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DETERMINANTS OF CORPORATE SOCIAL RESPONSIBILITY IN ACCOMMODATION COMPANIES IN TIMES OF CRISIS

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Abstract

Relevance of the topic. The application of corporate social responsibility (CSR) in this period is inextricably linked to the quality of the activities of companies providing accommodation services, although this practice is not mandatory and is chosen by the company's management as one of its business management strategies. It is important to note that CSR actions are voluntary actions of companies responsible for compliance with applicable legislation (e.g. environmental legislation, employee requirements or rights, etc.) (Achmad and Yulianah, 2022). CSR focuses not only on the company's profit and customer relations, but also on relations with employees, the community and environmental protection. CSR actions of tourism companies are related to the responsible use of natural resources, employees, suppliers and guests (Achmad and Yulianah, 2022). When implementing social responsibility, it is important to pay attention to all its components so that the company receives recognition from members of society and attracts more stakeholders. It is very important to support its employees and provide them with opportunities for professional and personal growth; to support community initiatives and contribute to their life; given the rapid development of sustainable tourism, a more sensible approach to the use of natural resources remains very important. All these aspects of CSR must remain important for accommodation companies, not only in stable times, but also in times of crisis. In this new scenario, companies must reaffirm their CSR strategies to promote business commitments to society and vulnerable groups, especially those closest to them, namely the local environment associated with the companies or territories where the companies operate and have a greater presence (García-Sánchez and García-Sánchez, 2020). This topic is important for research because we are not living in the most peaceful times, but in an unstable and ever-changing economic situation in which accommodation service companies can unexpectedly and at any moment face a crisis. It is important to find out how to properly implement CSR practices in normal times and how they can be adapted when a accommodation service company faces a crisis. Problem statement. The novelty of this study is that this topic is most often considered from the perspective of implementing CSR in stable economic periods for companies, using data taken from statistics. Wut, Xu and Wong (2021) confirmed the statement that most studies related to CSR have considered the impact of socially responsible practices in stable times, while research on CSR in unstable times is quite limited. Research objectives. To analyze the determinants of social responsibility in a company providing accommodation services during a crisis, as well as to identify the determinants of CSR in company X, providing accommodation services, during a stable period and during a crisis, and to provide suggestions for operational management. Methodology. Respondents were selected using convenient sampling. Respondents are colleagues working in company X, which provides guest accommodation in Portugal. There were four participants in total: operations manager, coworking administrator, project and programming manager, and reception administrator. Interviewees had to meet criteria based on their administrative duties and work experience in the company, i.e. they had to have at least six months of experience in the company where the research was conducted. The research includes the following stages: analysis of theoretical literature, development of an interview tool, conducting interviews, analysis of research data (content method), discussion of research results, and formulation of final conclusions and recommendations.

Key words: corporate social responsibility (CSR), factors, assessment, accommodation company, crisis period.

Introduction. Relevance of the topic. The application of corporate social responsibility (CSR) during this period is inseparable from the quality of accommodation company operations, although this practice is not mandatory and is chosen by company manage-

ment as one of its business management strategies. It is important to note that CSR actions are voluntary actions by companies responsible for compliance with applicable laws (e.g., environmental laws, employee requirements or rights, etc.) (Achmad and Yulianah, 2022). CSR focuses not only on the company's profits and customer relations, but also on relations with employees, the community, and environmental protection. The CSR actions of tourism companies are related to the responsible use of natural resources, employees, suppliers, and guests (Achmad and Yulianah, 2022). When applying social responsi-

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bility, it is important to pay attention to all its components so that the company gains recognition from members of society and attracts more interested parties. It is very important to support your employees and provide them with opportunities for professional and personal growth; to support community initiatives and contribute to community life; with the rapid development of sustainable tourism, a more intelligent approach to the use of natural resources remains very important. All these aspects of CSR must remain important for accommodation companies not only in stable times but also in times of crisis. Under this new scenario, companies must confirm their CSR strategies in order to contribute to business commitments to society and vulnerable groups, especially those which are closest to them, namely the local environment related to the companies or territories where the companies operate and have a greater presence (García-Sánchez and García-Sánchez, 2020). After the global pandemic, more scientific literature has emerged examining the application of social responsibility in accommodation companies during periods of instability, but the topic remains new, and this research paper will not focus specifically on the pandemic period, but on any possible period of crisis that an accommodation company may face. This topic is important to explore because we are not living in the most peaceful of times, with an unstable and constantly changing economic situation in which accommodation companies may face a crisis unexpectedly and at any time. It is important to find out how to properly establish CSR practices during normal times and how they can be adapted when an accommodation company faces a crisis.

The aim of the article. To identify the determinants of CSR in the accommodation company "N" in times of stability and crisis.

Research objectives. To analyse the determinants of social responsibility in accommodation company during the crisis period and to identify the determinants of CSR in the accommodation company "N" in a stable and crisis period and to make proposals for operational management.

Methodology of investigation. Respondents were selected using convenience sampling. Respondents are colleagues that work at accommodation company X in Portugal. There were four participants in total: operations manager, coworking space administrator, project and programming manager, and reception administrator. The interview participants had to meet the criteria based on their job responsibilities in administration and length of service at the company,

i.e., they had to have at least six months of internship experience at the company where the study was conducted. The research includes the following stages: theoretical literature analysis, interview instrument development, interview conduct, research data analysis (content method), discussion of research results, and formulation of summary conclusions and recommendations.

CSR in stable times. Before the interview, each participant was presented with the purpose of the study, the concept of CSR was described, and they were familiarised with the topic of the upcoming interview. The study was conducted at an accommodation company in Portugal. The aim of the interview was to find out how the company's employees understand the content of CSR and its application in the accommodation company. After the interviews, the audio recordings were transcribed, content analysis was applied, and subcategories and categories were identified. The first section discusses the determinants of CSR in accommodation company X during a stable period (table 1).

CSR during crisis times. The second subsection of this chapter discusses the determinants of CSR in accommodation company X during the crisis period (table 2).

Discussion. The aim of the study is to analyse the determinants of CSR in accommodation company during the crisis period and to identify the most effective measures for introducing social responsibility into company activities. The novelty of this research is demonstrated by the fact that this topic is most often examined from the perspective of CSR implementation during stable economic periods for companies, with data taken from statistics. Wut, Xu and Wong (2021) confirmed the claim that most CSR-related studies examined the impact of socially responsible practices in stable times, while CSR studies in turbulent times are rather limited. Most authors that did researches on similar topics relied on statistical data, and if a case study was conducted, the data was taken from accommodation company managers, so without a personal employee survey, it is difficult to say whether company employees are actually involved in socially responsible company activities and familiar with them. In this case the data was collected from employees of an accommodation company whose workplace is experiencing a crisis. The research participants were selected from the employees of accommodation company N in Portugal and each of the four respondents represented a different department of the institution in

Table 1

“Determinants of CSR in accommodation N company during stable times”

Categories	Subcategories
The concept and importance of CSR in the hospitality industry from the perspective of stakeholders	Compliance with CSR standards
	The importance of CSR in the hospitality industry
	Understanding ethical, legal, and philanthropic responsibility
	CSR strategy
	Understanding the expression of CSR in one's activities
Environmental sustainability	Company actions to reduce environmental impact
	Waste reduction, energy, and water consumption management in the organisation
	Involvement of customers in the resource conservation process
Employee well-being and development	Ensuring employee well-being
	Training and development programmes for employees
	Ensuring employee involvement in informal activities
	Diversity, equality, and inclusion in the workplace
Social responsibility and community involvement	Community involvement initiatives in the company

Table 2

“Determinants of CSR in accommodation X company during crisis times”

Categories	Subcategories
Solving challenges of CSR	Challenges encountered in implementing CSR practices
	Balancing CSR, financial and philanthropic goals during a crisis
Consequences of CSR during a crisis	Consequences of the crisis
	Application of CSR principles in an organisation during a crisis
	Measures to survive a crisis
Retaining employees during a crisis	Impact of the crisis on employees
	Employee safety, well-being, and psychological support
	Managing employee needs
	Maintaining employee trust
Maintaining customer relations during a crisis	Change in attitude towards customer service
	Maintaining customer trust
Maintaining public relations during the crisis	CSR in maintaining contact with the local community
	The impact of the crisis on sustainability goals and commitments
	The company's involvement in support and charity activities

order to observe whether the respondents' answers depended on their position at work. There were differences between the answers. Employees in higher positions at the accommodation company are more familiar with CSR. However, when delving into the finer details of CSR structures, it was possible to obtain more detailed responses from all participants.

Before the crisis, CSR was given more attention in accommodation establishments, which contradicts the qualitative study conducted by Alsheyab, Filimon and Fusté-Forné (2023) with Jordanian hotel managers on the application of CSR during the pandemic crisis. The conclusions of their study show that it is important to continue researching CSR practices in the hospitality sector and in the post-COVID-19 period and to compare them with

those before and during the pandemic to determine whether interest in CSR issues has increased or not due to the crisis. In the case of Hotel N, the opposite happened, and CSR indicators did not improve. One of the respondents said that during the crisis it is still important to pay attention to socially responsible activities, but if previously they could afford to carry out these activities outside the hotel, with limited finances this is no longer possible. As authors Chintrakarn, Jiraporn, and Treepongkaruna (2021) argue when discussing investment in CSR during a crisis, the unnecessary use of resources and investments in CSR may be tolerated during non-crisis periods, which is why management is reviewing its position on these activities and reducing investments. According to the same authors, in critical situations

it is important to hire independent managers who specialise in crisis management to help implement CSR as effectively as possible and help the company survive difficult economic times. This was confirmed by the analysis of cases of respondents from accommodation company N. The hotel manager was hired by representatives of a global company to manage the unstable economic period. According to her in order to survive and recover from the crisis, it is necessary to temporarily abandon the CSR standards of the global company that are irrelevant for that period and focus on solving problems on the spot, gaining the trust of customers and the local community, and building stronger relationships, offering more affordable prices, and not forgetting their employees and their well-being.

Here are the main results of the study. In terms of customers, only the variety of customer experiences at the N hotel itself was affected due to limited budgets, but customers were still offered alternative experiences from representatives of the local community. Due to limited finances, there is a great need for local businesses to help by sending their customers to other community businesses for cultural experiences, creating new partnerships and proving that the company is interested in surviving difficult times and supporting its customers and neighbours even in the most difficult periods. Therefore, one of the main CSR values cherished by this hotel remained its connection with the community. According to the respondents' answers, the global company's social responsibility goals for sustainability differed from those actually applied in this particular location due to a lack of investment even during economically stable periods, so during the crisis, no emphasis was placed on sustainability. According to respondents from accommodation company N, the local manager's attitude towards employees and their requests did not change

during the crisis, while the global company and its representatives distanced themselves from supporting the employees of this institution. Meanwhile, the interview responses suggest that employees who do not hold management positions are not educated on the topic of social responsibility and are often unaware of the CSR strategies implemented by the company during calm or crisis periods.

After further analysis, we believe that the topic of CSR determinants in accommodation companies, both during normal times and in times of crisis, should be studied more extensively among its employees. Such qualitative research and analysis take more time, but it shows the true picture of whether CSR is applied in all accommodation company activities and whether employees are familiar with such practices. This would help company leaders and managers understand the real situation in their workplace and establish high-quality CSR activities.

Conclusions. Due to the challenges posed by the crisis, attention to socially responsible and environmental activities has declined. The hotel's customer experience was affected mainly in terms of the programme, but management adapted it to the new financial situation by offering experience-enhancing activities in cooperation with local businesses and promoting their events. The most relevant factors for the hotel remained community engagement, employee equality, and quality customer service. It is also important for companies to establish socially responsible activities without waiting for a crisis and to identify the most relevant strategies for them so that, when faced with a crisis, the most important values remain in place and the company does not stray from its goals. Managers should also maintain a supportive attitude toward staff regardless of economic difficulties, ensuring employees always feel safe and understood at work.

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ДЕТЕРМІНАНТИ КОРПОРАТИВНОЇ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ В ГОТЕЛЬНИХ КОМПАНІЯХ У ПЕРІОД КРИЗИ

Анотація

Актуальність теми. Застосування корпоративної соціальної відповідальності (КСВ) у цей період нерозривно пов'язане з якістю діяльності компаній, що надають послуги з розміщення, хоча ця практика не є обов'язковою і обирається керівництвом компанії як одна з її стратегій управління бізнесом. Важливо зазначити, що дії в рамках КСВ є добровільними діями компаній, відповідальних за дотримання чинного законодавства (наприклад, екологічного законодавства, вимог або прав працівників тощо) (Achmad and Yulianah, 2022). КСВ зосереджується не тільки на прибутку компанії та відносинах з клієнтами, але й на відносинах з працівниками, громадою та охороні навколишнього середовища. Дії КСВ туристичних компаній пов'язані з відповідальним використанням природних ресурсів, працівниками, постачальниками та гостями (Achmad i Yulianah, 2022). При застосуванні соціальної відповідальності важливо звертати увагу на всі її складові, щоб компанія отримала визнання від членів суспільства та залучила більше зацікавлених сторін. Дуже важливо підтримувати своїх працівників та надавати їм можливості для професійного та особистого зростання; підтримувати ініціативи громади та сприяти її життю; з урахуванням швидкого розвитку сталого туризму, більш розумний підхід до використання природних ресурсів залишається дуже важливим. Усі ці аспекти КСВ повинні залишатися важливими для компаній, що надають послуги з розміщення, не тільки в стабільні часи, але й у кризові періоди. За цього нового сценарію компанії повинні підтвердити свої стратегії КСВ, щоб сприяти зобов'язанням бізнесу перед суспільством і вразливими групами, особливо тими, які є найближчими до них, а саме місцевим середовищем, пов'язаним з компаніями або територіями, де компанії працюють і мають більшу присутність (García-Sánchez i García-Sánchez, 2020). Після глобальної пандемії з'явилося більше наукової літератури, що досліджує застосування соціальної відповідальності в компаніях, що надають послуги з розміщення, в періоди нестабільності, але ця тема залишається новою, і ця наукова робота не буде зосереджуватися конкретно на періоді пандемії, а на будь-якому можливому періоді кризи, з яким може зіткнутися компанія, що надає послуги з розміщення. Ця тема важлива для дослідження, оскільки ми живемо не в найспокійніші часи, а в умовах нестабільної та постійно мінливої економічної ситуації, в якій компанії, що надають послуги з розміщення, можуть несподівано та в будь-який момент зіткнутися з кризою. Важливо з'ясувати, як правильно запровадити практики КСВ у звичайні часи та як їх можна адаптувати, коли компанія, що надає послуги з розміщення, стикається з кризою. **Постановка задачі.** Новизна цього дослідження полягає в тому, що ця тема найчастіше розглядається з точки зору впровадження КСВ у стабільні економічні періоди для компаній, з використанням даних, взятих зі статистики. Wut, Xu i Wong (2021) підтвердили твердження, що більшість досліджень, пов'язаних з КСВ, розглядали вплив соціально відповідальних практик у стабільні часи, тоді як дослідження КСВ у нестабільні часи є досить обмеженими. Більшість авторів, які проводили дослідження на подібні теми, поклалися на статистичні дані, а якщо проводилося дослідження конкретного випадку, дані

бралися від керівників компаній, що надають послуги з розміщення, тому без особистого опитування співробітників важко сказати, чи дійсно співробітники компанії беруть участь у соціально відповідальних заходах компанії та чи знайомі з ними. У цьому випадку дані були зібрані від співробітників компанії, що надає послуги з розміщення, робоче місце яких переживає кризу, кожен з чотирьох респондентів представляв різний відділ установи, щоб спостерігати, чи залежали відповіді респондентів від їхньої посади на роботі. **Задачі дослідження.** Проаналізувати визначальні фактори соціальної відповідальності в компанії, що надає послуги з розміщення, в період кризи, а також визначити визначальні фактори КСВ в компанії «Х», що надає послуги з розміщення, в стабільний період і в період кризи, та надати пропозиції щодо оперативного управління. **Методологія.** Респонденти були відібрані за допомогою зручного відбору. Респонденти – це колеги, які працюють у компанії Х, що займається розміщенням гостей у Португалії. Загалом було чотири учасники: операційний менеджер, адміністратор коворкінгу, менеджер проєктів і програмування та адміністратор рецепції. Учасники інтерв'ю мали відповідати критеріям, заснованим на їхніх посадових обов'язках в адміністрації та стажі роботи в компанії, тобто вони мали мати щонайменше шість місяців стажу в компанії, де проводилося дослідження. Дослідження включає такі етапи: аналіз теоретичної літератури, розробка інструменту інтерв'ю, проведення інтерв'ю, аналіз даних дослідження (метод content), обговорення результатів дослідження та формулювання підсумкових висновків і рекомендацій.

Ключові слова: корпоративна соціальна відповідальність (КСВ), фактори, оцінка, компанія з надання послуг розміщення, кризовий період.

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