Responsibility on Risk Taking and Firm Value. *Journal of Business Ethics, 151*(2), 353-373.

Hart, S. L. (1995). A Natural-Resource-Based View of the Firm. *The Academy of Management Review, 20*(4), 986-1014.

Hatch, M. J., & Cunliffe, A. L. (2013). *Organization Theory: Modern, Symbolic and Postmodern Perspectives*: OUP Oxford.

Heikkurinen, P. (2010). Image differentiation with corporate environmental responsibility. *Corporate Social Responsibility and Environmental Management, 17*(3), 142-152.

Helmig, B., Spraul, K., & Ingenhoff, D. (2016). Under Positive Pressure:How Stakeholder Pressure Affects Corporate Social Responsibility Implementation. *Business & Society, 55*(2), 151-187.

Hemingway, C. A., & Maclagan, P. W. (2004). Managers' Personal Values as Drivers of Corporate Social Responsibility. *Journal of Business Ethics, 50*(1), 33-44.

Henry, L. A., Buyl, T., & Jansen, R. J. G. (2019). Leading corporate sustainability: The

role of top management team composition for triple bottom line performance. *Business Strategy and the Environment, 28*(1), 173-184.

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.

Heugens, P. P. M. A. R., & Scherer, A. G. (2010). When organization theory met business ethics: Toward further symbioses. *Business Ethics Quarterly, 20*, 643-672.

Hill, R. C., Griffiths, W. E., & Lim, G. C. (2010). *Principles of Econometrics* (Fourth ed.): John Wiley & Sons, Inc.

Homburg, C., Stierl, M., & Bornemann, T. (2013). Corporate Social Responsibility in Business-to-Business Markets: How Organizational Customers Account for Supplier Corporate Social Responsibility Engagement. *Journal of Marketing, 77*(6), 54-72.

Hoque, Z. (2003). Total quality management and the balanced scorecard approach: a critical analysis of their potential relationships and directions for research. *Critical Perspectives on Accounting, 14*(5), 553-566.

Hoque, Z. (2014). 20 years of studies on the balanced scorecard: Trends, accomplishments, gaps and opportunities for future research. *British Accounting Review, 46*(1), 33-59.

Hosseini, M. R., Banihashemi, S., Rameezdeen, R., Golizadeh, H., Arashpour, M., & Ma, L. (2017). Sustainability by Information and Communication Technology: A paradigm shift for construction projects in Iran. *Journal of Cleaner Production, 168*, 1-13.

Hou, C.-E., Lu, W.-M., & Hung, S.-W. (2019). Does CSR matter? Influence of

corporate social responsibility on corporate performance in the creative industry. *Annals of Operations Research, 278*(1/2), 255-279.

Huang, H.-C., Chu, W., & Wang, W.-K. (2007). Strategic Performance Measurement and Value Drivers: Evidence from International Tourist Hotels in an Emerging Economy. *Service Industries Journal, 27*(8), 1111-1128.

Huang, L. (2008). Strategic orientation and performance measurement model in Taiwan's travel agencies. *Service Industries Journal, 28*(10), 1357-1383.

Huang, X.-x., Hu, Z.-p., Liu, C.-s., Yu, D.-j., & Yu, L.-f. (2016). The relationships between regulatory and customer pressure, green organizational responses, and green innovation performance. *Journal of Cleaner Production, 112*, 3423-3433.

Hubbard, G. (2009). Measuring organizational performance: beyond the triple bottom line. *Business Strategy and the Environment, 18*(3), 177-191.

Huckestein, D., & Duboff, R. (1999). Hilton Hotels: A comprehensive approach to delivering value for all stakeholders. *The Cornell Hotel and Restaurant Administration Quarterly, 40*(4), 28-38.

Hult, G. T. M., Hair, F., Proksch, D., Sarstedt, M., Pinkwart, A., & Ringle, C. (2018). Addressing Endogeneity in International Marketing Applications of Partial Least Squares Structural Equation Modeling. *Journal of International Marketing, 26*.

Humphreys, K. A., Gary, M. S., & Trotman, K. T. (2016). Dynamic Decision Making Using the Balanced Scorecard Framework. *Accounting Review, 91*(5), 1441-1465.

Husted, B. W. (2003). Governance Choices for Corporate Social Responsibility: to Contribute, Collaborate or Internalize? *Long Range Planning, 36*(5), 481-498.

Hyatt Hotels. (2019). *Climate Change*.

Iacobucci, D., & Churchill, G. (2015). *Marketing research: Methodological foundations* (11th ed.). London: CreateSpace Independent Publishing Platform.

Iacobucci, D., & Churchill, G. A. (2010). *Marketing Research: Methodological Foundations*. Mason: South-Western Cengage Learning.

Inoue, Y., & Lee, S. (2011). Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries. *Tourism Management, 32*(4), 790-804.

International Labour Organization. (2018). *India: Decent Work Country Programme for 2018-2022*.

International Labour Organization. (2020). Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - India. https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=IN

International Monetary Fund. (2019). *World Economic Outlook: Global Manufacturing Downturn, Rising Trade Barriers*.

International Monetary Fund. (2020). *World Economic Outlook Update*.

Ioannou, I., & Serafeim, G. (2012). What drives corporate social performance? The role of nation-level institutions. *Journal of International Business Studies, 43*(9), 834-864.

Iyer, G. R., & Jarvis, L. (2019). CSR adoption in the multinational hospitality context: A review of representative research and avenues for future research. *International Journal of Contemporary Hospitality Management, 31*(6), 2376-2393.

Jamali, D. (2007). The Case for Strategic Corporate Social Responsibility in Developing Countries. *Business and Society Review, 112*, 1-27.

Jamali, D. (2008). A Stakeholder Approach to Corporate Social Responsibility: A Fresh

Perspective into Theory and Practice. *Journal of Business Ethics, 82*(1), 213-231.

Jamali, D., & Mirshak, R. (2007). Corporate Social Responsibility (CSR): Theory and Practice in a Developing Country Context. *Journal of Business Ethics, 72*(3), 243-262.

Jarrar, N. S., & Smith, M. (2014). Innovation in entrepreneurial organisations: A platform for contemporary management change and a value creator. *British Accounting Review, 46*(1), 60-76.

Jenkins, H. (2009). A 'business opportunity' model of corporate social responsibility for small- and medium-sized enterprises. *Business Ethics: A European Review, 18*(1), 21-36.

Jenkins, H., & Yakovleva, N. (2006). Corporate social responsibility in the mining industry: Exploring trends in social and environmental disclosure. *Journal of Cleaner Production, 14*(3), 271-284.

Jensen, M. C. (2002). Value maximization, stakeholder theory, and the corporate objective function. *Business Ethics Quarterly, 12*(2), 235-256.

Jo, H., Kim, H., & Park, K. (2015). Corporate Environmental Responsibility and Firm Performance in the Financial Services Sector. *Journal of Business Ethics, 131*(2), 257-284.

Jogaratnam, G. (2002). Entrepreneurial Orientation and Environmental Hostility: An Assessment of Small, Independent Restaurant Businesses. *Journal of Hospitality & Tourism Research, 26*(3), 258-277.

Jones, P., & Comfort, D. (2020). The COVID-19 crisis and sustainability in the hospitality industry. *International Journal of Contemporary Hospitality Management*.

Joshi, R. (2018). *Through the magnifying glass: Women's work and labour force participation in urban Delhi*.

Journeault, M. (2016). The Integrated Scorecard in support of corporate sustainability strategies. *Journal of Environmental Management, 182*, 214-229.

Judge, W. Q., & Douglas, T. J. (1998). Performance Implications of Incorporating Natural Environmental Issues into the Strategic Planning Process: An Empirical Assessment. *Journal of Management Studies, 35*(2), 241-262.

Julian, S. D., & Ofori-dankwa, J. C. (2013). Financial resource availability and corporate social responsibility expenditures in a sub-Saharan economy: The institutional difference hypothesis. *Strategic Management Journal, 34*(11), 1314-1330.

Kang, C., Germann, F., & Grewal, R. (2016). Washing Away Your Sins? Corporate Social Responsibility, Corporate Social Irresponsibility, and Firm Performance. *Journal of Marketing, 80*(2), 59-79.

Kang, J.-S., Chiang, C.-F., Huangthanapan, K., & Downing, S. (2015). Corporate social responsibility and sustainability balanced scorecard: The case study of family-owned hotels. *International Journal of Hospitality Management, 48*, 124-134.

Kao, E. H., Yeh, C.-C., Wang, L.-H., & Fung, H.-G. (2018). The relationship between CSR and performance: Evidence in China. *Pacific-Basin Finance Journal, 51*, 155-170.

Kaplan, R. S., & Norton, D. P. (1992). The Balanced Scorecard--Measures That Drive Performance. *Harvard Business Review, 70*(1), 71-79.

Kaplan, R. S., & Norton, D. P. (1996a). Linking the balanced scorecard to strategy. *California Management Review, 39*(1), 53-79.

Kaplan, R. S., & Norton, D. P. (1996b). Using the Balanced Scorecard as a Strategic

Management System. *Harvard Business Review, 74*(1), 75-85.

Kaplan, R. S., & Norton, D. P. (2001). Transforming the Balanced Scorecard from Performance Measurement to Strategic Management: Part I. *Accounting Horizons, 15*(1), 87-104.

Kaplan, S. E., Petersen, M. J., & Samuels, J. A. (2012). An Examination of the Effect of Positive and Negative Performance on the Relative Weighting of Strategically and Non-Strategically Linked Balanced Scorecard Measures. *Behavioral Research in Accounting, 24*(2), 133-151.

Kaplan, S. E., & Wisner, P. S. (2009). The Judgmental Effects of Management Communications and a Fifth Balanced Scorecard Category on Performance Evaluation. *Behavioral Research in Accounting, 21*(2), 37-56.

Kasperskaya, Y. (2008). Implementing the balanced scorecard: a comparative study of two Spanish city councils – An institutional perspective. *Financial Accountability & Management, 24*(4), 363-384.

Kasurinen, T. (2002). Exploring management accounting change: the case of balanced scorecard implementation. *Management Accounting Research, 13*(3), 323-343.

Kemper, J., Schilke, O., Reimann, M., Wang, X., & Brettel, M. (2013). Competition-motivated corporate social responsibility. *Journal of Business Research, 66*(10), 1954-1963.

Khan, A. F., & Akhtar, A. (2017). Beyond the Traditional CSR: Towards a Sustainable Agenda. In N. Mitra & R. Schmidpeter (Eds.), *Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate* (pp. 151-159). Cham: Springer International Publishing.

Khandwalla, P. N. (1977). *The design of organizations*. New York: Harcourt Brace Jovanovich.

Khatter, A., McGrath, M., Pyke, J., White, L., & Lockstone-Binney, L. (2019). Analysis of hotels' environmentally sustainable policies and practices: Sustainability and corporate social responsibility in hospitality and tourism. *International Journal of Contemporary Hospitality Management, 31*(6), 2394-2410.

Khoo-Lattimore, C., Mura, P., & Yung, R. (2019). The time has come: a systematic literature review of mixed methods research in tourism. *Current Issues in Tourism, 22*(13), 1531-1550.

Kim, H., Woo, E., Uysal, M., & Kwon, N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management, 30*(3), 1584-1600.

Kim, L. H., & Njite, D. (2009). Evaluation of Web Site Performance: Korean Convention Centers. *International Journal of Hospitality & Tourism Administration, 10*(3), 232-252.

Kim, Y. H., Barber, N., & Kim, D.-K. (2019). Sustainability research in the hotel industry: Past, present, and future. *Journal of Hospitality Marketing & Management, 28*(5), 576-620.

Kim, Y. H., Chung, B., Kwon, K., & Sukmaungma, S. (2014). The application of the modified balanced scorecard advanced hierarchy process extended to the economy, upscale, and luxury hotels' websites. *Anatolia: An International Journal of Tourism & Hospitality Research, 25*(1), 81-95.

Kim, Y. H., & Kim, M. (2010). A New Approach for Assessment and Comparison of Websites: Using the Modified Balanced Scorecard and Analytical Hierarchy Process. *Journal of Hospitality Marketing & Management, 19*(6), 676-695.

Kline, R. B. (2011). *Principles and Practice of Structural Equation Modeling*. New

York: Guilford Publications.

Kline, S. F., Morrison, A. M., & John, A. S. (2004). Exploring Bed & Breakfast Websites: A Balanced Scorecard Approach. *Journal of Travel & Tourism Marketing, 17*(2/3), 253-267.

Knechel, W. R., Salterio, S. E., & Kochetova-Kozloski, N. (2010). The effect of benchmarked performance measures and strategic analysis on auditors? Risk assessments and mental models. *Accounting, organizations and society, 35*(3), 316-333.

Ko, A. (2016). *The impact of Perceived Corporate Social Responsibility on organisational citizenship and customer-oriented behaviour : A study of hotel employees in Hong Kong.* The Hong Kong Polytechnic University.

Kock, N. (2015). Common Method Bias in PLS-SEM: A Full Collinearity Assessment Approach. *International Journal of e-Collaboration, 11*, 1-10.

Kraus, K., & Lind, J. (2010). The impact of the corporate balanced scorecard on corporate control—A research note. *Management Accounting Research, 21*(4), 265-277.

Kuhn, T. S. (1970). *The structure of scientific revolutions*: [Second edition, enlarged]. Chicago : University of Chicago Press, [1970].

Lacerda, G., Petrillo, F., Pimenta, M., & Guéhéneuc, Y. G. (2020). Code smells and refactoring: A tertiary systematic review of challenges and observations. *Journal of Systems & Software, 167*, N.PAG-N.PAG.

Lam, L. W. (2012). Impact of competitiveness on salespeople's commitment and performance. *Journal of Business Research, 65*(9), 1328-1334.

Lattemann, C., Fetscherin, M., Alon, I., Shaomin, L., & Schneider, A.-M. (2009). CSR communication intensity in Chinese and Indian multinational companies.

Corporate Governance: An International Review, 17(4), 426-442.

Lee, C.-L., & Yang, H.-J. (2011). Organization structure, competition and performance measurement systems and their joint effects on performance. *Management Accounting Research, 22*(2), 84-104.

Lee, J., Elbashir, M. Z., Mahama, H., & Sutton, S. G. (2014). Enablers of top management team support for integrated management control systems innovations. *International Journal of Accounting Information Systems, 15*(1), 1-25.

Lee, M.-D. P. (2011). Configuration of External Influences: The Combined Effects of Institutions and Stakeholders on Corporate Social Responsibility Strategies. *Journal of Business Ethics, 102*(2), 281-298.

Lee, S., & Jung, H. (2016). The effects of corporate social responsibility on profitability: The moderating roles of differentiation and outside investment. *Management Decision, 54*(6), 1383-1406.

Lee, S., & Park, S.-Y. (2009). Do socially responsible activities help hotels and casinos achieve their financial goals? *International Journal of Hospitality Management, 28*(1), 105-112.

Li, S., Fetscherin, M., Alon, I., Lattemann, C., & Yeh, K. (2010). Corporate Social Responsibility in Emerging Markets: The Importance of the Governance Environment. *MIR: Management International Review, 50*(5), 635-654.

Liang, H., Saraf, N., Hu, Q., & Xue, Y. (2007). Assimilation of Enterprise Systems: The Effect of Institutional Pressures and the Mediating Role of Top Management. *MIS Quarterly, 31*, 59-87.

Liedtka, S. L., Church, B. K., & Ray, M. R. (2008). Performance Variability, Ambiguity Intolerance, and Balanced Scorecard-Based Performance

Assessments. *Behavioral Research in Accounting, 20*(2), 73-88.

Lim, S.-J., & Phillips, J. (2008). Embedding CSR Values: The global footwear industry's evolving governance structure. *Journal of Business Ethics, 81*(1), 143-156.

Lindgreen, A., Antioco, M., Harness, D., & Sloot, R. (2009a). Purchasing and marketing of social and environmental sustainability for high-tech medical equipment. *Journal of Business Ethics, 85*, 445-462.

Lindgreen, A., Swaen, V., Harness, D., & Hoffmann, M. (2011). The role of 'high potentials' in integrating and implementing Corporate Social Responsibility. *Journal of Business Ethics, 99*, 73-91.

Lindgreen, A., Swaen, V., & Johnston, W. J. (2009b). Corporate Social Responsibility: An Empirical Investigation of U.S. Organizations. *Journal of Business Ethics, 85*(2), 303-323.

Lindgreen, A., Swaen, V., & Maon, F. (2009c). Introduction: Corporate social responsibility implementation. *Journal of Business Ethics, 85*, 251-256.

Lings, I. N., & Greenley, G. E. (2005). Measuring Internal Market Orientation. *Journal of Service Research, 7*(3), 290-305.

Lisi, I. E. (2018). Determinants and Performance Effects of Social Performance Measurement Systems. *Journal of Business Ethics, 152*(1), 225-251.

Logsdon, J. M., & Wood, D. J. (2002). Business Citizenship: From Domestic to Global Level of Analysis. *Business Ethics Quarterly, 12*(2), 155-187.

Loughlin, S. M., & Alexander, P. A. (2012). Explicating and Exemplifying Empiricist and Cognitivist Paradigms in the Study of Human Learning. In L. L'Abate (Ed.), *Paradigms in Theory Construction*. New York: Springer.

Lueg, R., & Vu, L. (2015). Success factors in Balanced Scorecard implementations --

A literature review. *Management Revue, 26*(4), 306-327.

MacBryde, J., Paton, S., Bayliss, M., & Grant, N. (2014). Transformation in the defence sector: The critical role of performance measurement. *Management Accounting Research, 25*(2), 157-172.

Mackey, A., Mackey, T. B., & Barney, J. B. (2007). Corporate Social Responsibility and Firm Performance: Investor Preferences and Corporate Strategies. *The Academy of Management Review, 32*(3), 817-835.

Maignan, I., & Ferrell, O. C. (2000). Measuring Corporate Citizenship in Two Countries: The Case of the United States and France. *Journal of Business Ethics, 23*(3), 283-297.

Maignan, I., & Ferrell, O. C. (2001). Antecedents and benefits of corporate citizenship: an investigation of French businesses. *Journal of Business Research, 51*(1), 37-51.

Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). *Marketing Research: An Applied Approach* (Fifth ed.). New York: Pearson.

Malik, M. (2015). Value-Enhancing Capabilities of CSR: A Brief Review of Contemporary Literature. *Journal of Business Ethics, 127*(2), 419-438.

Malina, M. A., NØRreklit, H. S. O., & Selto, F. H. (2007). Relations among Measures, Climate of Control, and Performance Measurement Models. *Contemporary Accounting Research, 24*(3), 935-982.

Mallin, C., Farag, H., & Ow-Yong, K. (2014). Corporate social responsibility and financial performance in Islamic banks. *Journal of Economic Behavior & Organization, 103*, S21-S38.

Malmi, T. (2001). Balanced scorecards in Finnish companies: A research note. *Management Accounting Research, 12*(2), 207-220.

Maltz, A. C., Shenhar, A. J., & Reilly, R. R. (2003). Beyond the balanced scorecard: Refining the search for organizational success measures. *Long Range Planning, 36*(2), 187-204.

Manaktola, K., & Jauhari, V. (2007). Exploring consumer attitude and behaviour towards green practices in the lodging industry in India. *International Journal of Contemporary Hospitality Management, 19*(5), 364-377.

Maran, L., Bracci, E., & Inglis, R. (2018). Performance management systems' stability: Unfolding the human factor – A case from the Italian public sector. *British Accounting Review, 50*(3), 324-339.

March, J. G., & Sutton, R. I. (1997). Organizational Performance as a Dependent Variable. *Organization Science, 8*(6), 698-706.

Margolis, J. D., & Walsh, J. P. (2003). Misery Loves Companies: Rethinking Social Initiatives by Business. *Administrative Science Quarterly, 48*(2), 268-305.

Marrewijk, M. (2003). Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communion. *Journal of Business Ethics, 44*, 95-105.

Martinez-Conesa, I., Soto-Acosta, P., & Palacios-Manzano, M. (2017). Corporate social responsibility and its effect on innovation and firm performance: An empirical research in SMEs. *Journal of Cleaner Production, 142*, 2374-2383.

Martinez-del-Rio, J., Antolin-Lopez, R., & Cespedes-Lorente, J. J. (2015). Being Green Against the Wind? The Moderating Effect of Munificence on Acquiring Environmental Competitive Advantages. *Organization & Environment, 28*(2), 181-203.

Martins, C. L., & Pato, M. V. (2019). Supply chain sustainability: A tertiary literature review. *Journal of Cleaner Production, 225*, 995-1016.

Matten, D., & Crane, A. (2005). Corporate Citizenship: Toward an Extended

Theoretical Conceptualization. *The Academy of Management Review, 30*(1), 166-179.

Mattingly, J. E., & Olsen, L. (2018). Performance Outcomes of Investing Slack Resources in Corporate Social Responsibility. *Journal of Leadership & Organizational Studies, 25*(4), 481-498.

McArthur, A. W., & Nystrom, P. C. (1991). Environmental dynamism, complexity, and munificence as moderators of strategy-performance relationships. *Journal of Business Research, 23*(4), 349-361.

McIntosh, C. N., Edwards, J. R., & Antonakis, J. (2014). Reflections on Partial Least Squares Path Modeling. *Organizational Research Methods, 17*(2), 210-251.

McPhail, R., Herington, C., & Guilding, C. (2008). Human resource managers' perceptions of the applications and merit of the balanced scorecard in hotels. *International Journal of Hospitality Management, 27*(4), 623-631.

McWilliams, A., & Siegel, D. (2000). Corporate social responsibility and financial performance: correlation or misspecification? *Strategic Management Journal, 21*(5), 603-609.

McWilliams, A., & Siegel, D. (2001). Corporate Social Responsibility: A Theory of the Firm Perspective. *The Academy of Management Review, 26*(1), 117-127.

McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). Corporate Social Responsibility: Strategic Implications*. *Journal of Management Studies, 43*(1), 1-18.

Mellahi, K., Frynas, J. G., Sun, P., & Siegel, D. (2016). A Review of the Nonmarket Strategy Literature:Toward a Multi-Theoretical Integration. *Journal of Management, 42*(1), 143-173.

Menguc, B., Auh, S., & Ozanne, L. (2010). The Interactive Effect of Internal and

External Factors on a Proactive Environmental Strategy and its Influence on a Firm's Performance. *Journal of Business Ethics, 94*(2), 279-298.

Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. *American Journal of Sociology, 83*(2), 340-363.

Michelon, G., Boesso, G., & Kumar, K. (2013). Examining the Link between Strategic Corporate Social Responsibility and Company Performance: An Analysis of the Best Corporate Citizens. *Corporate Social Responsibility and Environmental Management, 20*(2), 81-94.

Ministry of Corporate Affairs, G. o. I. (2013). *The Companies Act 2013*.

Ministry of Finance, G. o. I. (2020). *Economic Survey 2019-20*. New Delhi.

Ministry of Indian Tourism, G. o. I. (2020a). *Annual Report 2019-20*. Government of India.

Ministry of Indian Tourism, G. o. I. (2020b). *Sustainable Tourism for India*. Government of India.

Mintzberg, H., & Romelaer, P. (1979). *The Structuring of Organizations: A Synthesis of the Research*. Englewood Cliffs, NJ: Prentice-Hall.

Miras-Rodríguez, M. d. M., Machuca, J. A. D., & Escobar-Pérez, B. (2018). Drivers that encourage environmental practices in manufacturing plants: A comparison of cultural environments. *Journal of Cleaner Production, 179*, 690-703.

Mishra, S., & Suar, D. (2010). Does Corporate Social Responsibility Influence Firm Performance of Indian Companies? *Journal of Business Ethics, 95*(4), 571-601.

Mitra, N., & Chatterjee, B. (2020). India and Its Corporate Social Responsibility Mandate. In N. Mitra & R. Schmidpeter (Eds.), *Mandated Corporate Social Responsibility: Evidence from India* (pp. 11-23). Cham: Springer International Publishing.

Moktadir, A., Rahman, T., Jabbour, C. J. C., Mithun Ali, S., & Kabir, G. (2018). Prioritization of drivers of corporate social responsibility in the footwear industry in an emerging economy: A fuzzy AHP approach. *Journal of Cleaner Production, 201*, 369-381.

Moneva, J. M., Bonilla-Priego, M. J., & Ortas, E. (2020). Corporate social responsibility and organisational performance in the tourism sector. *Journal of Sustainable Tourism, 28*(6), 853-872.

Moniz, C. (2020). Media Agencoes: Navigating the unpredicatbale times. *Impact: The Marketing & Advertising Weekly, 16,* 14-15.

Montiel, I. (2008). Corporate Social Responsibility and Corporate Sustainability: Separate Pasts, Common Futures. *Organization & Environment, 21*(3), 245-269.

Moreo, A., DeMicco, F. J., & Xiong, L. (2009). Towards a Model to Measure the Quality of Environmental Sustainability: The Hospitality Environmental Scorecard. *Journal of Quality Assurance in Hospitality & Tourism, 10*(1), 44-58.

Muller, A., & Kolk, A. (2009). CSR performance in emerging markets evidence from Mexico. *Journal of Business Ethics, 85*, 325-337.

Murillo, D., & Lozano, J. (2006). SMEs and CSR: An Approach to CSR in their Own Words. *Journal of Business Ethics, 67*(3), 227-240.

Myung, S., Morrison, A. M., & Taylor, J. S. (2005). The Effectiveness of Convention and Exhibition Websites A Transatlantic Comparison and Future Scenario. *Tourism Recreation Research, 30*(3), 49-59.

Mzembe, A. N., Melissen, F., & Novakovic, Y. (2019). Greening the hospitality industry in the developing world: Analysis of the drivers and barriers. *Business*

Ethics: A European Review, 28(3), 335-348.

Naidoo, M., & Gasparatos, A. (2018). Corporate environmental sustainability in the retail sector: Drivers, strategies and performance measurement. *Journal of Cleaner Production, 203*, 125-142.

Naranjo-Gil, D., Maas, V., & Hartmann, F. H. (2009). How CFOs Determine Management Accounting Innovation: An Examination of Direct and Indirect Effects. *European Accounting Review, 18*(4), 667-695.

Nazarian, A., Atkinson, P., & Foroudi, P. (2017). Influence of national culture and balanced organizational culture on the hotel industry's performance. *International Journal of Hospitality Management, 63*, 22-32.

Neely, A., & Al Najjar, M. (2006). Management Learning Not Management Control: The True Role of Performance Measurement? *California Management Review, 48*(3), 101-114.

Newman, A., Nielsen, I., & Miao, Q. (2015). The impact of employee perceptions of organizational corporate social responsibility practices on job performance and organizational citizenship behavior: evidence from the Chinese private sector. *The International Journal of Human Resource Management, 26*(9), 1226-1242.

Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., . . . Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery, 78*, 185-193.

Nielsen, A. E., & Thomsen, C. (2009). Investigating CSR communication in SMEs: A case study among Danish middle managers. *Business Ethics: A European Review, 18*(1), 83-93.

Nørreklit, H. (2000). The balance on the balanced scorecard—a critical analysis of some of its assumptions. *Management Accounting Research, 11*(1), 65-88.

Nunnally, J., Jum, N., Bernstein, I. H., & Bernstein, I. (1994). *Psychometric Theory*. New York: McGraw-Hill.

O'Connor, A., & Shumate, M. (2010). An economic industry and institutional level of analysis of corporate social responsibility communication. *Management Communication Quarterly, 24*(4), 529-551.

O'Higgins, E. R. E. (2010). Corporations, Civil Society, and Stakeholders: An Organizational Conceptualization. *Journal of Business Ethics, 94*(2), 157-176.

Oh, H., Bae, J., & Kim, S.-J. (2017). Can Sinful Firms Benefit from Advertising Their CSR Efforts? Adverse Effect of Advertising Sinful Firms' CSR Engagements on Firm Performance. *Journal of Business Ethics, 143*(4), 643-663.

Orlitzky, M., Louche, C., Gond, J.-p., & Chapple, W. (2017). Unpacking the Drivers of Corporate Social Performance: A Multilevel, Multistakeholder, and Multimethod Analysis. *Journal of Business Ethics, 144*(1), 21-40.

Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate Social and Financial Performance: A Meta-analysis. *Organization Studies, 24*(3), 403-441.

Ortiz-Avram, D., Domnanovich, J., Kronenberg, C., & Scholz, M. (2018). Exploring the integration of corporate social responsibility into the strategies of small- and medium-sized enterprises: A systematic literature review. *Journal of Cleaner Production, 201*, 254-271.

Page, S., Song, H., & Wu, D. C. (2012). Assessing the Impacts of the Global Economic Crisis and Swine Flu on Inbound Tourism Demand in the United Kingdom. *Journal of Travel Research, 51*(2), 142-153.

Palacios-Florencio, B., del Junco, J. G., Castellanos-Verdugo, M., & Rosa-Díaz, I. M. (2018). Trust as mediator of corporate social responsibility, image and loyalty in the hotel sector. *Journal of Sustainable Tourism, 26*(7), 1273-1289.

Papalexandris, A., Ioannou, G., & Prastacos, G. P. (2004). Implementing the Balanced Scorecard in Greece: a Software Firm's Experience. *Long Range Planning, 37*(4), 351-366.

Parasuraman, A., & Colby, C. L. (2015). An Updated and Streamlined Technology Readiness Index:TRI 2.0. *Journal of Service Research, 18*(1), 59-74.

Park, J. A., & Gagnon, G. B. (2006). A Causal Relationship Between the Balanced Scorecard Perspectives. *Journal of Human Resources in Hospitality & Tourism, 5*(2), 91-116.

Park, S., & Gupta, S. (2012). Handling Endogenous Regressors by Joint Estimation Using Copulas. *Marketing Science, 31*(4), 567-586.

Park, Y., Park, Y., Hong, P. C., & Yang, S. (2017). Clarity of CSR orientation and firm performance: case of Japanese SMEs. *Benchmarking: An International Journal, 24*(6), 1581-1596.

Patiar, A., & Mia, L. (2009). Transformational leadership style, market competition and departmental performance: Evidence from luxury hotels in Australia. *International Journal of Hospitality Management, 28*(2), 254-262.

Pattnaik, A. (2020). Inclusive Business for Sustainable Growth. In N. Mitra & R. Schmidpeter (Eds.), *Mandated Corporate Social Responsibility: Evidence from India* (pp. 161-173). Cham: Springer International Publishing.

Pearl, J. (2009). Causal inference in statistics: An overview. *Statist. Surv., 3*, 96-146.

Pedersen, E. R. G. (2010). Modelling CSR: How Managers Understand the Responsibilities of Business Towards Society. *Journal of Business Ethics, 91*(2), 155-166.

Pedersen, E. R. G. (2011). All animals are equal, but …: management perceptions of stakeholder relationships and societal responsibilities in multinational

corporations. *Business Ethics: A European Review, 20*(2), 177-191.

Pedersen, E. R. G., & Gwozdz, W. (2014). From Resistance to Opportunity-Seeking: Strategic Responses to Institutional Pressures for Corporate Social Responsibility in the Nordic Fashion Industry. *Journal of Business Ethics, 119*(2), 245-264.

Pedersen, E. R. G., Gwozdz, W., & Hvass, K. K. (2018). Exploring the Relationship Between Business Model Innovation, Corporate Sustainability, and Organisational Values within the Fashion Industry. *Journal of Business Ethics, 149*(2), 267-284.

Peloza, J. (2009). The Challenge of Measuring Financial Impacts From Investments in Corporate Social Performance. *Journal of Management, 35*(6), 1518-1541.

Peng, C.-w., & Yang, M.-l. (2014). The Effect of Corporate Social Performance on Financial Performance: The Moderating Effect of Ownership Concentration. *Journal of Business Ethics, 123*(1), 171-182.

Pennings, J. M. (1975). The Relevance of the Structural-Contingency Model for Organizational Effectiveness. *Administrative Science Quarterly, 20*(3), 393-410.

Perry, P., & Towers, N. (2009). Determining the antecedents for a strategy of corporate social responsibility by small- and medium-sized enterprises in the UK fashion apparel industry. *Journal of Retailing and Consumer Services, 16*(5), 377-385.

Perry, P., & Towers, N. (2013). Conceptual framework development: CSR implementation in fashion supply chains. *International Journal of Physical Distribution & Logistics Management, 43*(5/6), 478-501.

Petersen, E., Wasserman, S., Lee, S.-S., Go, U., Holmes, A. H., Abri, S. A., . . . Tambyah, P. (2020). COVID-19–We urgently need to start developing an exit

strategy. *International Journal of Infectious Diseases*.

Phillips, P., & Louvieris, P. (2005). Performance Measurement Systems in Tourism, Hospitality, and Leisure Small Medium-Sized Enterprises: A Balanced Scorecard Perspective. *Journal of Travel Research, 44*(2), 201-211.

Phillips, P., & Moutinho, L. (2014). Critical review of strategic planning research in hospitality and tourism. *Annals of Tourism Research, 48*, 96-120.

Phillips, P. A. (2007). The Balanced Scorecard and Strategic Control: A Hotel Case Study Analysis. *The Service Industries Journal, 27*(6), 731-746.

Pisani, N., Kourula, A., Kolk, A., & Meijer, R. (2017). How global is international CSR research? Insights and recommendations from a systematic review. *Journal of World Business, 52*(5), 591-614.

Platonova, E., Asutay, M., Dixon, R., & Sabri, M. (2018). The Impact of Corporate Social Responsibility Disclosure on Financial Performance: Evidence from the GCC Islamic Banking Sector. *Journal of Business Ethics, 151*(2), 451-471.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*(3), 513-563.

Podsakoff, P. M., & Organ, D. W. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management, 12*(4), 531-544.

Pollanen, R., Abdel-Maksoud, A., Elbanna, S., & Mahama, H. (2017). Relationships between strategic performance measures, strategic decision-making, and organizational performance: empirical evidence from Canadian public organizations. *Public Management Review, 19*(5), 725-746.

Pomering, A., & Dolnicar, S. (2009). Assessing the prerequisite of successful CSR

implementation: Are consumers aware of CSR initiatives? . *Journal of Business Ethics, 85*, 285-301.

Pool, J. K., Khodadadi, M., & Kalati, E. A. (2017). Linking internal marketing orientation to balanced scorecard outcomes in small businesses: the case of travel agencies. *International Journal of Culture, Tourism and Hospitality Research, 11*(3), 297-308.

Porter, M. E., & Kramer, M. R. (2006). Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review, 84*(12), 78-92.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods, 40*(3), 879-891.

Preston, L. E., & O'Bannon, D. P. (1997). The Corporate Social-Financial Performance Relationship: A Typology and Analysis. *Business & Society, 36*(4), 419-429.

Price, J. M., & Sun, W. (2017). Doing good and doing bad: The impact of corporate social responsibility and irresponsibility on firm performance. *Journal of Business Research, 80*, 82-97.

Qu, S. Q., & Cooper, D. J. (2011). The role of inscriptions in producing a balanced scorecard. *Accounting, Organizations & Society, 36*(6), 344-362.

Quéré, B. P., Nouyrigat, G., & Baker, C. R. (2018). A Bi-Directional Examination of the Relationship Between Corporate Social Responsibility Ratings and Company Financial Performance in the European Context. *Journal of Business Ethics, 148*(3), 527-544.

Quintana-García, C., Marchante-Lara, M., & Benavides-Chicón, C. G. (2018). Social responsibility and total quality in the hospitality industry: does gender matter?

Journal of Sustainable Tourism, 26(5), 722-739.

Rahman, I. (2019). *Corporate sustainability performance of the readymade garments industry in Bangladesh: Impact of organisational pressures and sustainability management control system.* (Doctor of Philosophy), Aston University, UK.

Rajagopalan, N., Rasheed, A., & Datta, D. (1993). Strategic Decision Processes: Critical Review and Future Directions. *Journal of Management, 19*, 349-384.

Raub, S., & Blunschi, S. (2013). The Power of Meaningful Work: How Awareness of CSR Initiatives Fosters Task Significance and Positive Work Outcomes in Service Employees. *Cornell Hospitality Quarterly, 55*(1), 10-18.

Reimer, M., Van Doorn, S., & Heyden, M. L. M. (2018). Unpacking Functional Experience Complementarities in Senior Leaders' Influences on CSR Strategy: A CEO–Top Management Team Approach. *Journal of Business Ethics, 151*(4), 977-995.

Rhodes, J., Walsh, P., & Lok, P. (2008). Convergence and divergence issues in strategic management - Indonesia's experience with the Balanced Scorecard in HR management. *International Journal of Human Resource Management, 19*(6), 1170-1185.

Riani, M., Torti, F., & Zani, S. (2011). Outliers and Robustness for Ordinal Data. In R. S. Kenett & S. Salini (Eds.), *Modern Analysis of Customer Surveys* (pp. 155-169).

Ribeiro, M. L., Vasconcelos, M. L., & Rocha, F. (2019). Monitoring performance indicators in the Portuguese hospitality sector. *International Journal of Contemporary Hospitality Management, 31*(2), 790-811.

Rigby, D. (2001). Management Tools and Techniques: A SURVEY. *California Management Review, 43*(2), 139-160.

Rivera, M., & Croes, R. (Producer). (2020). The resilience and vulnerability of small lodgings in Florida: The impact of COVID-19. *Industry Webinar Seminar*. [Research study]

Roberts, M. L., Albright, T. L., & Hibbets, A. R. (2004). Debiasing Balanced Scorecard Evaluations. *Behavioral Research in Accounting, 16*, 75-88.

Rodrigue, M., Magnan, M., & Boulianne, E. (2013). Stakeholders' influence on environmental strategy and performance indicators: A managerial perspective. *Management Accounting Research, 24*(4), 301-316.

Rodríguez, F. J. G., & Cruz, Y. d. M. A. (2007). Relation between social-environmental responsibility and performance in hotel firms. *International Journal of Hospitality Management, 26*(4), 824-839.

Rogers, E. M. (1995). *Diffusion of Innovations*. New York: Free Press.

Rosenbuch, N., Bausch, A., & Galander, A. (2007). The impact of environmental characteristics on firm performance: A meta analysis. *Academy of Management Proceedings, 2007*(1), 1-6.

Rosenbusch, N., Rauch, A., & Bausch, A. (2013). The Mediating Role of Entrepreneurial Orientation in the Task Environment–Performance Relationship: A Meta-Analysis. *Journal of Management, 39*(3), 633-659.

Rosenthal, R., & Rosnow, R. L. (2008). *Essentials of Behavioral Research: Methods and Data Analysis* (Third ed.). New York: Mc-Graw Hill.

Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2013). Applicants' and Employees' Reactions to Corporate Social Responsibility: The Moderating Effects of First-Party Justice Perceptions and Moral Identity. *Personnel Psychology, 66*(4), 895-933.

Sachs, S., Rühli, E., & Mittnacht, V. (2005). A CSR framework due to multiculturalism:

the Swiss Re case. *Corporate Governance: The International Journal of Effective Board Performance, 5*(3), 52-60.

Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saaeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research, 68*(2), 341-350.

Sainaghi, R. (2010). Hotel performance: state of the art. *International Journal of Contemporary Hospitality Management, 22*(7), 920-952.

Sainaghi, R., Baggio, R., Phillips, P., & Mauri Aurelio, G. (2018). Hotel performance and research streams: a network cluster analysis. *International Journal of Contemporary Hospitality Management, 32*(2), 425-462.

Sainaghi, R., Phillips, P., Baggio, R., & Mauri, A. (2019). Hotel performance: Rigor and relevant research topics. *International Journal of Hospitality Management, 78*, 13-26.

Sainaghi, R., Phillips, P., & Corti, V. (2013). Measuring hotel performance: Using a balanced scorecard perspectives' approach. *International Journal of Hospitality Management, 34*, 150-159.

Sainaghi, R., Phillips, P., & Zavarrone, E. (2017). Performance measurement in tourism firms: A content analytical meta-approach. *Tourism Management, 59*, 36-56.

Salehzadeh, R., Javad Khazaei, P., Jafar Kia, L., Dolati, H., & Jamkhaneh, H. B. (2015). Studying the effect of spiritual leadership on organizational performance: an empirical study in hotel industry. *International Journal of Culture, Tourism and Hospitality Research, 9*(3), 346-359.

Samba, C., Tabesh, P., Thanos, I. C., & Papadakis, V. M. (2020). Method in the madness? A meta-analysis on the strategic implications of decision

comprehensiveness. *Strategic Organization, 0*.

Sánchez-Ollero, J. L., García-Pozo, A., & Marchante-Mera, A. (2014). How Does Respect for the Environment Affect Final Prices in the Hospitality Sector? A Hedonic Pricing Approach. *Cornell Hospitality Quarterly, 55*(1), 31-39.

Sarstedt, M., Hair, J. F., Cheah, J.-H., Becker, J.-M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal (AMJ), 27*(3), 197-211.

Sarstedt, M., Henseler, J., & Ringle Christian, M. (2011). Multigroup Analysis in Partial Least Squares (PLS) Path Modeling: Alternative Methods and Empirical Results. In S. Marko, S. Manfred, & R. T. Charles (Eds.), *Measurement and Research Methods in International Marketing* (Vol. 22, pp. 195-218): Emerald Group Publishing Limited.

Sarstedt, M., & Mooi, E. (2014). Hypothesis Testing & ANOVA *A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics* (pp. 141-192). Berlin, Heidelberg: Springer Berlin Heidelberg.

Schay, B. W., Beach, M. E., Caldwell, J. A., & LaPolice, C. (2002). Using standardized outcome measures in the federal government. *Human Resource Management, 41*(3), 355.

Schloetzer, J. D. (2012). Process Integration and Information Sharing in Supply Chains. *Accounting Review, 87*(3), 1005-1032.

Schmitz, J., & Schrader, J. (2015). Corporate social responsibility: A microeconomic review of the literature. *Journal of Economic Surveys, 29*(1), 27-45.

Seifert, B., Morris, S. A., & Bartkus, B. R. (2004). Having, Giving, and Getting: Slack Resources, Corporate Philanthropy, and Firm Financial Performance. *Business & Society, 43*(2), 135-161.

Semeijn, J. H., Van Der Heijden, B. I. J. M., & Van Der Lee, A. (2014). Multisource Ratings Of Managerial Competencies And Their Predictive Value For Managerial And Organizational Effectiveness. *Human Resource Management, 53*(5), 773-794.

Sengupta, M. (2017). Impact of CSR on Education Sector. In N. Mitra & R. Schmidpeter (Eds.), *Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate* (pp. 33-50). Cham: Springer International Publishing.

Serra-Cantallops, A., Peña-Miranda, D. D., Ramón-Cardona, J., & Martorell-Cunill, O. (2017). Progress in Research on CSR and the Hotel Industry (2006-2015). *Cornell Hospitality Quarterly, 59*(1), 15-38.

Shahzad, A. M., Mousa, F. T., & Sharfman, M. P. (2016). The implications of slack heterogeneity for the slack-resources and corporate social performance relationship. *Journal of Business Research, 69*(12), 5964-5971.

Sharma, S. (2000). Managerial Interpretations and Organizational Context as Predictors of Corporate Choice of Environmental Strategy. *The Academy of Management Journal, 43*(4), 681-697.

Shepherd, N. G. (2014). *An empirical examination of the strategic decision-making process: The relationship between context, process, and outcomes.* (Doctor of Philosophy), Aston University, UK.

Shepherd, N. G., & Rudd, J. M. (2014). The Influence of Context on the Strategic Decision-Making Process: A Review of the Literature. *International Journal of Management Reviews, 16*(3), 340-364.

Short, J. C., McKenny, A. F., Ketchen, D. J., Snow, C. C., & Hult, G. T. M. (2016). An Empirical Examination of Firm, Industry, and Temporal Effects on Corporate

Social Performance. *Business & Society, 55*(8), 1122-1156.

Singh, A. (2019). The English language factor as a litmus test for placement with luxury hotel brands in India. *Worldwide Hospitality and Tourism Themes, 11*(1), 68-77.

Singleton, R. A., & Straits, B. C. (2005). *Approaches to Social Research*. New York: Oxford University Press.

Sirmon, D. G., Hitt, M. A., Arregle, J.-L., & Campbell, J. T. (2010). The dynamic interplay of capability strengths and weaknesses: investigating the bases of temporary competitive advantage. *Strategic Management Journal, 31*(13), 1386-1409.

Sobh, R., & Perry, C. (2006). Research design and data analysis in realism research. *European Journal of Marketing, 40*(11/12), 1194-1209.

Song, H., Li, G., & Cao, Z. (2018). Tourism and Economic Globalization: An Emerging Research Agenda. *Journal of Travel Research, 57*(8), 999-1011.

Soytas, M., Denizel, M., & Uşar, D. (2019). Addressing endogeneity in the causal relationship between sustainability and financial performance. *International Journal of Production Economics, 210*, 56-71.

Speckbacher, G., Bischof, J., & Pfeiffer, T. (2003). A descriptive analysis on the implementation of Balanced Scorecards in German-speaking countries. *Management Accounting Research, 14*(4), 361.

Spiller, R. (2000). Ethical Business and Investment: A Model for Business and Society. *Journal of Business Ethics, 27*(1/2), 149-160.

Sposito, V. A., Hand, M. L., & Skarpness, B. (1983). On the efficiency of using the sample kurtosis in selecting optimal lpestimators. *Communications in Statistics - Simulation and Computation, 12*(3), 265-272.

Starbuck, W. H. (1976). Organizations and their environments. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1069-1123). Chicago: Rand McNally.

Stepchenkova, S., Tang, L., Jang, S., Kirilenko, A. P., & Morrison, A. M. (2010). Benchmarking CVB website performance: Spatial and structural patterns. *Tourism Management, 31*(5), 611-620.

Steup, M., & Neta, R. (2020). Epistemology. Retrieved from https://plato.stanford.edu/archives/spr2020/entries/epistemology/

Stone, P. J. (1997). Text Analysis for the Social Sciences: Methods for Drawing Statistical Inferences From Texts and Transcripts. In C. W. Roberts (Ed.): Taylor & Francis.

Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review, 24*(2), 111-124.

Strand, R. (2014). Strategic Leadership of Corporate Sustainability. *Journal of Business Ethics, 123*(4), 687-706.

Sundin, H., Granlund, M., & Brown, D. (2010). Balancing Multiple Competing Objectives with a Balanced Scorecard. *European Accounting Review, 19*(2), 203-246.

Surroca, J., Tribó, J. A., & Waddock, S. (2010). Corporate responsibility and financial performance: the role of intangible resources. *Strategic Management Journal, 31*(5), 463-490.

Sutheewasinnon, P., Hoque, Z., & Nyamori, R. O. (2016). Development of a performance management system in the Thailand public sector: Isomorphism and the role and strategies of institutional entrepreneurs. *Critical Perspectives*

on *Accounting, 40*, 26-44.

Taneja, S. S., Taneja, P. K., & Gupta, R. K. (2011). Researches in Corporate Social Responsibility: A Review of Shifting Focus, Paradigms, and Methodologies. *Journal of Business Ethics, 101*(3), 343-364.

Tang, Z., Hull, C. E., & Rothenberg, S. (2012). How Corporate Social Responsibility Engagement Strategy Moderates the CSR–Financial Performance Relationship. *Journal of Management Studies, 49*(7), 1274-1303.

Tata, J., & Prasad, S. (2015). CSR communication: An impression management perspective. *Journal of Business Ethics, 132*(4), 765-778.

Tayler, W. B. (2010). The Balanced Scorecard as a Strategy-Evaluation Tool: The Effects of Implementation Involvement and a Causal-Chain Focus. *Accounting Review, 85*(3), 1095-1117.

Taylor, S., & Asmundson, G. (2007). Internal and external validity in clinical research. In D. McKay (Ed.), *Handbook of research methods in abnormal and clinical psychology* (pp. 23-34). Los Angeles: Sage Publications.

The World Bank. (2020). India. https://data.worldbank.org/country/india

Theodoulidis, B., Diaz, D., Crotto, F., & Rancati, E. (2017). Exploring corporate social responsibility and financial performance through stakeholder theory in the tourism industries. *Tourism Management, 62*, 173-188.

Tölkes, C. (2018). Sustainability communication in tourism – A literature review. *Tourism Management Perspectives, 27*, 10-21.

Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics, 85*(4), 411-427.

Ullrich, M. J., & Tuttle, B. M. (2004). The Effects of Comprehensive Information Reporting Systems and Economic Incentives on Managers' Time-Planning

Decisions. *Behavioral Research in Accounting, 16*, 89-105.

Umashev, C., & Wiliett, R. (2008). Challenges to Implementing Strategic Performance Measurement Systems in Multi-Objective Organizations: The Case of a Large Local Government Authority. *Abacus, 44*(4), 377.

UNEP, & UNWTO. (2005). *Making tourism more sustainable - A guide for policy makers*.

United Nations. (2020). *The sustainable development goals report 2020*.

United Nations World Tourism Organization. (2020). International Tourist Numbers Down 65% in First Half of 2020, UNWTO Reports [Press release]. Retrieved from https://www.unwto.org/news/international-tourist-numbers-down-65-in-first-half-of-2020-unwto-reports

UNWTO. (2017). *10YFP Sustainable Tourism Programme Annual Magazine 2016/2017: Advancing towards a clear North*.

UNWTO. (2020). *Compendium of Tourism Statistics Data 2014 – 2018*.

Van Beurden, P., & Gössling, T. (2008). The Worth of Values – A Literature Review on the Relation Between Corporate Social and Financial Performance. *Journal of Business Ethics, 82*(2), 407.

Van de Ven, A. H. (2007). *Engaged scholarship : A guide for organizational and social research*. New York: Oxford University Press.

van der Woerd, F., & van den Brink, T. (2004). Feasibility of a Responsive Business Scorecard--a pilot study. *Journal of Business Ethics, 55*(2), 173-186.

van Tulder, R., van Wijk, J., & Kolk, A. (2009). From Chain Liability to Chain Responsibility. *Journal of Business Ethics, 85*(2), 399-412.

van Veen-Dirks, P., & Wijn, M. (2002). Strategic Control: Meshing Critical Success Factors with the Balanced Scorecard. *Long Range Planning, 35*(4), 407-427.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *The Academy of Management Review, 11*(4), 801-814.

Verner, J. M., Brereton, O. P., Kitchenham, B. A., Turner, M., & Niazi, M. (2014). Risks and risk mitigation in global software development: A tertiary study. *Information & Software Technology, 56*(1), 54-78.

Vila, M., Costa, G., & Rovira, X. (2010). The creation and use of scorecards in tourism planning: A Spanish example. *Tourism Management, 31*(2), 232-239.

Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of Partial Least Squares: Concepts, Methods and Applications*: Springer Publishing Company, Incorporated.

Vygotsky, L. S. (1978). *Mind in Society* (M. Cole, V. John-Steiner, S. Scribner, & E. Souberman Eds.). Cambridge: Harvard University Press.

Waddock, S. A., & Graves, S. B. (1997). The Corporate Social Performance-Financial Performance Link. *Strategic Management Journal, 18*(4), 303-319.

Wagner, M., & Blom, J. (2011). The reciprocal and non-linear relationship of sustainability and financial performance. *Business Ethics: A European Review, 20*(4), 418-432.

Waldman, D. A., Siegel, D. S., & Javidan, M. (2006). Components of CEO Transformational Leadership and Corporate Social Responsibility*. *Journal of Management Studies, 43*(8), 1703-1725.

Walker, G., & MacDonald, J. R. (2001). Designing and implementing an HR scorecard. *Human Resource Management, 40*(4), 365-377.

Wang, C.-J. (2014). Do ethical and sustainable practices matter? Effects of corporate citizenship on business performance in the hospitality industry. *International*

Journal of Contemporary Hospitality Management, 26(6), 930-947.

Wang, C. K., & Ang, B. L. (2004). Determinants of Venture Performance in Singapore. *Journal of Small Business Management, 42*(4), 347-363.

Wang, D. H.-M., Chen, P.-H., Yu, T. H.-K., & Hsiao, C.-Y. (2015). The effects of corporate social responsibility on brand equity and firm performance. *Journal of Business Research, 68*(11), 2232-2236.

Wang, Q., Dou, J., & Jia, S. (2016). A Meta-Analytic Review of Corporate Social Responsibility and Corporate Financial Performance:The Moderating Effect of Contextual Factors. *Business & Society, 55*(8), 1083-1121.

WCED. (1987). *Our common future*. Oxford; New York: Oxford University Press.

Whitfield, J., & Dioko, L. A. N. (2012). Measuring and Examining the Relevance of Discretionary Corporate Social Responsibility in Tourism:Some Preliminary Evidence from the U.K. Conference Sector. *Journal of Travel Research, 51*(3), 289-302.

Wickert, C., & Risi, D. (2019). *Corporate Social Responsibility* Elements in Business Strategy, Retrieved from https://www.cambridge.org/core/elements/corporate-social-responsibility/E2694D5DE28DE75AD8D3D48A92D06EE5 doi:DOI: 10.1017/9781108775298

Wickert, C., Scherer, A. G., & Spence, L. J. (2016). Walking and Talking Corporate Social Responsibility: Implications of Firm Size and Organizational Cost. *Journal of Management Studies, 53*(7), 1169-1196.

Wiengarten, F., Lo, C., & Lam, J. (2017). 'How does Sustainability Leadership Affect Firm Performance? The Choices Associated with Appointing a Chief Officer of Corporate Social Responsibility'. *Journal of Business Ethics, 140*(3), 477-493.

Wiersma, E. (2009). For which purposes do managers use Balanced Scorecards?: An

empirical study. *Management Accounting Research, 20*(4), 239-251.

Wijethilake, C., & Lama, T. (2019). Sustainability core values and sustainability risk management: Moderating effects of top management commitment and stakeholder pressure. *Business Strategy and the Environment, 28*(1), 143-154.

Wong-On-Wing, B., Guo, L., Li, W., & Yang, D. (2007). Reducing conflict in balanced scorecard evaluations. *Accounting, Organizations & Society, 32*(4/5), 363-377.

Wood, D. J. (1991). Corporate Social Performance Revisited. *The Academy of Management Review, 16*(4), 691-718.

Woods, M., & Grubnic, S. (2008). Linking comprehensive performance assessment to the balanced scorecard: Evidence from Hertfordshire county council. *Financial Accountability & Management, 24*(3), 343-361.

World Economic Forum. (2019). *The Travel & Tourism Competitiveness Report 2019: Travel and Tourism at a Tipping Point*.

World Travel & Tourism Council. (2020a). *Global Economic Impact & Trends 2020*.

World Travel & Tourism Council. (2020b). *To Recovery & Beyond: The future of travel & tourism in the wake of COVID-19*.

World Travel & Tourism Council. (2020c). *Travel and Tourism: Economic Impact*.

Wu, S.-I., & Chen, J.-H. (2012). Comparison between hotels and motels using CRM effect model – An empirical study in Taiwan. *International Journal of Hospitality Management, 31*(4), 1254-1263.

Wu, S.-I., & Lu, C.-L. (2012). The relationship between CRM, RM, and business performance: A study of the hotel industry in Taiwan. *International Journal of Hospitality Management, 31*(1), 276-285.

Xia, B., Olanipekun, A., Chen, Q., Xie, L., & Liu, Y. (2018). Conceptualising the state of the art of corporate social responsibility (CSR) in the construction industry

and its nexus to sustainable development. *Journal of Cleaner Production, 195*, 340-353.

Yeung, A. K., & Berman, B. (1997). Adding value through human resources: Reorienting human resource measurement to drive business performance. *Human Resource Management, 36*(3), 321-335.

Yin, J. (2017). Institutional Drivers for Corporate Social Responsibility in an Emerging Economy: A Mixed-Method Study of Chinese Business Executives. *Business & Society, 56*(5), 672-704.

Yin, J., Singhapakdi, A., & Du, Y. (2016). Causes and moderators of corporate social responsibility in China: The influence of personal values and institutional logics. *Asian Business & Management, 15*.

Yin, J., & Zhang, Y. (2012). Institutional Dynamics and Corporate Social Responsibility (CSR) in an Emerging Country Context: Evidence from China. *Journal of Business Ethics, 111*(2), 301-316.

Yin, R. (2003). *Case Study Research: Design and Methods*. Thousand Oaks: Sage.

Yuan, J., Morrison, A. M., Linton, S., Feng, R., & Jeon, S.-M. (2004). Marketing Small Wineries: An Exploratory Approach to Website Evaluation. *Tourism Recreation Research, 29*(3), 15-25.

Yusliza, M. Y., Norazmi Nurul, A., Jabbour Charbel José, C., Fernando, Y., Fawehinmi, O., & Seles Bruno Michel Roman, P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *Benchmarking: An International Journal, 26*(6), 2051-2078.

Zenker, S., & Kock, F. (2020). The coronavirus pandemic – A critical discussion of a tourism research agenda. *Tourism Management, 81*, 104164.

Zerbini, F. (2017). CSR Initiatives as Market Signals: A Review and Research Agenda. *Journal of Business Ethics, 146*(1), 1-23.

Zhang, Q., Oo, B. L., & Lim, B. T. H. (2019). Drivers, motivations, and barriers to the implementation of corporate social responsibility practices by construction enterprises：A review. *Journal of Cleaner Production, 210*, 563-584.

Zhou, K. Z., & Li, C. B. (2010). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research, 63*(3), 224-231.

Zhu, Y., Sun, L.-y., & Leung, A. S. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management, 31*(4), 925-947.

Zins, A. (2014). Internal BenchmarkIng for regIonal tourIsm organIzatIons: a case example. *Tourism Analysis, 19*.

APPENDICES

Appendix A: Ethics Approval

Qatar University Institutional Review Board
QU-IRB

June 20, 2019

Dr. Said M. Elbanna
PhD Student Supervisor
College of Business and Economic
Qatar University
Tel.: 4403-6478
Email: selbanna@qu.edu.qa

Dear Dr. Said Elbanna,

Sub.: Change-1 Approval on QU-IRB 1101-E/19 of May 26, 2019/ CBE PhD Student Project (QUST-1-CBE-2019-5)
Ref.: Student, Tahniyath Fatima/ Email tf1001585@student.qu.edu.qa
Project Title, "How does CSR strategy impact your firm performance? A mediated-moderation study"

Please note that the changes reported to the originally submitted documents for QU-IRB 1101-E/19 (in the layout of the survey, and question 1 on CSR and addition of a question), are approved by the committee. The project remains **"Exempted" under Category 2** based on the Policies, Regulations and Guidelines provided by MoPH for Research Involving Human Subjects as below.

Exemption Category 2: Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) information obtained is recorded in such a manner that human subjects can be identified; and (ii) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

Documents reviewed: Originally submitted documents, QU-IRB Modification/Renewal Request (updated)

We reiterate that exempted projects do not require renewal however, any changes/modifications to the original submitted protocol should be reported to the committee to seek approval prior to continuation.

Your Research Ethics Approval No. remains as: **QU-IRB 1101-E/19**. Kindly refer to this number in all your future correspondence pertaining to this project. In addition, please submit a closure report to QU-IRB upon completion of the project.

Best wishes,

Dr. Ahmed Awaisu
Chairperson, QU-IRB

Institutional Review Board
(IRB)
Office Of Academic Research

Qatar University-Institutional Review Board (QU-IRB), P.O. Box 2713 Doha, Qatar
Tel +974 4403-5307 (GMT +3hrs) email: QU-IRB@qu.edu.qa

350

Appendix B: Questionnaire

<u>THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANIZATIONAL PERFORMANCE</u>

Dear Manager,

This research project is funded by Qatar University (QUST-1-CBE-2019-5) and aims to study the role of Corporate Social Responsibility (CSR) on organizational performance.

Your contribution is very important to this study. This survey should be completed by a manager who closely gets involved in the CSR activities in your hotel. If you are not responsible or aware about the CSR practices of your hotel, please, do not complete this survey.

Please answer all questions, to the best of your knowledge, by selecting the single best option (1, 2, 3, 4, or 5) for each item. If the options provided do not exactly fit the situation in your hotel, please choose the closest option.

We expect that you will take approximately 15 minutes to complete the survey. The questions are organized into six sections. If you wish to receive a summary of the results, please write your email at the end of the survey. You may withdraw from this study at any time.

Thank you for taking the time to participate in this study. You and your hotel's identity will remain **<u>anonymous</u>** and **<u>confidential.</u>** Please note that the individual responses will be used solely for research purposes. This research has been approved by the Qatar University Institutional Review Board with the approval number QU-IRB 1101-E/19. If you have any questions related to ethical compliance of the study, you may contact them at QU-IRB@qu.edu.qa. For any other general queries, please feel free to contact me on the email below.

Tahniyath Fatima, tf1001585@qu.edu.qa
PhD Student – Management
College of Business & Economics, Qatar University

Please indicate that you have read the above information and voluntarily agree to participate in this research study by answering the survey

☐ Yes   ☐ No

Hotel profile

Please, provide us with the following information:

1	Approximate number of full-time employees	
2	Year when this hotel branch was established	
3	City	
4	Type of ownership	☐ Private sector ☐ Public sector ☐ Joint venture ☐ Other, specify
5	Hotel ranking (this branch)	☐ 5 stars ☐ 4 stars ☐ 3 stars or less
6	This hotel belongs to a hotel chain	☐ Yes ☐ No

PART A. Internal pressures

Q1. Please indicate to what extent you agree or disagree with each one of the following statements in relation to your top management.

		Strongly Disagree		Neutral		Strongly Agree
1	Top management extends full support for sustainability practices	1	2	3	4	5
2	Top management commits to reducing sustainability issues resulting from operations	1	2	3	4	5
3	Top management consistently assesses the sustainability impact of our hotel	1	2	3	4	5
4	Top management shows behavior that indicates sustainability as a competitive advantage	1	2	3	4	5
5	Top management has a great understanding of competitors' sustainability practices	1	2	3	4	5
6	Top management knows a great deal about customers' sustainability requirements	1	2	3	4	5
7	Top management has a great knowledge of the industry's sustainability requirements	1	2	3	4	5
8	Top management effectively communicates its adopted sustainability practices among stakeholders	1	2	3	4	5

PART B. CSR Strategy

Q2. Please indicate, to the best of your knowledge, the extent to which your hotel has adopted the following CSR practices.

		Not at all		To a moderate extent		To a very great extent
Economic CSR						
1	Our hotel has a procedure in place to respond to every customer complaint	1	2	3	4	5
2	Our hotel continually improves the quality of its services	1	2	3	4	5
3	Our hotel closely monitors its employee's productivity	1	2	3	4	5
4	Top management establishes long-term strategies for our hotel	1	2	3	4	5
Legal CSR						
1	Managers are informed about relevant environmental laws	1	2	3	4	5
2	All our services meet legal standards	1	2	3	4	5
3	Our hotel seeks to comply with all laws regulating hiring and employee benefits	1	2	3	4	5
4	Our hotel has programs that encourage the diversity of its workplace (in terms of age, gender, physical ability, or race)	1	2	3	4	5

5	The managers of this hotel try to comply with the law	1	2	3	4	5

Ethical CSR

1	Our hotel has a comprehensive code of conduct	1	2	3	4	5
2	Members of our hotel follow professional standards	1	2	3	4	5
3	Top managers monitor the potential negative impacts of our hotel's activities on our society	1	2	3	4	5
4	We are recognized as a trustworthy hotel	1	2	3	4	5
5	Our salespersons and employees are required to provide full and accurate information to all customers	1	2	3	4	5

Philanthropic CSR

1	Our hotel tries to improve the image of its services	1	2	3	4	5
2	Our hotel tries to improve perception of its business conduct	1	2	3	4	5
3	Our hotel tries to improve its corporate image	1	2	3	4	5
4	Our hotel tries to help the poor	1	2	3	4	5
5	Our hotel tries to accommodate governmental requests	1	2	3	4	5
6	Our hotel tries to accommodate requests for Non-Governmental Organizations	1	2	3	4	5

Q3. To what extent do you agree with the following statements about your hotel's social and environmental activities?

		Strongly disagree				Strongly agree
1	Our hotel has clearly defined social and environmental objectives	1	2	3	4	5
2	Our hotel allocates substantial resources to social and environmental improvements	1	2	3	4	5
3	Our hotel regularly measures and reports social and environmental performance	1	2	3	4	5
4	Our hotel tries to substitute polluting materials/products with less polluting ones	1	2	3	4	5
5	Managers and employees receive training and education in social and environmental responsibility	1	2	3	4	5
6	Management always considers social and environmental impacts when making important business decisions	1	2	3	4	5
7	Out hotel recognizes and rewards managers/employees who contribute to social and environmental improvements	1	2	3	4	5
8	Out hotel is open, honest, and transparent in its internal and external communication of social and environmental impacts	1	2	3	4	5

9	Our hotel works hard to ensure high social and environmental standards in the supply chain	1	2	3	4	5
10	Our hotel actively promotes social and environmental-friendly customer behavior	1	2	3	4	5

PART C. Organizational and environmental context

Q4. Please indicate the extent to which you agree or disagree with the following statements regarding <u>the current situation</u> in your hotel.

		Strongly Strongly Disagree Agree		Neutral		
1	It is very difficult to get approval for a project that is worth doing	1	2	3	4	5
2	In terms of the availability of money, our hotel's situation is tight	1	2	3	4	5
3	Our hotel has difficulty obtaining sufficient funds to deliver its services	1	2	3	4	5
4	Our hotel has difficulty obtaining sufficient funds to introduce new services	1	2	3	4	5
5	Our hotel has difficulty in implementing its strategic/business plan because of the lack of required resources	1	2	3	4	5
6	Our hotel has easy access to resources for development and improvement	1	2	3	4	5

Q5. How would you characterize the external environment in which your hotel operates? Please tick the number which best describes the situation in your hotel.

1	Very safe; little threat to survival and well-being of the hotel	1	2	3	4	5	Very risky; a false step can mean hotel's loss
2	Rich in investment and marketing opportunities; not at all stressful	1	2	3	4	5	Very stressful, exacting, hostile; very hard to keep afloat
3	An environment that your hotel can control and manipulate to its own advantage, (e.g. a dominant hotel in an industry with little competition and few hindrances)	1	2	3	4	5	A dominating environment, in which your hotel's initiatives count for very little against the tremendous forces of your business or political environment

Q6. Please select the number, which best describes the <u>competitive environment</u> in which your hotel is working.

		Strongly Disagree		Neutral		Strongly Agree
1	There are many "promotion wars" in our industry	1	2	3	4	5
2	Anything that one competitor can offer, others can match instantly	1	2	3	4	5
3	Price competition is a hallmark of our industry	1	2	3	4	5

PART D. Hotel performance

Q7. Please rate the performance of your hotel at the current time <u>in comparison to similar hotels</u> on each of the following criteria.

		Very Poor		**Average**		**Excellent**
Financial performance						
1	Gross operating profit	1	2	3	4	5
2	Return on sale	1	2	3	4	5
3	Revenue per available room	1	2	3	4	5
4	Liquidity ratio	1	2	3	4	5
5	Environmental, health and safety spending	1	2	3	4	5
6	Donations to local society	1	2	3	4	5
Customer performance						
1	Verbal/anecdotal customer feedback via staff	1	2	3	4	5
2	Average spend of customer	1	2	3	4	5
3	Market share	1	2	3	4	5
4	Market share growth	1	2	3	4	5
5	Market share of green services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities etc.)	1	2	3	4	5
6	Customer satisfaction	1	2	3	4	5
Internal business performance						
1	Productivity levels, e.g., labor productivity	1	2	3	4	5
2	Efficiency of operations, e.g., booking, room service	1	2	3	4	5
3	Proper completion of planned projects/initiatives	1	2	3	4	5
4	Serving customers on time	1	2	3	4	5
5	Reduction in workplace accidents	1	2	3	4	5
6	Programmes to monitor and reduce use of resources and prevent pollution	1	2	3	4	5
Growth performance						
1	Number of new 'green' services (i.e., provision of eco-friendly amenities, reduce, reuse and recycle options for hotel amenities, energy saving initiatives etc.)	1	2	3	4	5
2	Process improvement initiatives	1	2	3	4	5
3	Building network of relationships with stakeholders	1	2	3	4	5
4	Membership of trade/professional bodies	1	2	3	4	5
Learning performance						
1	Staff capabilities	1	2	3	4	5
2	Staff satisfaction	1	2	3	4	5
3	Staff development	1	2	3	4	5
4	Staff retention rate	1	2	3	4	5
Social performance						
1	Complying with social regulations	1	2	3	4	5
2	Limiting negative social impact beyond compliance	1	2	3	4	5
3	Preventing and mitigating social crises (i.e., work-related fatal injuries, incidents of discrimination, incidents of human rights violations across the supply chain)	1	2	3	4	5

4	Educating employees and the public about social issues (i.e., health and safety, human rights, preservation and promotion of local cultural identity	1	2	3	4	5
5	Creation of new job opportunities	1	2	3	4	5
Environment performance						
1	Reduced pollution and service costs	1	2	3	4	5
2	Reduced environmental fines	1	2	3	4	5
3	Increased image in environmental protection	1	2	3	4	5
4	Increases in products with environmentally friendly design	1	2	3	4	5
5	Strengthened internal environmental management and communication	1	2	3	4	5
6	Awareness and understanding of current trends in environmental regulations	1	2	3	4	5

PART E. Respondent profile

Q8. Please, provide us with the following information:

1	Your position or job title	
2	Your managerial level	☐ Top management ☐ Middle management
3	Your education level	☐ Less than high school ☐ High school or equivalent ☐ College/University degree (Bachelor's) ☐ Graduate degree (Master's or above)
4	Your gender	☐ Male ☐ Female
5	Number of years at this hotel branch	
6	Hotel name (optional)	
7	E-mail (capital letters, please)	

PART F. OPTIONAL COMMENTS

Please feel free to comment on any aspect of this survey you wish in the space provided below.

Thank you very much for your co-operation.

Tahniyath Fatima

356

Appendix C: Outer loading and cross-loading results

Indicator coding	COMP	MUNI	SLACK	TMC	CS	SBSC
COMP1	0.813	0.373	0.395	0.307	0.47	0.39
COMP2	0.758	0.406	0.331	0.279	0.436	0.439
COMP3	0.693	0.351	0.328	0.254	0.314	0.362
MUNI1	0.445	0.889	0.531	0.152	0.332	0.471
MUNI2	0.485	0.891	0.509	0.189	0.354	0.508
MUNI3	0.406	0.904	0.516	0.186	0.305	0.506
SLACK1	0.411	0.519	0.841	0.196	0.417	0.31
SLACK2	0.412	0.48	0.876	0.2	0.403	0.26
SLACK3	0.375	0.468	0.846	0.232	0.366	0.309
SLACK4	0.413	0.487	0.881	0.157	0.412	0.345
SLACK5	0.389	0.533	0.859	0.181	0.465	0.351
TMC1	0.25	0.017	0.087	0.781	0.384	0.367
TMC2	0.293	0.257	0.209	0.681	0.318	0.417
TMC3	0.246	0.15	0.187	0.662	0.329	0.276
CS1	0.328	0.243	0.318	0.307	0.656	0.399
CS2	0.257	0.275	0.276	0.341	0.643	0.402
CS3	0.427	0.217	0.194	0.189	0.555	0.399
CS4	0.403	0.245	0.287	0.273	0.63	0.36
CS5	0.458	0.259	0.476	0.394	0.68	0.402
CS6	0.323	0.209	0.212	0.267	0.612	0.4
CS7	0.258	0.218	0.359	0.388	0.726	0.44
SBSC_C	0.414	0.506	0.298	0.386	0.513	0.843
SBSC_E	0.52	0.426	0.288	0.457	0.478	0.802
SBSC_F	0.324	0.393	0.166	0.362	0.408	0.821
SBSC_IB	0.487	0.461	0.386	0.429	0.633	0.805
SBSC_LG	0.42	0.428	0.312	0.406	0.521	0.792
SBSC_S	0.383	0.467	0.323	0.405	0.437	0.792

Note: Highest loading for each indicator is highlighted

357

Appendix D: Simultaneous endogeneity models

Model 6:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} + \beta_7' C_{MUNI} + \varepsilon'$$

Model 7:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} + \beta_7' C_{SLACK} + \varepsilon'$$

Model 8:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} + \beta_7' C_{TMC} + \varepsilon'$$

Model 9:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} + \beta_7' C_{CS} + \varepsilon'$$

Model 10:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} + \beta_7' C_{SLACK} + \varepsilon'$$

Model 11:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} + \beta_7' C_{TMC} + \varepsilon'$$

Model 12:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} + \beta_7' C_{CS} + \varepsilon'$$

Model 13:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{SLACK}} + \beta_7' C_{\text{TMC}} + \varepsilon'$$

Model 14:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{SLACK}} + \beta_7' C_{\text{CS}} + \varepsilon'$$

Model 15:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{TMC}} + \beta_7' C_{\text{CS}} + \varepsilon'$$

Model 16:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{COMP}} +$$

$$\beta_7' C_{\text{MUNI}} + \beta_8' C_{\text{SLACK}} + \varepsilon'$$

Model 17:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{COMP}} +$$

$$\beta_7' C_{\text{MUNI}} + \beta_8' C_{\text{TMC}} + \varepsilon'$$

Model 18:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{COMP}} +$$

$$\beta_7' C_{\text{MUNI}} + \beta_8' C_{\text{CS}} + \varepsilon'$$

Model 19:

$$\text{SBSC} = \beta_0 + \beta_1' \text{COMP} + \beta_2' \text{MUNI} + \beta_3' \text{CS} + \beta_4' \text{SLACK} + \beta_5' \text{TMC} + \beta_6' C_{\text{COMP}} +$$

$$\beta_7' C_{\text{SLACK}} + \beta_8' C_{\text{TMC}} + \varepsilon'$$

Model 20:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} +$$

$$\beta_7' C_{SLACK} + \beta_8' C_{TMC} + \varepsilon'$$

Model 21:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} +$$

$$\beta_7' C_{SLACK} + \beta_8' C_{CS} + \varepsilon'$$

Model 22:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} +$$

$$\beta_7' C_{TMC} + \beta_8' C_{CS} + \varepsilon'$$

Model 23:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{SLACK} +$$

$$\beta_7' C_{COMP} + \beta_8' C_{CS} + \varepsilon'$$

Model 24:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{TMC} +$$

$$\beta_7' C_{SLACK} + \beta_8' C_{CS} + \varepsilon'$$

Model 25:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{TMC} +$$

$$\beta_7' C_{CS} + \beta_8' C_{COMP} + \varepsilon'$$

Model 26:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} +$$

$$\beta_7' C_{MUNI} + \beta_8' C_{SLACK} + \beta_9' C_{CS} + \varepsilon'$$

Model 27:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} +$$

$$\beta_7' C_{MUNI} + \beta_8' C_{TMC} + \beta_9' C_{CS} + \varepsilon'$$

Model 28:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{MUNI} +$$

$$\beta_7' C_{SLACK} + \beta_8' C_{TMC} + \beta_9' C_{CS} + \varepsilon'$$

Model 29:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{SLACK} +$$

$$\beta_7' C_{TMC} + \beta_8' C_{CS} + \beta_9' C_{COMP} + \varepsilon'$$

Model 30:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} +$$

$$\beta_7' C_{MUNI} + \beta_8' C_{SLACK} + \beta_9' C_{TMC} + \varepsilon'$$

Model 31:

$$SBSC = \beta_0 + \beta_1' COMP + \beta_2' MUNI + \beta_3' CS + \beta_4' SLACK + \beta_5' TMC + \beta_6' C_{COMP} +$$

$$\beta_7' C_{MUNI} + \beta_8' C_{SLACK} + \beta_9' C_{TMC} + \beta_{10}' C_{CS} + \varepsilon'$$

Gaussian Copula test results

Model	Endogenous variables	Coefficients	p-values
Model 6	C_{COMP}	-0.06	0.18
	C_{MUNI}	-0.03	0.47
Model 7	C_{COMP}	-0.06	0.21
	C_{SLACK}	-0.02	0.88
Model 8	C_{COMP}	-0.07	0.18
	C_{TMC}	0.00	0.92
Model 9	C_{COMP}	-0.08	0.09
	C_{CS}	0.05	0.51
Model 10	C_{MUNI}	-0.04	0.37
	C_{SLACK}	-0.06	0.62
Model 11	C_{MUNI}	-0.03	0.43
	C_{TMC}	-0.02	0.56
Model 12	C_{MUNI}	-0.04	0.37
	C_{CS}	0.00	0.98
Model 13	C_{SLACK}	-0.05	0.69
	C_{TMC}	-0.02	0.57
Model 14	C_{SLACK}	-0.06	0.64
	C_{CS}	0.00	0.98
Model 15	C_{TMC}	-0.02	0.46
	C_{CS}	0.01	0.86
Model 16	C_{COMP}	-0.06	0.21
	C_{MUNI}	-0.03	0.48
	C_{SLACK}	-0.02	0.87
Model 17	C_{COMP}	-0.07	0.19
	C_{MUNI}	-0.03	0.47
	C_{TMC}	0.00	0.88
Model 18	C_{COMP}	-0.08	0.09
	C_{MUNI}	-0.03	0.48
	C_{CS}	0.05	0.51
Model 19	C_{COMP}	-0.07	0.21
	C_{SLACK}	-0.02	0.88
	C_{TMC}	0.00	0.92
Model 20	C_{MUNI}	-0.03	0.42
	C_{SLACK}	-0.05	0.68
	C_{TMC}	-0.02	0.61
Model 21	C_{MUNI}	-0.04	0.37
	C_{SLACK}	-0.06	0.63
	C_{CS}	0.00	0.97

Model	Endogenous variables	Coefficients	p-values
	C_{MUNI}	-0.03	0.42
Model 22	C_{TMC}	-0.02	0.50
	C_{CS}	0.01	0.86
	C_{SLACK}	-0.01	0.92
Model 23	C_{COMP}	-0.08	0.10
	C_{CS}	0.05	0.51
	C_{TMC}	-0.02	0.50
Model 24	C_{SLACK}	-0.05	0.70
	C_{CS}	0.01	0.86
	C_{TMC}	0.00	0.97
Model 25	C_{CS}	0.05	0.52
	C_{COMP}	-0.08	0.11
	C_{COMP}	-0.08	0.11
Model 26	C_{MUNI}	-0.03	0.48
	C_{SLACK}	-0.01	0.91
	C_{CS}	0.05	0.51
	C_{COMP}	-0.08	0.11
Model 27	C_{MUNI}	-0.03	0.48
	C_{TMC}	0.00	0.99
	C_{CS}	0.05	0.52
	C_{MUNI}	-0.03	0.42
Model 28	C_{SLACK}	-0.05	0.69
	C_{TMC}	-0.02	0.54
	C_{CS}	0.01	0.86
	C_{SLACK}	-0.01	0.92
Model 29	C_{TMC}	0.00	0.97
	C_{CS}	0.05	0.52
	C_{COMP}	-0.08	0.12
	C_{COMP}	-0.07	0.21
Model 30	C_{MUNI}	-0.03	0.47
	C_{SLACK}	-0.02	0.87
	C_{TMC}	0.01	0.88
	C_{COMP}	-0.08	0.13
	C_{MUNI}	-0.03	0.48
Model 31	C_{SLACK}	-0.01	0.91
	C_{TMC}	0.00	0.98
	C_{CS}	0.05	0.52

Appendix E: Permutation test results

Path	p-value *HotelOwnership*	p-value *StarCategory*
COMP → CS	0.28	0.27
COMP → SBSC	0.06	0.25
CS → SBSC	0.63	*0.01*
MUNI → CS	0.51	0.54
MUNI → SBSC	*0.00*	0.92
SLACK → CS	0.68	0.96
SLACK → SBSC	0.38	*0.01*
TMC → CS	0.98	0.06
TMC → SBSC	0.94	0.06

Note: Significant p-values (≤ 0.05) are italicized