Corporate Social Responsibility: A Study of the Hospitality Industry in Goa

* Christina Ana Maria De Souza
** Mahesh Surendra Pai

Abstract

Goa is a famous tourist destination, and the hospitality industry forms a large part of the tourism industry in Goa. In recent years, many hotels in Goa have been consciously adopting corporate social responsibility initiatives. The present study is an investigation into the corporate social responsibility practices adopted by the hospitality industry in Goa. Six five - star hotels in Goa, three each from North and South Goa constituted the sample of the study. A triple approach to corporate social responsibility - employees, community, and the environment – was examined in the study, including the benefits arising out of undertaking corporate social responsibility initiatives, obstacles in promoting CSR, and the incentives that encouraged the hospitality industry to undertake and implement CSR practices and policies. The findings of the study reveal that the six hotels were undertaking corporate social responsibility for employees in the form of training them, paying attention to their health, and employing differently abled persons. For the community, few hotels showed interest in providing infrastructure and activities to ensure the empowerment of women. While most of the hotels provided food to the needy, none of the hotels made any attempt to provide low-cost housing to the poor. Most of the environment awareness programmes were organized on the World Environment day. The hotels perceived certain benefits as a result of taking up CSR practices such as good reputation for the hotel, awards, increase in positive brand image, and customer loyalty.

Keywords: corporate social responsibility, hospitality, employees, community, environment, obstacles, incentives, hotel industry

JEL Classification: M14

Companies, businesses, and society are more connected and are more interactive today than ever before. Corporations are expected to be responsible bodies with a sense of duty towards the common resources and the environment, and there is a growing realization that they, as an integral part of this society, can contribute towards its development. Corporate Social Responsibility (CSR) constitutes the foundation of the tripartite relationship between companies, society, and the nation (Joseph, 2009).

CSR is understood to be the way a company achieves a balance or integration of economic, environmental, and social imperatives, while at the same time addressing shareholder and stakeholder expectations. CSR is about meeting the current needs and ensuring the future generations needs are not compromised upon. "People" and "planet" has a part to play alongside "profit". This calls for a new corporate logic, in which caring for employees, communities, and environment is not only seen as morally correct, but is also the best approach to continuity and profitability. CSR has emerged as an inescapable priority for business leaders and a response to new conditions, challenges, and new opportunities.

CSR in the near future will play a key role in sustainable business. In India, CSR has been in the form of philanthropy, charity, and social-giving in the past. With globalization, the demands are changing the definitions; it is not only about how you spend the money, but customers are also demanding information on all the business processes in how the company makes money and treats its various stakeholders (Gupta & Sharma, 2009). CSR reflects the company's goals, vision, mission culture, and strategies. It defines what and how a company looks beyond profits. According to the World Business Council, "CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and the society at large" (Chaudhary, 2009).

* *Associate Professor of Economics,* Government College of Arts, Science and Commerce, Khandola-Marcela-Goa.
E-mail : christinadesouza5@gmail.com
** *Associate Professor of Psychology,* Government College of Arts, Science and Commerce, Khandola-Marcela-Goa.
E-mail : drmaheshpai@yahoo.com

Review of Literature

Companies have been implementing CSR activities in various fields. A number of companies today are beginning to incorporate CSR into their long-term planning processes, identifying specific goals and measures of progress because it plays a significant role in business (Gupta & Sharma, 2009).

Researchers have presented cases of CSR initiatives by global and Indian companies. Coca-Cola bagged the corporate responsibility award from World Council for Corporate Governance, UK for its efforts in water conservation and management, and community development initiatives. Coca-Cola India has installed 320 rain water harvesting structures in 17 States, restored several traditional water bodies and check dams across the country for water conservation. It has also undertaken a project to provide drinking water to nearly 30,000 children in 100 schools in and around Chennai. ITC Limited is significantly widening its farmer partnerships to embrace a host of value adding activities such as creating livelihoods by helping poor tribals make their wastelands productive, investing in rain water harvesting to bring irrigation to parched dry lands, empowering rural women by helping them evolve into entrepreneurs, and providing infrastructure support in village schools. Through these rural partnerships, ITC touches the lives of nearly 3 million villagers across India. Moreover, their forestry initiative and e-choupal is a harmonious association between CSR and business initiatives (Chaudhary, 2009).

Chaudhary's (2009) investigation on CSR found that the Jaipur Rugs Company Private Limited through the Jaipur Rugs Foundation carries out various CSR initiatives on the basis of a three pronged approach - employability for the unemployed, employable opportunities for the artisans, and supporting them in every way to become entrepreneurs. Their CSR initiatives aim to uplift the socially deprived and underprivileged communities through carpet weaving. Their CSR initiatives have touched more than 35,000 artisans in the drought driven, economically backward, and infertile areas. The Foundation imparts skill training to weavers and artisans so that they can be absorbed into the industry. In addition, overall integrated development of the artisans such as health, education, sanitation, and micro-finance have been a part of the Company's CSR. The Foundation has spread itself to 10 States in India - Rajasthan, Uttar Pradesh, Gujarat, Jharkhand, Bihar, West Bengal, Nagaland, Odisha, Arunachal Pradesh, and Maharashtra. TVS electronics was involved in CSR during the tsunami to provide relief measures to the victims besides participating with the Government to improve sanitation in the Tiruvidenthai village (Chaudhary, 2009).

The Tata Group has instituted the Tata Council for Community Initiatives – a central body that acts as a facilitator for the entire groups' social initiatives. While the Tata group of companies may continue to provide health services, education, and other tangible benefits, its focus is more on building self-reliant communities, and working towards sustainable livelihoods. Tata Motors provide infrastructure facilities in various primary schools in the areas where it works. It also plans to upgrade school infrastructure (India Inc. ,2007). Mahindra and Mahindra is another company that decided, in its 60th year, to donate 1 percent of its profits after tax (around ₹ 1.3 crore as per figures) to CRS. Its CSR activities include the K.C. Mahindra Education trust, which promotes education at various levels and Nanhi Kali Trust, a programme aimed at helping the underprivileged girl child, the mid-day meal programme in Andhra Pradesh and Rajasthan, and Affirmative Action through Mahindra Pride schools. The ESOPS programme - Employees Social Option -and not just a stock option - promotes volunteering and works in partnership with Naandi Foundation and other organizations. Mahindra was awarded one of the first CSR awards in the country, the FICCI-SEDF Award 2007, that includes a 360 degree reality check by the civil society who meet up with trade unions, Government representatives, employees, and so forth (Singh, 2009).

Glaxo Smithline Consumer Healthcare works to support a large number of partnerships spread across the country, with issues such as infant and maternal mortality, access to healthcare for tribal communities, breast cancer awareness for low-income communities, school education for dropouts, assistance during natural calamities, etc. The Reddy's "LABS" experiment has created thousands of new livelihoods. The Eicher group has transformed the primary education scenario in Harchandpur Block of Uttar Pradesh without any publicity. Mindtree closely works with the Spastics Society of Karnataka. Kinetic Engineering's support to "Dreamland," an NGO in its formation and thereafter in its response to farmers' suicides is exemplary. Its outsourcing to leprosy-affected communities has led to their empowerment. The Jankidevi Bajaj Gram Vikas Sanstha has worked extensively towards rural education and information in the villages of Maharashtra. Godrej Industries Limited has not only integrated conservation of natural resources in its business operations, but has also diversified into renewable energy to minimize its carbon footprint. The company's windmills have brought down carbon emissions, earning it carbon credits (Joseph, 2009).

The Kanoria Chemicals and Industries Limited (KIC) CSR initiatives have been proactive in not only adopting the best available technologies for environmental management, but have, in fact, pioneered the conceptualization of new initiatives in water treatment and effluent disposal. KCI has a range of CSR initiatives, which include rural education, watershed management, skill development for sustainable livelihoods, health and family welfare, and housing (Roy, 2009). Corporate leaders have taken on CSR initiatives during the pre-independence, which have led to the establishment of excellent institutions such as the Indian Institute of Science, TIFR, TISS by Tatas, BITS Pilani by Birlas, and the Jamnalal Bajaj Institute by Bajaj (Joseph, 2009). According to Chaudhary (2009), the benefits gauged by companies by implementing CSR include boosting brand image and reputation, increased sales, customer loyalty, reduction in operating costs, higher productivity and quality, attracting and retaining employees.

The emerging perspective on CSR focuses on responsibility towards stakeholders (shareholders, employees, management, consumers, and community) rather than maximization of profits for shareholders. There is also more stress on long-term sustainability of business and environment and on the distribution of well-being (Joseph, 2009). Today, CSR means a step beyond charity and requires that a company or a group of entities take full account of its impact on all stakeholders and on the environment while taking decisions. In a networked arena of industries, CSR improves the bottom line and takes into account the overall integrated development of the community as a whole that provides sustainability (Chaudhary, 2009).

Background of the Study

The hospitality industry is a 3.5 trillion-dollar service sector within the global economy. It is expected to grow at the rate of 8% between 2008 and 2016. Many international hotel brands, including Sheraton, Hyatt, Radisson, Meridien, Four Seasons Regent, and Marriott International are already established in the Indian market and are still expanding.

Goa has emerged as the foremost tourist destination in the country both for domestic and foreign tourists. The natural scenic beauty, silver sands, beaches, rivers, lakes, historical monuments; a blend of the eastern and western cultures makes Goa a veritable tourist paradise. Being a tourist destination, the hospitality industry is an important sector of Goa's economy. On March 31, 2011 there were 2641 hotels in the State, out of which five were five star deluxe hotels, ten had a five star status, three were rated as four star hotels, twenty–one were three star hotels, and eleven were rated as two star hotels (Directorate of Planning, Evaluation and Statistics, Government of Goa, Economic Survey, 2011-12). The economy of Goa receives its major boost from the tourism industry. Almost 15% (about ₹ 1500 crore) of the foreign exchange earnings from tourism are generated in Goa annually (Directorate of Planning, Evaluation and Statistics, Government of Goa, Economic Survey, 2003-04).

With this background, the present study conducted in December 2012 is an investigation into the CSR practices adopted by the star hotels in Goa. A triple approach of corporate social responsibility towards employees, the community, and the environment are examined in the study. The benefits of CSR and obstacles of integrating CSR in the hotel industry in Goa are highlighted. The study draws attention to the incentives that encourage the star hotels to implement CSR practices. Suggestions are proposed to enhance CSR in the hotel industry in Goa.

Objectives of the Study

The study is based on the following objectives :

1) To examine the corporate social responsibility initiatives taken by the hotel industry in Goa towards their employees.

2) To investigate the corporate social responsibility initiatives taken by the hotel industry in Goa towards the community.

3) To explore the corporate social responsibility initiatives taken by the hotel industry in Goa towards the environment.

4) To study the benefits of the corporate social responsibility initiatives taken by the hotel industry in Goa.

5) To determine the obstacles of integrating corporate social responsibility in the hotel industry in Goa.

6) To draw attention to the incentives that encourage the hotel industry in Goa to adopt and consequently implement corporate social responsibility practices.

7) To provide suggestions to enhance CSR activities in the hotel industry in Goa.

Methodology

❖ **Sample of the Study :** The total sample of the study consisted of a total of six organizations from the hospitality industry in Goa. All the hotels studied belonged to the Five-Star category. For the purpose of confidentiality, the five star hotels studied assume the names of flowers. Accordingly, three hotels in North Goa namely Jasmine, Violet, and Lily, and three hotels in South Goa- Rose, Daisy, and Bluebell were studied. The CSR practices implemented in these six hotels in the two districts in Goa were examined. In-depth interviews were conducted for obtaining the data.

❖ **Instrument Used :** A structured questionnaire was self-designed after referring to a number of research articles on CSR. The questionnaire consisted of a triple approach of corporate social responsibility towards employees, community, and the environment. The CSR towards employees included the dimensions of skill training, health camps and scholarships for employees' children, recreational activities, employing specially abled employees, and others (social security card, transport for employees, and housing/lodging).

The dimensions of CSR towards *community* comprised of sponsoring sports/cultural activities, infrastructure provisions, provision of nutrition for the needy, low cost housing for the poor, woman empowerment programmes, programmes for the underprivileged, victims of natural calamities and others. The dimensions of CSR towards the *environment* covered tree plantation drives, distribution of tree saplings, beach cleaning, water harvesting, waste management, promoting a zero garbage zone, environment awareness programmes, energy conservation measures, and other environment friendly measures.

The questionnaire also included the *benefits* attained by the hotels by adopting CSR such as improving the reputation of the organization, brand awareness, customer loyalty, employee retention, employee motivation, improvement in the quality of work, tax benefits, media publicity, and awards. The *obstacles* in implementing CSR included lack of HR personnel, lack of know-how, lack of time, lack of support from the management, lack of funds, not expecting benefits by adopting CSR. The *incentives* obtained from CSR included financial incentives from the government, awards, customer attention, act of philanthropy, increase in reputation and brand image.

❖ **Data Collection :** The data was collected from primary and secondary sources. Primary data was collected through the interview method. The researchers contacted the CSR manager/ HR managers and explained the purpose of the study. The questionnaire was explained, the respondents were interviewed, and their responses were noted. Secondary data was collected from journals, government reports, and the Internet.

❖ **Statistical Techniques used for Data Analysis :** The purpose of this research was to study corporate social responsibility and its practices and prevalence among the hospitality industry in Goa. The study is qualitative and descriptive in nature. The qualitative analysis contributed to an understanding of the CSR practices adopted by the hospitality industry in Goa.

Analysis and Findings

1) Corporate Social Responsibility for the Employees

❖ **Skill Based Training:** All the six five- star hotels provided skill-based training to their employees. They have skill development training programmes for the employees. The potential skills of the employees are identified and accordingly, specialized training is provided regularly. All the six hotels trained their employees working in various departments. On-the-job training was provided to the candidates of hotel management institutes and also to diploma holders.

Jasmine hotel provided training (every six months) to food handlers and to employees from other departments as well. One special feature of the Violet hotel, Lily hotel, and the Rose hotel is that apprenticeship-training programmes are arranged as soon as an employee joins the hotel so that they are aware of the job requirements. They are given an orientation on the specific skills required in their area of work. The Rose hotel also provides certificate courses in association with technical schools and institutes offering training in hospitality. This adds to the credentials of the candidates in these institutes.

Training of the employees has emerged as an important feature of the CSR towards employees as all the hotels showed keen interest in training their employees. After all, it is a service industry, and training of employees and skill

development would go a long way in providing better services to the customers.

❖ **Health Camps:** Once a year, a medical camp is held for the employees by the hotels, with the exception of the Daisy hotel, which conducts pre-employment medical check-up for the employees. The Violet and Lily hotels offer medical facilities for food handlers and other employees on board, whenever required. This indicates that the hotels do pay attention to the health of their employees.

❖ **Scholarships for the Children of Employees:** Not all the hotels considered for the study provided scholarships to the children of the employees. Only the Jasmine hotel under the 'Jasmine Scholar programme,' and the Lily hotel under the 'Year of the Associates' provided scholarships to their employees' children based on certain criteria like grades of the wards. The scholarships are provided from junior to senior grades. Thus, it can be inferred that most of the hotels considered for the study did not make an additional effort to extend the benefits of CSR to the family of the employees.

❖ **Recreational Activities for Employees:** Only few of the hotels encouraged and organized recreational activities for their employees. Birthday celebrations of employees were organized only by the Bluebell hotel. Daisy and Jasmine hotels encouraged cultural festivals. Annual day and picnic were organized only by three hotels namely Jasmine, Rose, and Bluebell hotels. All the hotels organized sports competitions such as cricket, football, volleyball, and table tennis for the recreation of their employees every month. Only the Lily hotel organized a weekly recreation event of games for the employees in the hotel cafeteria called 'Thursday Thrills'. Thus, with reference to CSR, the hotels did not make much of an effort to conduct recreational activities for their employees.

❖ **Employing Differently abled People :** All the hotels considered for the study employed differently abled employees. Thus, the hotels did demonstrate social responsibility in economically empowering the differently abled.

❖ **Other Measures:** The Violet hotel provides a social security card to the employees that entails them to avail various facilities, provides pick up and drop facility for employees on a daily basis, and provides housing and lodging facilities for managers and employees.

2) Corporate Social Responsibility for the Community

❖ **Sponsoring Sports and Cultural Activities:** The Daisy hotel sponsored the village football games, annual day programmes like IAM, GESTO of catering institutions, and the village school annual day ; while the Bluebell hotel sponsors the village football tournaments, and the Rose hotel sponsors sports activities in the village. Thus, it is the South Goa hotels that sponsor sports activities for the community in their vicinity. Whereas, the North Goa hotels do not support sports/cultural activities for the community.

Moreover, the Bluebell hotel provides scholarships for the education of the needy students, and the Rose hotel provides scholarship for those students in the village who go in for their post graduation. The hotel has also tied-up with government agencies to provide skill-based training programmes, especially for the local workforce.

❖ **Provision of Infrastructure:** The hotels such as the Violet hotel, Bluebell hotel, and Rose hotel assist in the development of infrastructure facilities in their vicinity if approached by private/ government authorities or NGOs. They do invest in community projects like requirements in schools, hospitals, sponsor tourist vehicles, signboards, and traffic islands, if approached by private or government authorities. However, such enthusiasm was not shown by the Jasmine, Daisy, and Lily hotels. Thus, only three hotels showed interest in providing infrastructure, if approached.

❖ **Provision of Nutrition for the Needy:** As part of their CSR activity, the Jasmine, Violet, Lily, and Rose hotels provided daily meals to poor children in the vicinity through the organizations dealing with underprivileged children. The Violet hotel also provided relief measures through the 'Thai Relief Fund' to victims of the earthquake in Thailand. Only two hotels - Daisy and Bluebell - did not include nutrition for the needy as part of their CSR.

❖ **Low Cost Housing for the Poor:** None of the hotels that were studied made any attempt to provide low cost housing for the poor living in the community as part of their CSR.

❖ **Woman Empowerment Programmes:** To empower women, the Jasmine hotel has tied-up with an NGO *'Arz'* to encourage skill based training for women and provide subsidies for the jobs they undertake. This is the focus of their CSR programme for the year. Skill based training programmes (tailoring, home science) for women (to empower them) are organized by the hotels Lily and Rose. The other hotels Daisy, Violet, and Bluebell did not carry out women empowerment programmes under their CSR initiatives.

❖ **Programmes for the Underprivileged:** Some of the hotels like the Rose and Daisy hotels, as an annual activity, visited the orphanages and old age homes in the vicinity and catered to their requirements. In addition, the underprivileged youth are provided training in the hospitality industry by Lily and Jasmine hotels. The Violet hotel has tied-up with the Caritas, a social organization which looks after the poor and the destitute. The hotel organizes activities for these inmates, provides them with snacks, and pays for their basic needs. It also sponsors the education of needy students - those pursuing a bachelor's degree in tourism - and poor students are provided a three-year training programme at the hotel. On New Year's day, staff from the Lily hotel visit NGOs dealing with children and sponsors their medical treatment. Thus, to a certain extent, the hotels were doing their bit for the underprivileged as part of their CSR.

❖ **Others :** The Jasmine hotel funds projects like - training the handicapped like making greeting cards and handicrafts made by jail inmates, apart from celebrating festivals for the needy and the underprivileged.

3) Corporate Social Responsibility Towards the Environment

To protect the planet, promote sustainability, and conserve resources, the five star hotels have undertaken various activities.

❖ **Tree Plantation Drives :** Going green is an initiative adopted by the hospitality industry in Goa. To celebrate the World Environment Day, all the hotels undertake tree plantation drives within their premises/vicinity and also distribute tree saplings to the employees. Besides this, the Daisy hotel has planted cashew trees on the beach to prevent sand erosion. The hotel also has their own organic garden wherein they cultivate fruits and vegetables.

❖ **Beach Cleaning :** All the hotels on 'World Environment Day' conduct a beach cleanliness drive and collect tons of garbage which is disposed of effectively. The Daisy and Violet hotels carry out beach cleaning drives daily, while the Lily hotel frequently carries out beach cleaning drives.

❖ **Water Harvesting:** All the six hotels have adopted water harvesting practices that has helped immensely in recharging the ground water tables.

❖ **Waste Management***:* All the hotels segregate their dry and wet waste. The wet waste is recycled and is used as manure in their green spaces. The Rose hotel has gone a step further, using wind energy besides solar panels to promote an eco-friendly environment and conserve energy.

❖ **Zero Garbage Zone :** The Jasmine hotel has taken the initiative in 2012-13 to promote a garbage free zone.

❖ **Environment Awareness Programme:** All the hotels, especially on World Environment Day, organize environment awareness programmes in schools and organize rallies on the beach and in the villages to sensitize people about the importance of protecting and conserving the environment. The Violet hotel has a training program for effective use of carbon foorprint called 'Carbon 14'. The employees are educated on ways and means to reduce the carbon footprint of the hotel. During the world environment week, the hotel carries out activities like making cloth bags, and encourages the practice of creating 'wealth out of waste'.

❖ **Energy Conservation Measures:** All the hotels encourage their employees to adopt practices that will conserve energy such as switching off fans and lights when not in use ; small stickers in the hotel rooms request guests to conserve energy. The lights switch off automatically when the guest leaves the room. The use of CFL bulbs also reduces costs on energy consumption. The Rose hotel has installed solar panels for external lighting purposes, which reduces energy costs. The hotels thus take initiatives towards energy conservation.

❖ **Other Measures:** The Violet hotel, in order to reduce pollution, provides the employees with cycles to run errands

Table 1: Obstacles in Practicing Corporate Social Responsibility						
Obstacles in CSR	Daisy Hotel	Jasmine Hotel	Lily Hotel	Violet Hotel	Bluebell Hotel	Rose Hotel
Lack of HR	No	No	Yes	No	No	Yes
Lack of Know How	No	No	Yes	No	No	No
Lack of Employee Motivation	No	No	No	No	No	No
Lack of Support from the Management	Yes	No	No	No	Yes	Yes
Lack of Funds	No	No	No	No	No	No
No benefits expected from CSR	Yes	Yes	Yes	Yes	Yes	Yes
Source: Primary Data						

Table 2: Incentives of Practicing Corporate Social Responsibility						
Incentives in CSR	Daisy Hotel	Jasmine Hotel	Lily Hotel	Violet Hotel	Bluebell Hotel	Rose Hotel
Incentives from the Government	No	No	No	No	No	No
Customer Attraction	No	Yes	Yes	No	No	No
Increase in Reputation of the Hotel	No	Yes	Yes	No	No	No
Improvement in Brand Image	No	Yes	Yes	No	No	No
Awards	No	Yes	No	Yes	No	No
Source: Primary Data						

and keep pollution under control. They have designed eco-friendly rooms, and have launched herbal products. The Lily hotel has also built green rooms for the environment conscious customers. In the Jasmine hotel, the employees and the staff are encouraged to use 'buggie scooters' and mini vehicles to reduce pollution.

4) Benefits of Corporate Social Responsibility : All the six hotels agreed that there are social benefits of adopting CSR. Adopting CSR practices improved the reputation of the hotel, increased their brand image in the country as well as globally, and also increased customer loyalty. For some of the hotels, quality of work, employee retention, and motivation improved to some extent. The hotels also enjoy tax redemption for adopting CSR practices. However, it needs to be noted that media publicity on CSR is not something that the hotels craved for. Awards have been won by the hotels due to their CSR practices.

5) Obstacles in the way of Practicing Corporate Social Responsibility : The study examined the obstacles faced by the hotels in implementing CSR. The Table 1 displays the responses regarding the obstacles encountered by the six hotels considered for the study. From the Table 1, it can be observed that only a few hotels faced certain obstacles such as lack of HR, lack of know-how in CSR, and time constraints in implementing CSR policies. It is interesting to note that none of the hotels practiced CSR with the expectation that they will receive benefits in return. They implemented CSR out of good will. Thus, it can be concluded that most of the hotels did not face major obstacles in practicing CSR.

6) Incentives of Practicing Corporate Social Responsibility : We were interested to know whether the hotels received incentives that motivated them to adopt CSR practices. The results are presented in the Table 2.

From the Table 2, it can be observed that the Jasmine and Lily hotels perceived an increase in the customers to their hotels due to their CSR practices. The CSR practices also improved the brand image and the reputation of their hotel. The incentive to practice CSR at the Violet hotel was to win awards. It is interesting to note that none of the other hotels practiced CSR with expectations of receiving any tangible incentives. Hence, it is remarkable to note that all the hotels stated that practicing CSR was an act of philanthropy. Altruism was the biggest incentive for CSR in these hotels.

Summary

❖ With reference to CSR initiatives towards employees, it was the Jasmine and Lily hotels that stood out, followed by the Violet hotel.

❖ Training of employees has emerged as an important feature of CSR towards employees as all the hotels showed keen interest in training their employees.

❖ The hotels did pay much attention to the health of their employees.

❖ It was observed that the hotels did not make an effort to conduct recreational activities for their employees.

❖ The hotels did not make an additional effort to extend the benefits of CSR to the family of the employees.

❖ The hotels demonstrated social responsibility by economically empowering the differently- abled by employing them.

❖ With reference to CSR initiatives for the community, it was the Rose hotel , Jasmine hotel, followed by the Violet hotel who provided additional services to the community as compared to the other hotels.

❖ As compared to the hotels in North Goa, the hotels in South Goa supported sports/cultural activities for the community.

❖ Few hotels showed interest in providing infrastructure, if approached.

❖ Most of the hotels provided food to the needy.

❖ None of the hotels studied made any attempt to provide low cost housing for the poor living in the community.

❖ Some of the hotels undertook activities that ensured the empowerment of women.

❖ To some extent, the hotels were doing their bit for the welfare of the underprivileged as part of their CSR practices, like visiting old age homes, orphanages, providing education/training to the poor students, and tying -up with NGOs working with the underprivileged.

❖ Most of the environment awareness programmes and activities like tree plantation drives, distribution of tree saplings, and beach cleaning were organized on the World Environment Day. However, some of the hotels carried out beach cleaning drives frequently.

❖ All the six hotels had installed water harvesting plants that have greatly helped in recharging the ground water tables.

❖ All the hotels disposed off their garbage systematically through segregation. The wet waste is recycled and is used as manure in their green spaces.

❖ The hotels have adopted various practices to conserve energy and reduce energy consumption.

❖ The hotels perceived certain benefits arising from their CSR practices such as improving the reputation of the hotel, brand image, and customer loyalty. For some hotels, quality of work, employee retention, and motivation had improved to some extent. Awards have been won by the hotels due to their CSR practices.

❖ Only a few hotels faced certain obstacles while implementing CSR policies such as lack of HR, lack of know how in CSR, and time constraints. It is interesting to note that none of the hotels adopted CSR policies with the expectations that they will receive benefits in return. They implemented CSR policies out of good will.

❖ Altruism was the biggest incentive for CSR practices in these hotels.

Suggestions to Enhance Corporate Social Responsibility in the Hotel Industry in Goa

❖ Hotels need to improve their CSR practices towards their employees by paying more attention to the needs of the employees. This would, in turn, motivate the employees and result in employee welfare.

❖ Hotels need to pay attention to CSR practices towards the community. This could be done by looking into the requirements of the community. Enhancing CSR towards the community would lead to promoting overall welfare of the society.

❖ Environment enhancing programmes should be taken up regularly, and should not be just a one day event on occasions like the World Environment Day.

Conclusion

All the six hotels considered for the study practiced CSR towards their employees, the community, and the environment. However, still more can be done by the hotel industry in Goa to enhance the welfare of their employees, the community, and the environment. The CSR activities are usually implemented in areas where the hotels benefits to a large extent. The essential test that should guide CSR practices is whether it presents an opportunity to create shared value, and whether the same (apart from being valuable for business) results in meaningful benefits for the society at large.

Managerial Implications

CSR practices sensitize employers to the needs of employees, the community, and the environment. CSR practices enable managements to recognize that no organization exists in isolation. Through CSR, organizations become aware that they have a responsibility towards their stakeholders. This encourages philanthropy on their part, which in turn begets them the goodwill of their stakeholders, thus bringing multifold benefits to the industry. It enhances the reputation of the organization, leads to employee retention, preserves the environment, and promotes social welfare.

Scope for Future Research

❖ Future research can be carried out on CSR practices prevalent in the hospitality industry in the various States in India.

❖ A comparative study can be made between industries on CSR practices prevalent therein.

❖ A case study could be undertaken. A long term analysis of CSR practices by an organization can yield an idea of the outreach and the genuineness of these practices.

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