

# A PATH Analysis on Sustainability Performance of Hospitality Industry in CARAGA REGION

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## ABSTRACT

Sustainability is considered as one of the global issues confronting the world of business. This study aimed to determine the extent of the contribution of each predictor variable to the sustainability performance of the hospitality industry in the Caraga region. Causal design using path analysis and descriptive-correlational research approaches were utilized. Adapted survey questionnaire was distributed to 300 hotel and resorts employees who were chosen through stratified random sampling. The statistical methodologies employed in this study encompassed Mean, Pearson's correlation coefficient (R), and Path Analysis. The outcomes of the analysis unveiled a noteworthy level of performance in sustainability performance, corporate social responsibility (CSR), total quality management (TQM), and human resource management (HRM) practices within the hospitality sector. The study's findings further illuminated a significant correlation between CSR and HRM practices, TQM and HRM practices, as well as CSR and TQM initiatives. Additionally, the results underscored that sustainability performance is notably influenced by human resource management (HRM) and corporate social responsibility (CSR) initiatives. Interestingly it was found out that total quality management (TQM) lack a direct impact on sustainability performance. However, TQM exhibited intricate interrelations with HRM and CSR practices, suggesting a nuanced dynamic between these organizational dimensions. The study accentuates the crucial impacts of corporate social responsibility (CSR) and human resource management (HRM) practices. It advocates for a holistic approach, aligning HRM policies with sustainability goals, fostering a culture of social responsibility, and implementing transparent communication strategies for enhanced overall sustainability performance.

**KEYWORDS:** *Business management, corporate social responsibility, total quality management, human resource management practices, sustainability performance, hospitality industry, Caraga Region, Philippines*

## INTRODUCTION

The issue of global sustainability has its roots in human activity. The demand for resources to meet people's requirements is growing as the global population continues to grow (Ganivet, 2020). The increased attention that society and various stakeholders, particularly investors, regulators, and business partners, are giving to business sustainability highlights its significance; however, challenges also arise, such as growing population growth, rising pollution, and globalization (United Nations, 2014). These factors make it difficult for companies to sustain growth and be competitive in today's highly volatile economic environment (Zhi et al., 2021). With this, several firms have implemented sustainability initiatives and are dedicated to changing their internal business procedures. However, many have not achieved their objectives (Gallotta et al., 2016). In an effort to protect the environment and promote stakeholder growth, the hotel industry is implementing environmental and social sustainability initiatives; yet many of these programs fail to adequately and explicitly incorporate sustainability into business models (Abdelkafi & Täuscher, 2015).

Sustainability entails using appropriate response paradigms about economic, social, and environmental obligations regarding processes, products, services, and organizational performance. (Abbas, 2020; Calabrese et al., 2018). The company's sustainability performance could provide numerous jobs and benefits to society, the local community, and other stakeholders (Lozano, 2020). To attain sustainable development goals and enhance their performance, many hotel firms are working hard to establish sustainability performance systems (Maletic et al., 2015). The competitiveness of the hospitality sector, which will help to economically develop destinations, is also dependent on sustainability. In addition, hotels that are willing to make significant financial investments in programs for the sake of the environment, society, and future generations frequently reap positive financial benefits, achieve high levels of customer satisfaction, and rank highly among their peers in peer comparison surveys (Walsh & Dodds, 2017). The more companies support sustainability initiatives, the better for the environment, for their long-term client retention, and their profitability.

Several studies have found that there is a significant relationship between sustainability performance, corporate social responsibility, total quality management, and human resource management in the success of a company. According to Mostepaniuk et al. (2022), implementing corporate social

responsibility projects and initiatives can increase sustainability performance. Moreover, a study conducted in the private sector by Abbas (2020) indicates that the implementation of TQM methodologies positively impacts sustainability performance. Furthermore, Sökkie (2013) found that employing and managing human resources effectively will lead to performance and sustainability. Human resource management methods have a considerable and advantageous impact on total quality management (Khdour et al., 2021). According to Ghobadian et al. (2007), the total quality management concept is both compatible with corporate social responsibility and may be utilized as a means of promoting it more quickly.

The researcher had reviewed different literature, but there are limited studies on how the four variables, sustainability performance, corporate social responsibility, total quality management, and human resource management practices relate to one another in the hospitality industry. Numerous studies focus on the hotel's characteristics and analysis, rather than issues and concerns for sustainability. This makes this study distinctive. Furthermore, the researcher has not conducted a study that possesses the characteristics specifically in the CARAGA Region. Also, most earlier studies were focused on the link between these variables using a different approach. The adoption of a path analysis will make this study more unique and interesting.

## **Theoretical Lens**

The triple bottom line (TBL) theory and the resource-based view (RBV) theory are the theories that serve as the underpinning of the research model created for this study. The TBL theory is relevant to CSR and sustainability because it gives businesses a framework for considering social and environmental factors in their operations and decision-making. Organizations can contribute to a more sustainable and ethical business environment by integrating the TBL framework into their operations and aligning their business practices with sustainability principles. The TBL framework is usually well-liked and can give businesses aiming to transition to sustainability helpful information. The hospitality sector is being assessed for its substantial contributions to the economy and society, as well as its environmental impact.

Another theory related to this study is the Resource-based View (RBV) theory developed by Barney (1991). The resource-based view offers a theoretical framework for elucidating how TQM and HRM practices relate to sustainable performance. According to the resource-based view (RBV), an organization

comprises its physical, human, and organizational resources. Since RBV places a high value on a company's internal capabilities, HRM practices can embrace this perspective to facilitate sustainable growth within an organization's human resource base.

On the other hand, RBV theory also supports the view that TQM supports sustainability performance. In Resource-Based Viewing (RBV), an organization's performance is primarily determined by its available resources (Savino & Shafiq, 2018). RBV further states that businesses can attain better performance and competitive advantages through the deployment and development of organizational resources (Yang et al., 2019). Because it addresses both the internal and external aspects associated with TQM, the RBV theoretical model thus supports a dynamic study of TQM.

## **METHODS**

### **Research Locale and Respondents**

A survey questionnaire was administered to 300 employees from 30 selected hotels and resorts (two to five-star rating) in Caraga Region. Respondents were evenly drawn from the region's five provinces, with 60 participants from each province. The sample included both managerial and non-managerial employees, as well as rank-and-file staff, who had worked in the hotels and resorts for over six months as regular employees. The study excluded individuals with less than six months of employment and contractual employees serving for less than six months. The stratified random sampling method was employed, designating each province as a stratum and ensuring coverage of at least six hotels or resorts per province.

### **Research Instrument**

There were three adapted survey questionnaires used as researcher's instruments for this study. The corporate social responsibility indicators are patterned after the original work of Ubeda et al. (2021) in their study "Corporate social responsibility and firm performance in the hotel industry: The mediating role of green human resource management and environmental outcomes", with a Cronbach alpha result of 0.76, comprised of three indicators, and has three to four items per indicator. On the other hand, indicators for human resource management practices were patterned from the study conducted by Marwat (2008) entitled "Impact of human resource management (HRM) practices on employees' performance", with a Cronbach alpha value of all constructs

exceeding 0.70, comprised of five indicators, and has five items per indicator. Moreover, total quality management indicators and sustainability performance indicators are patterned after the original work of AlShehail et al. (2022) in their study "Total quality management and sustainability in the public service sector: the mediating effect of service innovation," with a Cronbach alpha value of all constructs exceeding 0.70, comprised of three indicators, and have three to five items per indicator.

### **Data Collection**

After obtaining approval from hotel managers/owners, enumerators were hired to distribute and collect questionnaires, ensuring a 100 percent response rate. Enumerators provided a brief orientation, distributed hard copies, and an informed consent form. The collected questionnaires were sealed in envelopes and submitted to enumerators. The researcher achieved full retrieval and, with the guidance of a statistician, collated, tabulated, and analyzed the encoded data. The researcher adhered to the hotel's rules for safety and security during survey administration.

### **Statistical Tools**

Mean Score was used for the level of corporate social responsibility, total quality management, human resource management, and sustainability performance in the CARAGA Region. Standard Deviation gauged the consistency of responses from the mean Score. Pearson product-moment correlation analyzed relationships between corporate social responsibility and total quality management, total quality management and human resource management, and human resource management and corporate social responsibility. Path Analysis was employed to identify strengths and effects of variables in the proposed path model aligned with sustainability performance. Corporate social responsibility, total quality management, and human resource management served as independent variables, while sustainability performance was the dependent variable. Regression analysis was conducted on the dependent variable for each causal variable in the model, and a goodness-of-fit statistic was computed by comparing predicted regression weights with the actual correlation matrix.

### **Ethical Statement**

The UIC Research Ethics Committee thoroughly reviewed the research

paper before conducting the survey, ensuring rigorous ethical standards. Participants provided explicit consent before receiving survey questionnaires, with a commitment to safeguarding their privacy and maintaining the confidentiality of their responses. Informed consent forms were signed by participants during the data collection process. Enumerators accommodated respondents by collecting questionnaires at the most convenient time, considering flexibility for those unable to submit the forms simultaneously, as indicated in the document. The paper diligently referenced all sources and was made available online. Filled survey questionnaires were securely stored for future reference, further ensuring data integrity and compliance with ethical guidelines.

## RESULTS

**Table 1**

*Corporate Social Responsibility, Total Quality Management, Human Resource Management, and Sustainability Performance*

<b>Latent Variables / Observed Variables</b>	<b>SD</b>	<b>Mean</b>	<b>Descriptive Level</b>
<b>Sustainability Performance</b>	<b>0.61</b>	<b>4.37</b>	<b>Very High</b>
Environmental Sustainability	0.66	4.39	Very High
Social Factors	0.65	4.37	Very High
Economic Factor	0.68	4.35	Very High
<b>Corporate Social Responsibility</b>	<b>0.54</b>	<b>4.54</b>	<b>Very High</b>
CSR towards society	0.56	4.59	Very High
CSR towards customers	0.58	4.57	Very High
CSR towards employees	0.61	4.53	Very High
<b>Total Quality Management</b>	<b>0.61</b>	<b>4.40</b>	<b>Very High</b>
Leadership	0.68	4.45	Very High
People	0.68	4.38	Very High
Process	0.65	4.34	Very High

Strategy and Policy	0.70	4.33	Very High
Partnership and Resources	0.68	4.36	Very High
<b>Human Resource Management</b>	<b>0.66</b>	<b>4.37</b>	<b>Very High</b>
Training	0.70	4.33	Very High
Performance Appraisal	0.69	4.34	Very High
Career Planning	0.67	4.32	Very High
Employee Participation	0.71	4.36	Very High
Job Definition	0.66	4.48	Very High
Compensation	0.73	4.33	Very High
Selection	0.72	4.40	Very High

Presented in Table 1 is the status of Sustainability Performance, Corporate Social Responsibility, Total Quality Management, and Human Resource Management Practices. Caraga Region hotels demonstrate very high sustainability performance, corporate social responsibility, total quality management and human resource management practices as rated by the respondents.

The Caraga Region hotels exhibit a notably high level of sustainability performance, with an overall rating of 4.37, reflecting commendable practices across the environmental (4.39), social (4.37), and economic (4.35) dimensions. These results underscore hotels' success in implementing effective sustainability policies, thereby contributing to environmental protection, social equity, and economic development. The adoption of sustainable practices in the hotel sector is crucial for improving staff performance, enhancing competitiveness, and ensuring customer satisfaction.

These very high results contrast with the findings presented by Alipour et al. (2019), where the average employee assessment of sustainable practices encompassing social, environmental, and economic dimensions was reported. Additionally, the research conducted by Sajjad et al. (2018) indicated that sustainability is only partially incorporated into the overall business strategy of most hotels, and there is presently an absence of a systematic approach to

sustainability.

The corporate social responsibility reflected an overall mean of 4.53 described as very high. This implies that corporate social responsibility is very evident among selected hotels in the provinces of the Caraga Region. Of its three domains, CSR towards society or environment has the highest rating, which is 4.49, described as very high. Followed by CSR towards customers with a mean of 4.57 and CSR towards employees with a rating of 4.53, which are both described as very high. This specifies that policies and practices must be followed to guarantee that stakeholders' and society's interests are considered and protected in their plans and activities.

The notable outcomes in the domain of corporate social responsibility (CSR) resonate with the assertion made by Park and Levy (2014), emphasizing that CSR initiatives extend beyond the environmental consciousness of employees, encompassing aspects such as colleagues, society, and guests/customers. Nevertheless, this evaluation appears to contradict the findings of Abram and Jarzabek (2016), whose study of small and medium-sized hotels in Poland found that CSR initiatives in such establishments were predominantly directed toward environmental preservation, with comparatively less emphasis on community benefits and employee well-being.

The total quality management had an overall mean of 4.40, indicating very high performance. This implies that total quality management practices are very evident among selected hotels in the provinces of Caraga Region. Of its five domains, leadership has the highest rating, which is 4.45, described as very high. This is followed by people with a mean of 4.38, partnership and resources with a mean of 4.36, process with a mean of 4.34 and strategy and policy with a mean of 4.33, which all are described as very high. It can be observed that majority of the respondents are homogeneous in responses.

These very high results in the implementation of Total Quality Management (TQM) practices corroborate and substantiate the research outcomes of Mukhles (2021), which demonstrated the robust adoption of TQM practices within the chain-affiliated hotels industry. Moreover, as revealed in the investigation by Smith et al. (2022), the organizations under scrutiny consistently demonstrated a high level of Total Quality Management (TQM) implementation, with respondents expressing favorable assessments of various TQM practices.

The human resource management obtained an overall mean of 4.37 which is described as very high. This implies that human resource management practices are very favorable among selected hotels in the provinces of the Caraga Region. Of its seven domains, job definition has the highest rating, which is 4.48, described as very high. This is followed by selection with a mean of 4.40, employee participation with a mean of 4.36, training and compensation with a mean of 4.33, and career planning with a mean of 4.32, all of which are described as very high. This signifies that the hospitality industry in the region has been effectively practicing sustainable human resource management practices, as well as meeting the needs of all stakeholders.

The robust findings in this study align with the research conducted by Costa et al. (2021), wherein a substantial 92.7 percent of the primary executives in the analyzed sample asserted that human resource management practices impart a competitive advantage in the specific milieu of the Portuguese hotel industry. Nevertheless, these elevated outcomes in the realm of human resource management stand in contrast to the study conducted by Tayco (2022). Tayco's investigation revealed that respondents employed in the hotel industry across all Central Philippine provinces expressed moderate agreement with respect to the efficacy of excellent Human Resource Management (HRM) practices.

**Table 2**  
*Correlation Analysis of Variables*

Pair	Variable	Correlation Coefficient	p-value	Decision on Ho
IV1 and IV3	Corporate Social Responsibility and Human Resource Management	.592**	.000	Reject
IV2 and IV3	Total Quality Management and Human Resource Management	.697**	.000	Reject
IV1 and IV2	Corporate Social Responsibility and Total Quality Management	.645**	.000	Reject

The result in Table 2 revealed that the relationship between corporate social responsibility and human resource management is significant ( $r = .592$ ,  $p$

< 0.05). Additionally, the result indicates the rejection of the null hypothesis, that there is no significant relationship between corporate social responsibility and human resource management practices. These findings corroborate those of Ishaq et al. (2023), who found a strong relationship between HRM and CSR. Additionally, these findings support the study by Sarwar et al. (2022), which found a positive relationship between HRM and CSR. The results of the study demonstrated the significance of HRM in formulating and implementing CSR-related activities and sustainable performance.

Furthermore, the study's findings revealed the significance of the relationship ( $r = .697$ ,  $p < 0.05$ ) between total quality management and human resource management. The result points out the rejection of the null hypothesis, which indicates that there is no meaningful connection between human resource management and total quality management. The study's results corroborate the study conducted by Usrof et al. (2016), which showed that HRM practices improve the company environment and have a beneficial effect on TQM adoption. The strategic direction of total quality management effectiveness is shaped in large part by human resource management, which also has an impact on employee performance and produces world-class quality as well as organizational sustainability. This is aligned with the statement of Izverciana et al. (2014) that by incorporating these techniques, the organization's system quality and personnel performance will both increase, leading to the achievement of excellent status. HRM and TQM are strategically and tactually important for gaining a competitive advantage through diverse factors. Practices in human resource management are essential to the success of total quality management.

Moreover, the result showed that there is a significant relationship ( $r = .645$ ,  $p < 0.05$ ) between total quality management and corporate social responsibility. The result further justifies the rejection of the null hypothesis, which states that corporate social responsibility and total quality management have no significant relationship. The results in this study corroborate those of Hassis et al. (2023), who proved that TQM is significantly connected to CSR. This implies that human resource management (HRM) and a customer-focused approach were found to be very successful strategies.

The path analysis report is depicted in Table 3. The report covers the entirety of the path model, which is the preferred model (Figure 3) over the conceptual model (Figure 1). The analysis of the conceptual model was broken

off since it yielded an unacceptable outcome when the fit indices for a path model were applied. Most of the indices fell below the standard range, and, regrettably, there was an absence of CMIN df, p-value, and TLI; hence, the preferred model in Figure 3 was crafted.

**Table 3**

*Report on Path Analysis Result*

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b>Unstandardized Coefficient</b>	<b>p</b>
<b>Direct Effect on: Sustainability Performance</b>	Corporate Social Responsibility	.36	0.00
	Human Resource Management	.35	0.00

**Relationship between:**

Corporate Social Responsibility and Human Resource Management		.21	0.00
Total Quality Management and Human Resource Management		.28	0.00
Corporate Social Responsibility and Total Quality Management		.21	0.00

**Model Fit:**

$X^2$  (CMIN) = 3.350 p = 0.67

GFI = .994, NFI = .994, CFI = .996, TLI = .973

RMSEA = .089

The path analysis report is depicted in Table 3. The report covers the model fit indices, such as CFI (.996), GFI (.994), and NFI (.994), which exceeded the .90 threshold, indicating a generally good fit. However, the model is not considered the best due to CMIN df (3.350) exceeding the ideal range (0 –

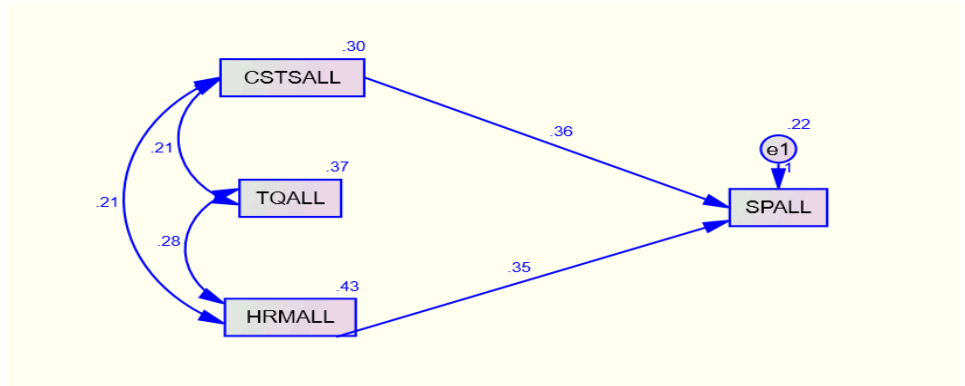
2), and RMSEA (.089) exceeding the recommended threshold of .05. Nevertheless, an author recommends reporting these values as they suggest an acceptable fit when considered together. Three crucial fit indices (GFI, NFI, and CFI) far exceeded the threshold for best fit. Despite a noticeable discrepancy indicated by the Chi-Square (CMIN) statistic, the GFI, NFI, CFI, and TLI values strongly support the model's alignment with the data. The elevated RMSEA value should be interpreted in conjunction with other indices, especially in larger samples. The results emphasize the importance of a holistic approach to model fit assessment, suggesting an acceptable overall fit with potential for improvement.

Figure 3 shows the direct influence of corporate social responsibility on sustainability performance, which posited an R-value of 0.36 ( $p < 0.05$ ). The result reveals that there is a statistically significant and positive direct influence of corporate social responsibility on sustainability performance. This implies that a positive corporate social responsibility within the hospitality industry is associated with higher levels of sustainability performance. Additionally, human resource management has a direct effect on sustainability performance. The results showed an R-value of 0.35 ( $p < 0.05$ ). The results of the study show that human resource management practices have a direct and statistically significant effect on sustainability performance. This suggests that greater levels of sustainability performance are linked to effective human resource management practices in the hospitality industry.

These findings suggest that both corporate social responsibility and human resource management play important roles in shaping sustainability performance. This information can be valuable for hotel management and decision-makers looking to enhance sustainability performance through improved corporate social responsibility and human resource management practices.

Figure 3 also shows a significant relationship between corporate social responsibility and human resource management, having an R-value of 0.21 ( $p < 0.05$ ). The positive sign suggests that as human resource management practices improve, there tends to be an associated increase in corporate social responsibility within the organization. This means that organizations with better human resource management practices also tend to exhibit more corporate social responsibility behaviors.

**Figure 1**  
*Path Model on Sustainability Performance*



Additionally, findings show a significant relationship between total quality management and human resource management, with an R-value of 0.28 ( $p < 0.05$ ). The positive indicator indicates that there is typically an increase in human resource management practices inside the organization when total quality management procedures improve.

Moreover, findings show a significant relationship between total quality management and corporate social responsibility, having an R-value of .21 ( $p < 0.05$ ). There is a positive, statistically significant correlation between corporate social responsibility and total quality management. The positive relationship shows that as total quality management activities get better, there's usually a rise in corporate social responsibility within the company. Thus, there exists a relationship between an organization's inclination towards engaging in corporate social responsibility activities and enhanced ways of total quality management.

The path analysis provides compelling empirical evidence that corporate social responsibility and human resource management are inextricably linked drivers of sustainability performance. Findings of the study have revealed that total quality management has a strong and positive association with both human resource management and corporate social responsibility, but it has no direct influence on sustainability performance. Corporate social responsibility has the

strongest direct influence on sustainability performance ( $R = 0.36$ ,  $p < 0.05$ ), highlighting strategic initiatives and programs that aim to preserve the environment and fulfill social obligations.

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