The role and current projection of "Corporate Social Responsibility" case: CSR certification in hotels in Mazatlan, Sinaloa, Mexico

El papel y la proyección actual de la "Responsabilidad Social Empresarial" caso: certificación RSE en hoteles de Mazatlán, Sinaloa, México

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Abstract

Based on the analytical concepts corporate social responsibility, stakeholders, quality of life, Shared and ethical value. The study was done solely to hotels that have the distinction Socially Responsible Company in the city of Mazatlan (Sinaloa, México). For data collection, questionnaires with semi - structured questions to a representative sample of employees were prepared.

Social responsibility, Corporate, Hotels

Resumen

Con base en los conceptos analíticos responsabilidad social empresarial, grupos de interés, calidad de vida, valor compartido y valor ético. El estudio se realizó únicamente a hoteles que cuentan con la distinción Empresa Socialmente Responsable en la ciudad de Mazatlán (Sinaloa, México). Para la recolección de datos se elaboraron cuestionarios con preguntas semi-estructuradas a una muestra representativa de empleados.

Responsabilidad social, Empresa, Hoteles

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Introduction

Throughout the history of the human being, the productive system and society have sought to strengthen their relations for the sake of a better system of coexistence where equity, solidarity is one of the pillars on which they base their responsibility.

The philanthropic work carried out by the philanthropic work of the philanthropic sector has been a key factor in the development of the world economy.

The philanthropic work carried out can be considered a utopia, given the implementation of special programmes that seek to increase the welfare of the communities where the organisation is located.

Corporate Social Responsibility (CSR) is the permanent commitment of companies to increase their competitiveness while actively contributing to the sustainable development of society through concrete and measurable actions aimed at solving the country's priority problems.

The current trend is to align and integrate social and environmental initiatives with business activity, as social responsibility drives the strengthening of the company and generates values such as consumer loyalty and recognition. The social awareness of companies and their desire to make a contribution to society has impacted the way they do business and brought about a change in the business environment over the last decade.

The topic of corporate social responsibility is an exciting one, diverse in its theoretical review. A variety of literature shows the advantages and benefits of socially responsible organisational management; however, the different definitions and approaches to corporate responsibility are also interesting.

The analysis of various authors makes it possible to clarify or differentiate between a socially responsible company or when a company is responsible only for complying with its obligations, and also to group together the criteria necessary to establish a social responsibility programme in organisations, really oriented towards complying with this commitment that companies assume voluntarily, but which in these times is becoming an obligation to the environment, and a demand from the public, who are increasingly concerned about the future.

Only 4 (four) of the 74 hotels located in this tourist destination have this distinction. In this context, the purpose of the research is to investigate whether the hotel companies that have the distinction of socially responsible companies have assumed a voluntary and sustainable commitment to meet ethical, social, quality of life and environmental expectations.

The study was carried out only in the hotel establishments that have this distinction (ESR) in the municipality of Mazatlán, Sinaloa. In order to obtain the study data, questionnaires with semi-structured questions were prepared for a representative sample of employees of the four hotels that make up the two corporations.

To begin with, the analytical concepts applied in this study are presented:

Corporate Social Responsibility, Stakeholders, Quality of Life, Shared Value and Ethics.

This is followed by a brief description of the geographical conditions of the study area, continuing with the methodology applied. It concludes with an approach centred on the actors, represented by the hotel companies that currently have this distinction in the city of Mazatlán, Sinaloa.

Conceptualisation of CSR

"Corporate social responsibility is the ethical exercise of competitiveness" (Guédez, 2006, p.83). This vision refers to an axiological vision that should prevail in the exercise of all business activities, in which commitment, duty and actions are coherently aligned.

Some concepts on corporate social responsibility help in this endeavour, social responsibility "...is the voluntary integration, by companies, of social and environmental concerns in their business operations and their relations with their stakeholders", this concept resulting from the Brussels meeting of the European Commission (2001) is one of the most cited, but in addition the document states that "being socially responsible does not mean fully complying with legal obligations, but also going beyond compliance by investing "more" in human capital, the environment and relations with their stakeholders".

CSR arises (...) as a response of large corporations and international organisations to try to counteract the negative image of the neoliberal capitalist system, of which they are part, and to maintain themselves in the long term in the national and international market, incorporating ethical principles and a global vision, complex and flexible to change, which is occurring in the environment.

The aim is to minimise and soften the negative effects they have been generating on the environment and society. However, they continue to maintain the basic principles of the capitalist system: private enterprise - now with social responsibility; the market, competition and profit maximisation as key elements of sustainable human development, Romero (2010, p. 459).

Social responsibility must also be aligned with the company's social purpose, with a structuring of short, medium and long-term actions. This will avoid making the mistake of falling into isolated philanthropic actions. The latter are the ones that will only give the organisation an image positioning, but not necessarily a reputation. Carrying out isolated actions just because they are fashionable to mobilise employees to plant trees, or because they provide a media presence (...) will only generate a good image for the company (...) Acting responsibly is based on the heart of the company, on the substance and not on the form, in the same way that reputation is based on it. (Huitrón, 2011:171).

Within this order of ideas, Guédez (2006, p. 143), breaks down four complementary concepts for the adoption and growth of corporate social responsibility; referring to the socially willing, socially competent, socially intelligent and socially ethical company. The socially willing company is one in which managers, mainly, and workers are convinced and have the determination to do something, but above all are willing to seek guidance to channel that decision in an appropriate way, "as an ethical and sustainable exercise of competitiveness".

Now, the socially competent company implies the need to train people in social responsibility, people must know what it is about, they must develop competences to generate behaviours and activities focused on SR. "The translation of social responsibility competences is twofold: on the one hand, it generates capacities of the organisation as a whole to operationalise its social actions; on the other hand, it promotes individual capacities in workers that also have an impact on their performance as people and professionals" (Guédez, 2006, p. 144).

With the above, we arrive at the socially intelligent company, concluding that the willingness and competence to be socially responsible makes companies socially intelligent, the following supports the statement: "one can be a socially willing organisation without being socially competent or socially intelligent; one can be a socially competent company without being socially intelligent; but it is impossible to be a socially intelligent company without being socially willing and socially competent" (Guédez, 2006, p. 144). (Guédez, 2006). A socially intelligent company is capable of orchestrating all aspects of social responsibility in its structure and processes.

For Guédez (2006:148) these concepts do not stop there, but must transcend there by addressing the issue of ethics, for which he also describes a socially ethical company as one "that inspires all its performance and orients all its vocation towards the idea of good". He makes it clear in his approach that ethics is what makes it possible to build or destroy, which is why all organisational decisions must be based on ethics, seeking to do good and to do it well.

It is worth highlighting in relation to ethics, social responsibility and the size of the company "... ethical and responsible behaviour is for small, medium, micro and large companies in any sector. Ethics has no size or area of action" (Pizzolante, 2009, p. 213).

An important aspect of social responsibility is related to its communication (Paladino and Álvarez, 2006), which should be aimed at improving the perception and reputation of companies in general.

In the case of Mexico, the Centro Mexicano para la Filantropía A.C. (CEMEFI), a private, non-profit institution, without any party or religious affiliation, founded as a civil association, operates from its headquarters in Mexico City, but its field of action covers the whole country. More than 700 members are currently affiliated to CEMEFI, including assistance and promotion institutions, governmental agencies, international institutions and individuals.

CEMEFI is also the main promoter of corporate social responsibility in Mexico, using tools such as the Distintivo ESR (socially responsible company) and the Recognition of Best CSR Practices (corporate social responsibility). To carry out this work, it promoted the creation of the Alliance for Corporate Responsibility in Mexico (UniRSE), an organisation that brings together the major Mexican business chambers and CEMEFI itself.

From then until now, more and more companies wish to fully assume their social responsibility (more honest practices, transparency in management, respect for the environment, ...) as they are more aware that in today's market economy, legitimacy in order to operate must be granted by all those agents or interest groups with which the organisation is related (stakeholders).

Some definitions also refer to the need for CSR management to be measured and measurable, i.e. to be able to monitor and control the results in order to measure its impact and identify opportunities for improvement, and focus on the demands of stakeholders, since they are the agents that have to do with and relate to the company.

According to J. M. Lozano (1999), the company's stakeholders are the groups and individuals that affect or are affected by the company; the interests, demands and expectations that are at stake in each case; and the real power that each one has in this network of relationships.

For Freeman (1984), the stakeholder management approach involves allocating organisational resources in such a way as to take into account the impact of this allocation on various groups inside and outside the organisation. Stakeholders can be classified into two groups, primary and secondary. Primary stakeholders (shareholders, lenders) are those with direct and legally established rights. Secondary stakeholders (employees, the environment...) refer to those whose rights over the company's resources are less well established in law or are based on criteria such as community loyalty or ethical obligations.

Quality of Life

Quality of life is a state of general satisfaction, which arises from realising the potentialities that the individual possesses. To have quality of life we need to feel healthy, productive, secure and able to express emotions and share our intimacy.

Main quality of life factors

- Emotional well-being.

- Material wealth and material well-being.

- Health.

- Work and other forms of productive activity.

- Family and social relationships.

- Security and safety.

- Integration with the community.

Conceptualisation

- Quality of life is a composite measure of physical, mental and social well-being, as perceived by individuals and groups, and of happiness, satisfaction and rewards (Levy and anderson, 1980, p7).

- It is the subjective evaluation of the good or satisfactory character of life as a whole (Szalai, 1980).

- It is the patient's appreciation of his or her life and satisfaction with his or her current level of functioning compared to what he or she perceives as possible or ideal (Celia and Tulsky 1990).

Objective aspects that quality of life includes:

- Material well-being.

- Harmonious relations with the environment.

- Harmonious relations with the community.

- Objectively considered health.

Creating shared value

"Shared value can only be the result of effective collaboration between the parties".

This concept was born thanks to Michael E. Porter and Mark R. Kramer, co-founders of FSG (Social Impact Consultant), in their article "Creating Shared Value" in which they state that companies are currently being seen as the main cause of social, environmental and economic problems, which has led to an unprecedented decrease in their levels of legitimacy. This lack of trust in business has reportedly led politicians to lead a series of legislative changes that affect competitiveness and affect economic growth.

In that sense, a large part of the private sector would continue to consider value creation as a matter of little importance, focusing on maximising short-term financial performance, and ignoring the real factors that determine long-term success.

The solution would lie in the principle of shared value, which implies the creation of economic and social value in the communities where companies are embedded. Companies must reconnect business success with social progress, and thus drive an even greater transformation of traditional thinking, which would lead to a substantial increase in innovation levels and a systemic increase in productivity in the global economy.

Porter and Kramer define shared value creation as "operational policies and practices that increase a company's competitiveness while simultaneously improving the social and economic conditions of the communities in which it operates". This concept is based on the premise that a healthy society allows for the existence of successful companies.

To achieve this virtuous circle between business and society, leaders are required to develop competencies and new forms of knowledge, as well as a greater consideration of the needs and challenges of society itself, which, in my view, must be the action of managers at the level of business strategy, seeking not only that the profitability for shareholders exceeds the cost of the shares, but the creation of tangible benefits in environmental and social issues, for the benefit of future generations, thus managing to be drivers of sustainable development.

The main thrust of this theory is that it focuses on the connection between economic and social progress, and has the potential to drive a new understanding of global growth. The creation of synergies is enhanced when companies integrate social variables into their value chain and innovate at every stage of the process.

CSR action understands the creation of shared value as a way to implement a CSR strategy in any company. It is fundamental to responsible business management, as it allows initiatives to be focused in such a way as to create maximum value for the company and for society.

Definition and approach to Business Ethics

Business ethics is a branch of applied ethics. It is concerned with the study of normative issues of a moral nature that arise in the business world. Business management, the organisation of a corporation, conduct in the marketplace, business decisions, etc.

Business ethics is distinguished, on the one hand, from purely descriptive business or economic sciences (without normative pretensions) such as econometrics or economic history.

Ferrater Mora (1988), shows the term as: "derived from the Greek term ethos which means custom, and therefore, ethics has often been defined as the doctrine of customs, especially in empiricist directions.... In the subsequent evolution of the meaning of the word, the ethical has become increasingly identified with the moral, and ethics has come to mean properly the science that deals with moral objects in all their forms, moral philosophy".

A company's ethical commitment is stated in its mission, either explicitly or implicitly. As Argandoña (1993) puts it: Managers and employees who understand that mission, share it, assume it and act accordingly, are the ones who make the company ethical, and give it its reputation.

The business mission will play the important role of being the link between the values of the staff, the values of the organisation and the business strategy.

The incorporation of ethics into the organisation will be the result of a slow and dynamic process, which is not achieved overnight. To speak of a corporate mission is to speak of the creation of a climate that facilitates the process of determining reasonable standards of moral conduct. In this sense, the Mission will be closely related to the corporate philosophy and culture, and its implementation in organisations could come hand in hand with the so-called "company project" (Boyer and Équilbey, 1986).

Many codes fail simply because they are not actively applied or enforced, following an implementation strategy in different steps, so that they translate the organisation's beliefs and values into specific patterns of ethical behaviour (Donnelly; Gibson and Ivancevich, 1992).

Geographical conditions of the study area

Within the geography of the State of Sinaloa, Mazatlan is one of the most important cities due to its population, tourism development, industry and urban infrastructure.

For a long time this site occupied the first place of urban development in the State, Mazatlan is part of the group of towns that concentrate the greatest activity in Sinaloa, but because of its warm, dry and tropical climate, its customs, its natural and touristic richness and the warmth of its people have resulted in this specific point of the country being known as the Pearl of the Pacific.

From the ancient Nahuatl language, Mazatlán comes from the word Mazatlán meaning Place of deer and deer, although history also records that from the Nahoa language Mazatlán means Place of deer.

Mazatlán is a city in the northwest of the Mexican Republic and the head of the municipality of the same name. Founded in 1531, it is located in the state of Sinaloa and is the second most important city in the state.

Nowadays, this port is one of the most important beach tourist destinations in Mexico. It is located 21 kilometres south of the Tropic of Cancer and is bordered to the north by the municipality of Concordia and to the west by the Pacific Ocean. It is also known as "The Pearl of the Pacific" because of its warm climate, the sea, its people, its natural wealth and its paradisiacal beaches.

The city has been expanding with new neighbourhoods, infrastructure, resorts and many kilometres of beach located along the 17-kilometre long coastline. Mazatlán has a population of 403,888 inhabitants (INEGI, 2012).

Tourism and fishing are Mazatlán's main industries. The city is home to the main beach resorts and has the second largest fishing fleet in Mexico. In 1864 there were three Mazatlán hotels and three restaurants, with more opening in the late 19th century.

Today, more than twenty kilometres of beaches are the main attraction, and the city has 74 hotels of all categories with a total of 9,400 hotel rooms plus restaurants, bars and shops, of which only four are CSR certified.
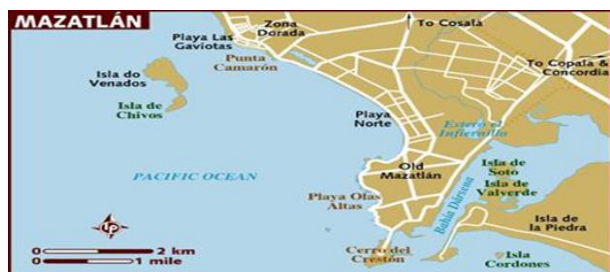
Figure 1 Mazatlán
Source: INEGI (2012)

Quantitative methodology

One of the most important and decisive steps in research is the choice of the method or path that will lead to obtaining valid results from the research that respond to the objectives initially set out. On this decision will depend the way of working, the acquisition of information, the analyses to be carried out and, consequently, the type of results to be obtained; the selection of the research process guides the entire research process and, based on it, the objective of all research is achieved.

Conducting research from a quantitative approach plays an important role, as it aims to narrow down the information, making it easier for the researcher to collect data and thus solve the problem.

The quantitative approach uses data collection to test hypotheses, based on numerical measurement and statistical analysis, to establish patterns of behaviour and test theories (Hernández, 2010).

The methodology implemented to meet the objectives of this research was as follows: to select the diagnostic instruments that best suit this research, taking into account and also considering the knowledge and experience of the researcher, for which the questionnaire was the instrument applied to employees of hotels that have the CSR label.

This is arrived at by means of the Matrix and has as its immediate antecedent the indicators that are based on the definitions of the variables. Once the instrument has been designed, it is applied.

In order to carry out this research, it was necessary to define the universe in advance and select the sample for finite populations necessary to respond to this case study:

In this research, the following hotels that have the CSR label were taken as the field of study.

Corporate	Hotel	Category	No of employees
No 1	Hotel Pueblo Bonito Mazatlán	5 stars	480
	Hotel Emerald Bay Resort & Spa	4 star	554
No 2	Hotel Royal Villas Resort	4 Star	118
	Hotel Howard Johnson	3 1/2 stars	82

Table 1 Hotels
Source: Author's elaboration (COO,2014)

In order to strengthen the research, defining the number of service providers in the hotel establishments that make up the study community, and from there a probabilistic sample is drawn by experts Source: Munich (1993):

$$n = Z^2 N.p.q \setminus e^2(N-1) + Z^2.p.q$$

Where:

Z= Confidence level

N= Universe or population

P= Probability in favour

q= Probability against

e= Estimation error

n= Sample size

Corporate sample results No 1

Sample		
Z=	Confidence Level	95%
N=	Universe or population	1034
P=	Probability in favour	50%
q=	Probability against	50%
e=	Estimation error	5%
n=	Sample size	83

Corporate sample results No 2

Sample		
Z=	Confidence Level	95%
N=	Universe or population	200
P=	Probability in favour	50%
q=	Probability against	50%
e=	Estimation error	5%
n=	Sample size	62

Based on the analysis of the data obtained from the questionnaires (appendix), the following results are presented:

Knowledge of and compliance with the ESR label	Of the sample studied, 100% were aware of what a socially
	what a socially responsible company is and
	considers that the company in which they work complies with the requirements of the ESR.
	ESR requirements.
Work environment	In terms of the working environment, the results are different for
	different results for the different companies, while for the employees of
	employees of corporate 1, consisting of the Emerald Bay and Pueblo Bonito Mazatlan
	Emerald Bay and Pueblo Bonito Mazatlán, 84.3% think that the working environment is very good, while 84.3% think that the working environment is very good.
	that the work environment is very good, the mood of 80.6% of the employees of
	of the employees of Corporate 2, Royal Villas and Howard Johnson
	Howard Johnson, only remain in a good working environment.
	good.
Employee training.	The training for the proper use of safety, hygiene, fire prevention and fire prevention
	safety, hygiene, fire prevention and other risks is perceived by only
	risks is perceived by only 70% of the respondents.
Actions taken to care for the Environment, employee development and social environment.	Favourable 100% for both corporations.

Table 2 Results
Source: Author's elaboration (COO,2014)

With the results obtained from the questionnaires, the SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was carried out. This serves to "determine objectively in which aspects the company has an advantage over the competition and in which aspects it needs to improve in order to be competitive". The SWOT analysis consists of an evaluation of the strong and weak factors that, as a whole, diagnose the internal situation of an organisation (Thompson and Strikland, 1998).

This methodological instrument identifies viable actions through the crossing of variables, under the assumption that strategic actions must be possible and feasible to find in the reality of the system.

Strengths	Weaknesses
- Existence of a code of ethics. - Everyone is clear about the functions and responsibilities of each area or department. - Everyone knows what a socially responsible company is. - Participative management of employees. - Commitment to employees' families. - Personnel convinced of their company's ESR practices (principled involvement with stakeholders). - Work environment on a high scale (good or very good). good). - Actions undertaken in commitment to environmental care of the environment. - Actions taken in employee development. development. - Actions taken to prevent risks to employees. prevention of risks to employees. - Actions taken to benefit the social environment. environment. - Workplace support programs for vulnerable groups.	- Lack of internal training courses. - Lack of attention to training on occupational hazards. risks.
Opportunities	**Threats**
- External training courses (Sectur, Canacintra, Canaco, etc.).	- Entry of new competitors with the CSR CSR label in the sector. - Unemployment. - Lack of tourists interested in the tourist destination. destination. - Insecurity. - Change in the needs and tastes of clients. tastes. - Change in needs. - Slower market growth. - Adverse demographic changes

Table 3 SWOT analysis
Source: Author's elaboration (COO, 2014)

Conclusion

More and more companies are joining ESR practices every day, but there is still a lot of work to be done internally and externally. The ESR, more than a quality, is seen as a requirement to be fulfilled by organisations, which is usually requested by governmental bodies.

The fact that companies develop excellent social responsibility programmes does not guarantee that they are socially responsible.

As we can see in the results of this research, the hotels with the ESR label in Mazatlán, Sinaloa, have elements that accredit their position as socially responsible companies. However, there are some points in which there is a certain deficiency, such as the training of their employees, in order to direct them as tourism providers that execute and promote good practices, bringing them even closer to the holistic fulfilment of this purpose.

Considering the above with the SWOT analysis, we can conclude that in its weaknesses the lack of training can be transformed into strengths, using strategies such as training courses given by external experts (Sectur, Canacintra, Canaco, etc.).
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Social responsibility is not a fad, it is a necessity turned into a strategy that allows the development of evident competitive advantages, through action and communication, for organisational audiences, generating tangible and useful benefits for social, economic and cultural development, among others.

It is of vital importance to identify and prioritise the stakeholders so that they are taken into account, where the internal stakeholders are made up of the company's staff, trade unions, management staff and shareholders; and the external stakeholders are business organisations, citizens, suppliers, regulatory bodies, etc.

The Pueblo Bonito and Emerald Bay resort hotels promote favourable working conditions for the quality of life, human and professional development of the entire community (employees, family members, shareholders and suppliers).

It respects the ecological environment in each and every one of the operation and commercialisation processes, as well as contributing to the preservation of the environment. It identifies the social needs of the environment in which it operates, and currently collaborates in their solution. At the same time, it identifies and supports social causes as part of its business action strategy and supports education programmes.

Royal Villas Resort and Hotel Howard Johnson Resort, for their part, promote and encourage their collaborators in high impact social programmes in quality of life and business ethics, linking with the environment, supporting the community by promoting development and improving the quality of life. It promotes the efficient use of energy through its environmental programme, saving water and office material consumption. It has a code of ethics and conduct.

Achieving socially responsible resource efficiency by implementing good practices, avoiding wasteful energy use, reusing and recycling raw materials, using fair labour conditions and paying a fair price to suppliers for their products, services or raw materials are actions that lead companies to live CSR.

CSR has four approaches. The company must be profitable (fulfil its economic obligations), obey the law (fulfil its legal obligations), behave ethically (fulfil ethical obligations) and give back to society through philanthropy or social action.

CSR recommendations

Build trust and reputation to develop future collaborations in the hotel industry, economic development of the local community and improve social welfare, expose and make more accessible to employees the ethical stance of the company, through socialisation promoting desirable attitudes; with the reputation of a responsible company and at the same time share the knowledge to other hotels that to date do not have such a distinction.

Implementing a Management by Objectives (MBO) programme Robbins (2004) mentions this programme as a motivational system that consists of setting goals in a participatory way to be achieved within a certain timeframe and with feedback on progress.

The appeal of APO lies in the formation of specific objectives for all units, hierarchical levels and employees from the overall objectives of the organisation.

Establish a Merit Recognition programme. "The fact that we are recognised for our merits and achievements motivates us to move forward. It is also a strong and efficient driver.

It is also a strong and efficient driving force that pushes the company forward, setting an example for some members of the group with outstanding performance.

Another recommendation for hotels is to create concentrates of questionnaires and disseminate the results to the staff. When providing a service to tourists, it is difficult to measure the customers' perception of how they are treated, so it is important to apply quality questionnaires to find out the customers' impression of the service, the company and the tourist destination itself.

Include ethical and CSR standards, policies and procedures in corporate databases, disseminate the company's ethical stance in the company through different tools and media, stimulate teamwork.

Companies do not act in isolation or totally dissociated from other spheres of life. The market and profits are not the only references to be taken into account. But introducing moral objectives into the corporate decision-making structure.

The CSR of companies should be seen as an investment, but neither can it be said that the company that assumes its social responsibility will be the leader of the sector, nor that companies that do not do so will be driven out of the market.

CSR is not a guarantee of business success in all cases, but it can be a way of creating value for stakeholders.

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