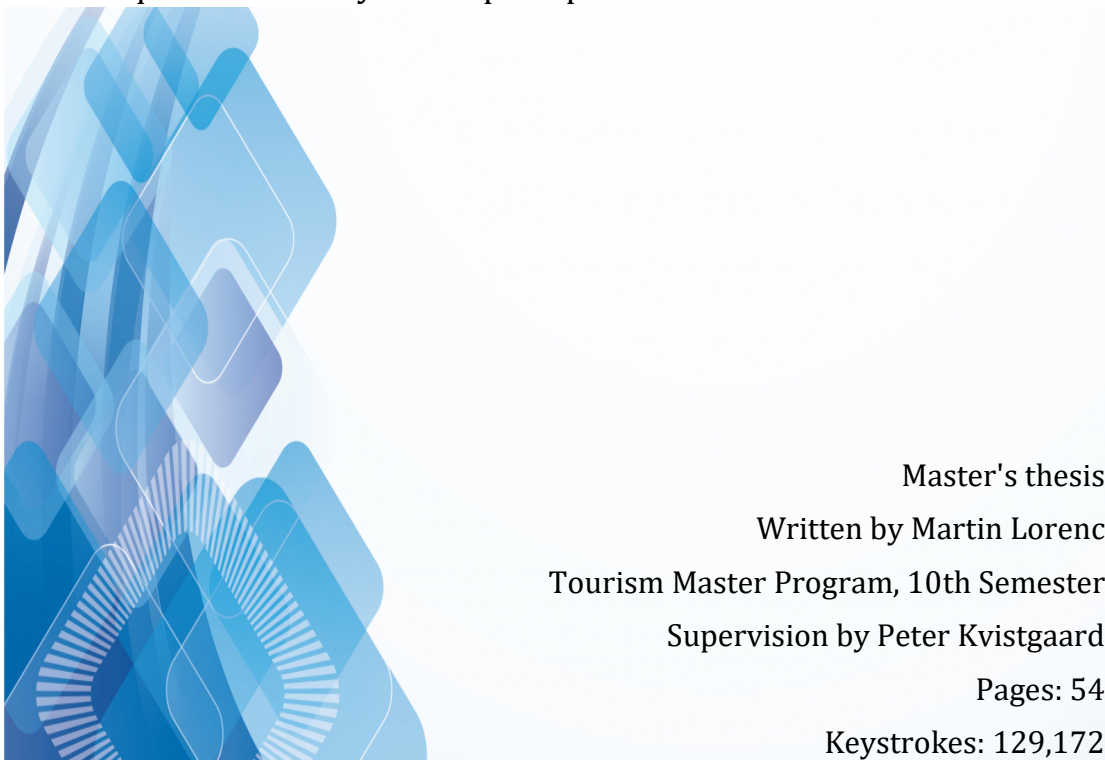




Corporate Social Responsibility in the Hospitality Industry

A qualitative study on the perception of CSR and its activities



Master's thesis

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Abstract

If one were to characterize a social responsible company, a comparison with bees is perhaps helpful. Bees produce honey, which is subsequently sold, while at the same time flowers are pollinated by which yet another beneficial activity takes place. And that is precisely the case, according to which it is possible to roughly imagine how a responsible company should function. Companies make countless decisions within the framework of their work on the market, and each of these decisions should ideally be in line with the focus on ethics towards the three pillars, namely the economic, environmental and social pillars.

This thesis deals with the relationship between activities operated under the umbrella of CSR policies of the given region under the Hilton hotel chain. The aim is thus to discover what activity best reflects the climate of the given region, in this case the Czech Republic. All data regarding the perception of CSR was gathered at the Hotel Hilton Prague, where the author of this thesis had the opportunity to work and at the same time participate in CSR activities and their development. The actual doubts of the author arose when participating in activities which he had the opportunity to have a direct effect on, since he was working in the HR department which is in charge of this policy. Since the selection of activities was simply random, without any foundation, doubts arose as to whether this model is the right one and whether its basis is a genuine one.

The collected data will be further explored in relation to the Pestle analysis and interviews with the aim of getting to know and understand the needs of the given country better, while the results themselves show a certain imbalance between the activities carried on today, and therefore support the hypothesis that the selected activity would have to be more accommodating to the region with regard to disparities in which the hotel operates.

For this reason, the research results are indicative of the crucial importance for hotels of having CSR activities adapted to the environment in which they operate not only randomly, and the fact it is essential to make decisions that are based on further investigation.

1. Introduction

In order for a company to be prepared to contribute to social welfare, it should also in principle be successful, which is a concept that has multiple levels. (Doležalová, 2005). While it is possible to say that satisfaction means calm, success builds hunger and thirst for more and more success and therefore is possible to say that the concept of success in today's civilization is somewhat antisocial, as the company, individual or firm is usually successful at someone else's expense (Trnkova, 2005). Therefore it is necessary to take the word success in this sense with reserve and to reflect on the essence of success and usefulness as a whole, and to seek such a concept that will not just accommodate one side, but the other as well. In recent years this concept has been greatly substituted by CSR, or Corporate Social Responsibility, which tries to satisfy both sides. In the context of corporate companies such as Hilton, the concept is usually applied across-the-board and does not always reflect cultural differences. These differences may have an impact on the perception of CSR, their activities and thus the acceptance of the concept itself (Trnkova, 2005).

1.1 Background

In the year 2020, the total number of tourist arrivals will reach an estimated 1.58 billion (Mullerat, 2010) and it is very likely that this number will continue to increase if the world economy continues to grow. Despite the ongoing conflicts around the world, which population face today such as in Eastern Europe (Ukrainian crisis), the events in the Middle East and North Africa combined with the ongoing refugee crisis and the overall uncertainty which that has inevitably brought with it in recent years, primarily first during the financial crisis in the years 2008-2012, it is generally assumed that unless an unexpected situation occurs, that the hospitality industry, which is closely associated to that of the tourism industry, will continue to be one of the biggest sectors in the coming years and will remain a major player in terms of generating employment, as well as the methods the industry uses to reduce its impact on the environment (Rifai, 2012). The hospitality industry is a multi-billion dollar one and the sector therefore has a large impact not only on the economy of the given region but also on its surroundings.

As a result, companies within the industry are making great strides towards, and putting more and more emphasis on sustainable development. The demands of the society, where concerns about sustainability have an increasing potential, are still growing (Rifai, 2012). Given that the hospitality industry is widespread and is linked to the travels of an enormous number of people, it is self-evident that it also has a significant impact on economies and the environment (Kluson, 2004). This creates a paradox. Despite all the efforts of the industry to become socially and economically responsible concerning environmental issues, the three pillars of corporate social responsibility (hereinafter referred to as CSR) are affected negatively. The impact of this is that the concept of CSR has, in the last two decades, become a subject of great debate. The concept is applied in companies of all sizes and within many different industrial sectors (Kluson, 2004). Representatives of organizations are increasingly faced with requirements of behaving in accordance with certain principles of responsibility such as environmental friendliness, good relationships with communities and paying attention to what is happening around them (Putnova, 2006). Nowadays, in addition to CSR, there appears to be a new philosophy in business which supports the application of the principles of responsible behaviour at all levels of an organization and throughout all company operations (Putnova, 2006). From a social perspective, responsible behaviour enriches the entrepreneurial approach and adds significant value to an organization (Prskavcova, Marsikova, 2006).

In recent decades, international companies have been seen to benefit from and acquire economic dominance through the development of globalization. At the same time, society has formed increasing expectations that these companies and corporations should not just take but also have the responsibility of returning something to society. The requirement has therefore arisen for corporations to voluntarily take responsibility for engaging in solving social problems and playing a greater role in promoting society (Mullerat, 2010). This voluntary responsibility towards the environment, society or the economy is what is now referred to as corporate social responsibility. CSR is a concept which represents the influence and overall impact of a company on society and also includes issues that arise from the very nature of the business (Kunz, 2012). Likewise, it is thus a certain responsibility to the three main pillars, while the whole concept is built

on the fact that a company decides to voluntarily contribute to improving society and environmental protection. Some economists criticize the activities that companies undertake which aim to improve the welfare of society because they believe that the sole purpose and responsibility of a business is to generate profits and obey laws (Friedman, 1994). This opinion and point of view is not unique and has resulted in direct research being carried out on the very nature of CSR, its purpose and role in a society and for society as a whole (Kunz, 2012). Other strands of research have tended to focus on the concept CSR and its relation to finance (Reich, 2005), or on the exploration of the relationship between CSR and on how different countries and different cultures perceive social responsibility (Kotler, 2005). In other words, what is considered to be correct in one specific situation may be regarded elsewhere as being harmful. This applies all the more to large international corporations, because of the multicultural and the international nature of doing business. In this case, understanding and respect of the standards or the social framework of the host countries becomes crucial. The culture a geopolitical climate in different countries differs and it is therefore necessary to be aware of this with regards to where the business is being conducted (Ftorek, 2009). These forms of inter-cultural research are important and aid large corporations in their attempts to try and adapt their business to the given environment. Independent hotels and hotel chains alike, which operate their businesses in an international environment in differing social cultures, need to recognize this fact and consequently take it into account. Hofstede has become one of the most well-known frameworks, which deals with culture and how culture can influence behaviour and its meaning and also the meaning of the behaviour of the given individual (Reich, 2005). In light of the expectation that the number of travellers is set to increase in the coming years, the hospitality industry faces challenges which it has been able to resist until recently. In contrast, heavy industry, the automotive industry and others have faced enormous pressure to become aware of their impact on the environment and adapt their practices accordingly. Global changes, as well as the changing perceptions of society, will mean that the hospitality industry will need to confront this issue as a matter of urgency (Gregor, 2007). By not facing up to this challenge, the hospitality industry runs the risk of not meeting the demands of society, thereby making itself less relevant and less attractive to investors (Gregor, 2007). The Hilton Group, with its worldwide

international chain of hotels, has faced up to this challenge and is tackling environmental and social issues, as well as supporting local communities through its activities. Placing emphasis on these activities does not seem to be sufficient. Taking into account cultural differences and habits is crucial if the CSR activities undertaken by the hospitality industry are to remain relevant not only in one region but worldwide too. In the past, a lot of research was conducted into the impact of CSR on the hospitality industry and their mutual relationship. Unfortunately, little research has dealt with the influence of a given environment in a given country in determining the types of hospitality activities that should be applied as part of CSR within that country.

1.2 Problem Formulation

The purpose of this project is two-fold. Firstly, to investigate which activities are operated in the Hilton Prague under the heading of CSR and what basis these activities are selected on. In connection with this, the aim will be to find out what other activities could better reflect the diversity of the environment, that is, in other words, what activities correspond to the political, social and economic situation in the Czech Republic, with the aim of providing useful information to the Hilton Prague and recommendations. For the very purpose of the whole work, several hypotheses that are based on prejudices and assumptions will be presented here. They will be confirmed or refuted and in accordance with them activities will be designed for the hotel itself along with the research.

- H1: The CSR activities undertaken by Hilton Prague are without any real basis and they are selected solely on the basis of perceptions
- H2: Environmental activities are the most essential for customers.
- H3: The activities do not correspond with and adequately reflect the needs of the Czech Republic
- H4: Employee engagement in the CSR programme is low.

On the basis of the aforementioned delimitations, the formulation of the focus of this

project must include the activities within the CSR programme of Hilton Hotels, and must answer the question of whether those activities correspond to the specific needs of the region. The problem can therefore be formulated as follows:

What activities falling under the CSR concept in the Hilton Prague hotel correspond with the needs of the Czech Republic; what is the perception of the concept by employees; and what other activities could Hilton Prague hotel participate in?

1.3 Overall aim and research objectives

The thesis includes the issue of CSR activities operated in the Hotel Hilton Prague in the Czech Republic. The purpose is to give the Hotel Hilton Prague such information which will inform about the needs of the activities for the given region, whereby by the activities themselves the activities that are carried under the brand of CSR are meant. A closer look at the whole concept of CSR will be expounded upon in the second chapter. In the interest of a thorough understanding and the importance of this thesis, there will be an explanation of a couple of terms here, and the definitions of how the author understands the concept of CSR and CSR activity and in the same way the very hotel chain Hilton and its activity under the auspices of CSR will also be described. For more objectivity and understanding, a whole variety of authors and publications are used in this thesis. Furthermore, the relationship between CSR policy and the regional environment of the Czech Republic is examined here. This will be investigated using a Pestle analysis that will help gain better insight, while interviews will be used as well. Some analyses' that have an impact on the overall selection of activities and that explore the region will be examined in more depth. To sum it up, the aim of this master thesis is to examine the value of corporate social responsibility in the hospitality industry by using the Hilton hotels in Prague as an example. Therefore the following research objectives are developed that will provide an overall answer to the aim of this research which are:

1. Critically review literature about corporate social responsibility in the hospitality industry to explore benefits and success factors that contribute to the value.

2. Critically review the external environmental factors of the Czech Republic to identify influencing factors in regard to the value of social responsibility in the hospitality industry.
3. Collecting qualitative data in the form of interviews of employees of the Hilton Hotel Group in Prague and analysing this data.
4. Making recommendations for the Hilton Hotel Group in order to gain more value via corporate social responsibility in the hotel industry in Prague.

1.4 Definitions

1.4.1 Hilton Prague Hotel

The Hilton Prague Hotel, which will be further discussed in this thesis, is clustered with the Hilton Prague Old Town Hotel, both belonging to the group of Hilton Hotels Worldwide. Hilton Prague is the biggest hotel not only in the Czech Republic, but also in Central and Eastern Europe, and also the fourth largest Hilton hotel in the world. Due to its comfortable, designer, modern conference rooms, as well as for its location in Central Europe, the Hilton Prague Hotel is sought after by foreign corporations for various business meetings and social events.

1.4.2 Hotel Brand

Hotel Brand is a term designating a set of several hotels that are shielded by a common umbrella company, so-called Hotel Group, which in our case is the Hilton Hotels Worldwide. Hilton Hotels Worldwide brand associates 12 Hotel Brands, among which is for example Hilton Hotels, Conrad Hotels, Doubletree or Hampton Inn.

1.4.3 Hotel Group

Hotel Group is a name for a company that owns, covers and develops more than one Hotel brand. This thesis will deal with the hotel group that represents Hilton Hotels Worldwide.

1.4.4 CSR activities

Corporate social responsibility is a concept involving socially responsible activities,

commitment to the community and implementation of public benefit projects. Social responsibility and company activities aimed at fulfilling the philosophy of being socially responsible is a concept where the company voluntarily assumes co-responsibility for the welfare and sustainable development of modern human society whilst maintaining competitiveness and profitability, and these two things do not represent two contradictory goals. Socially responsible activities are voluntary activities of the company leading in its function to responsible behaviour towards the environment and society in which it runs its business, as well as towards its employees. The goal of these activities is to integrate the social, economic and ecological point of view into the everyday activities of the company, and to have a positive impact on especially the business ethics and work and living environment.

1.5 Structure of the Paper

This section is tasked with explaining how this work is structured within a whole and passes on a brief overview of this work to the reader.

- Introduction
- Methodology
- Theoretical considerations
- Analysis
- Conclusion

In the first chapter, the work deals with the concept of CSR, where it approximates the examination of the actual subject and defines the problem formulation so that readers are clear about what the goals of the research will be. This is followed by the methodological part where the procedures and usable paradigms, in this case the hermeneutic cycle and qualitative research as the best method for getting information, will be explained. Thereafter, in the context of the theoretical part, there will be a presentation of the individual theories that in the last chapter, i.e. the empirical part, will be compared with each other along with the interviews and in the end, the research will

be evaluated in the last chapter along with the conclusion of the whole work.

2. Methodology

The previous part is devoted to a general overview of this project along with the problem formulation. The following chapter focuses on the selection of a hotel and method that seems most relevant for gathering the data. It furthermore describes and discusses the methodology and an overview of the methodology that was selected for the very purpose of this thesis. It explains the collecting of data, the selection of the method with the aim of answering the problem formulation and thereby submitting a relevant recommendation.

Firstly, the selection of the hotel and the theory of science will be explained, mainly for the understanding of the topic for readers along with the philosophical approach and structure. This will be followed by the methods of collecting data and examining, in this case the interviews, as part of the qualitative research. All of the above methods will be subjected to criticism to also point out the problematic aspects which are tied to some methods. At the end, trustworthiness will be discussed, namely the validity and reliability of the whole work.

In addition to theoretical knowledge, this thesis also uses empirical data. For empirical research, several concepts as well as tools were utilized. The final results were put together in the end, so that the various captured aspects could be investigated. Therefore, qualitative research along with Pestle analysis is linked and combined here so that the validity of the entire research is enhanced. In addition, the overall validity or credibility was further supported by the fact that it was employees at the Hilton who were chosen for the interviews, in an equal share as concerns age and gender. According to the author, education does not play such a large role here and therefore was not examined. Another undoubted aim of the research is how it deals with the activities operated under the concept of CSR

In the context of the literature, a pre-selection of the relevant articles was performed by the author himself for better understanding and obtaining information on the topic. In the same manner, what has already been written on the subject was examined, in order to avoid any re-inventing of the wheel and so that the author could venture into uncharted waters. This will help create a border of the topic and serves as a base. Two kinds of resources were used for this work, namely professional publications and textbooks. This mix is used to create the framework used in this thesis. A major task was to review such literature that would be relevant to the given topic. On the topic of CSR and hospitality, there is a lot of literature focusing, for example, on the joining of CSR with tourism, or the with hotel industry or CSR in conjunction with the country concerned, in this case with the Czech Republic. However, studies that focus on the actual activity under CSR and their connection to the environment in which the company operates and, moreover, in the hotel sector, are lacking. As an interpretation technique, the hermeneutic approach is used, which helps during the interpretation of different literature, as well as for the practical empirical part itself, and the understanding of the meaning itself has been characterized using the hermeneutic cycle (Kvale, 1996).

2.1 Primary information for the investigation interview

Prior to the research itself, a partial study was performed, which was tasked with verifying the suitability of the methodological tools and the willingness of respondents to cooperate and answer questions in the context of an empirical investigation. Information and data for carrying out the investigation were gathered and answers to the question of whether sufficient empirical evidence for the pre-selected hypotheses exist and what other hypotheses are under consideration. The respondents' reactions, especially in terms of whether the respondents understood the questions, were also examined. The author also endeavoured to predict what problems could arise during the investigation. The acquisition of data through the interview investigation itself was the most time consuming part.

2.2 Choice of Hotels

The hotels which were examined were from the Hilton chain, and were chosen based on

internships, which the author should have done in the hotel. Thanks to his activities, he had a better opportunity to reach out to the company's employees and thereby get relevant data directly. The final selection of hotels was on the basis of the author's experience from the Hotel Hilton Prague, where the doubts themselves about leadership activities within the CSR arose.

2.3 Theory of Science

At this point, it is important to explain and define in advance the scientific paradigm that will accompany the whole thesis. This work is based on a qualitative research and therefore the hermeneutic method was chosen in order to gain information and understanding about the topic. Hermeneutics is a scientific method, which is used to understand the given text, so that its significance could continue to be interpreted (Mokrejs, 2004). Therefore it may be defined as the stage of the interpretation understanding of text. Hermeneutics is further defined and typical in the fact that each is influenced by its surroundings and this has consequences for differing interpretation (Ricoeur, 2004)). Today Hermeneutics is formed within the framework of certain interpretation theories and methods that deal with the interpretation of text. It is therefore defined as a system or interpretive method, or as a theory of interpretation. Its main representative Gadamer (2007) claimed that for Hermeneutics it is typical that it is a method as well as a methodology of struggle. This is underlined by precisely the Hermeneutic circle, which attempts to explain how people think, understand and ultimately interpret. The main point of the Hermeneutic circle is a description of the process of understanding the text. Accordingly, it is only possible to understand a part from the whole, on the other hand, the whole is accessible only through the parts. This means that neither the whole nor individual parts can be understood by themselves separately (Mokrejs, 2004). However, that does not mean that this type of interpretation, which is cyclical, does not render interpretation completely impossible, but rather it underlines that the connotations of the text must be found in the cultural, historical and literary context (Hroch, 2003). It therefore seems necessary that the reader create a certain opinion or pre-understanding ahead of time, while at every new finding reader then returns to the first step and thereby is developing new and different

ideas again and again. Nobody knows everything, and nobody is omniscient and therefore it is necessary to strive for knowledge. On this basis, one can then think about and interpret the data (Hroch, 2003). However, as mentioned earlier, if someone interprets according to oneself, will never reach the final answers, which means that the circle develops there, that can continue onward. Since interpretation is a never-ending occurrence, it is possible to describe it as cyclical. Gadamer's theory was chosen by the author as the method that is most suited to the study itself and which is of a relevant character.

2.3.1 Hermeneutical circle

The Hermeneutical circle was first named by Gadamer, but the first who developed this procedure was Friedrich Astem. It is a method that describes the process of understanding and the interpretation of text, while the reader approaches the text already with a certain opinion about the given topic, thus a so-called pre-understanding. However, since each reader has a different pre-understanding and moreover, the next step is empirical, the pre-understanding of the reader ceases to be sufficient, and thus returns back, and new thoughts and therefore also understanding are thus developed (Schmidt, 2006). Here the above-mentioned understanding of the individual parts that come into understanding with their sense of the whole and vice versa takes effect. To use an analogy, it is as if a word was taken and put together with the other words around, thereby fulfilling the definition of a sentence, which makes sense as a whole. Thanks to the fact that the circle is cyclical, its characteristic is questioning the understanding of the reader and therefore, the circle may theoretically be closed once a complete understanding is achieved (Pokorný, 2006). The whole approach to this paradigm is thus formed between the author, or the interpreter and the text. Therefore, this work is based on a paradigm that reflects the constant movement between the interpreter and the study.

2.3.2 Decoding text

Each research, each object of interest, as well as literary work is information that is encrypted to a certain extent and in order to fully understand, it is necessary to find the key (Grygar, 2006). The problem is that each reader exists in their own world

(Heidegger, 1996), and the context that although helpful on the one hand, is also harmful. On account of the fact that each person is to some extent encrypted, and completely ruling this out is not possible, this leads to bias during interpretation. And therefore, understanding is decoding, or resolving the situation (Grygar, 2006). While the biggest enemy remains misinterpretation. Every individual and every life is based on the experience acquired during life and it contributes specifically to pre-understanding. This pre-understanding arises on the basis of prejudice and is influenced by the environment in which the interpreter is and grows in (Hendl, 2016). Therefore, it is necessary to obtain a certain pre-understanding that has already been outlined in order to avoid misinformation. So that precisely misinformation does not occur, the author of this project, stated at the very beginning the prejudices which he himself admits being influenced by, as a person who comes from a certain background and environment. Furthermore the very concept of CSR is then introduced right at the beginning. This fact, the pre-understanding, is thus inserted into the hypotheses that are accepted or refuted during the course of the thesis.

2.4 Ethical Issues and Validity

The thesis is copyrighted and in accordance with the Regulations of Aalborg University, the regulations related to research ethics were upheld. In addition, all scientific and literary sources were used according to legal and internal regulations and are therefore listed at the end of the whole thesis in the reference section. The participation of all participants was entirely voluntary and all information about the purpose of the research was communicated in advance so that the participants could get better acquainted with the questions and thereby understand the purpose of the research itself. This is related to compliance with the privacy and handling of personal data of all respondents. This means that research participants are aware of the use and disclosure of the interviews that were conducted with them within the framework of the in-depth interviews and the fact that all interviews with them were recorded. They were also asked whether they understand the purpose of the research project. Participants could resign from the research at any time and as well as not answer questions, which they found to be unpleasant or inappropriate. All participants of the qualitative research, in

this case the interviews, remain anonymous, only data referring to the age, gender, profession are kept, and they are aware that the purpose of their participation is to achieve work in the framework of the thesis. As for ethics and privacy, they are maintained throughout the research. The survey was performed in the Czech Republic, where the worker is a resident and at the same time dwells there.

2.4.1 Validity

For the purpose of ensuring the most relevant content of data for this project, data was collected which was intended to help better understand and consequently recommend a higher quality of activities in the course of the operation of the Hotel Hilton in the CSR field. Despite this, a lower level of validity and reliability in several viewpoints can still be found and criticized, such as the selection of respondents, destinations or the activities of the hotel chain themselves. However, both the validity and reliability of the collected data is a reflection of the qualitative research, while it is necessary to take into consideration that employees of the given hotel are governed by the ethics council of the hotel chain and it is evident that the CSR strategy in different countries is a delicate issue, that is personal and sensitive. The overall reliability depends on the collected data and the participants' answers to questions. Pelikan (2011) argues that for the creation of solid, high quality research, especially if it relates to the statements of persons, it must be repeated after some time to be considered as completely valid. However, this is not an example of this work, and therefore research may be discussed. The same applies for the selection of the research site itself, as the research involved a country where the author does not live permanently and therefore some interviews were conducted through Skype interviews. Likewise the validity regarding respondents can be discussed since the interviews were participated in by an unequal number of women and men, in favour of women 7 : 6. For this reason it is necessary to look at this work with critical detachment, while the intention is the collection of relevant data for other purposes of the development of CSR activities within the Hilton Prague.

2.4.2 Confirmability

Confirmability is another criterion of the overall approach to trustworthiness. The importance of this criterion is the assuredness of worker impartiality and not allowing

workers to incorporate personal values or other theoretical leanings into the work. (Guba and Lincoln, 2004). The very effort of the researcher of this study was to stay as objective as possible under any circumstances, even when objectivity as such is unattainable within the framework of social research.

This is due to several aspects, whether it's the necessity and also the tendency to believe the theory or respondents because these are the very people who perform the activity and have better access to the given problem (Hendl, 2016). However, the author remains critical to the various declarations and a certain scepticism is appropriate, especially during the interviews.

2.5 Qualitative research

Qualitative research was formerly seen by some as a complement to traditional quantitative research and only over time did this type of research become equal with other types of research (Chrz, 2007). However, it is certain that there is not only one recognized way to define qualitative research. Consider the qualitative type of research to be research whose results do not have a statistical character or another way of qualification. However, others who see the quality of this research not only in numbers disagree with this argument. The problem remains that qualitative research is a very broad term for different approaches. Cresswell (1998) defines qualitative research as a process of searching that is based on different methodological traditions, while researchers form a comprehensive picture and conduct research in natural conditions. Ideally, the researcher chooses a topic at the beginning, with the fact that pre-defines questions, or in this case, the problem formulation (Hendl, 2016). During the research itself, it is possible to supplement questions and to some extent vary them with the fact that on account of this characteristic, such research is sometimes called the flexible type, or emergent. In such cases hypotheses are also created and the researcher is likened to a detective, therefore, he/she must or should at least try to obtain answers (Hendl, 2016). In the framework of the research new facts emerge, and it is often necessary to make deductive and intuitive conclusions. The actual analysis and collection often takes place simultaneously, while the researcher collects data, analyses it and if necessary decides which data is relevant (Jerabek, 1992).

Qualitative research is characterized mainly by the detailed findings, and therefore qualitative research was used, which enables dealing with and giving way to a greater emphasis on the quality, rather than quantity. The thesis is based on the usage of the Hermeneutic theory of science. (Guba and Lincoln, 2004) Within the problem formulation, stated above, the qualitative method seems to be suitable option. For research and the actual researcher, it is important to understand the behaviour of the respondents, therefore, the whole environment in which they move and subsequently interpret their views. This is also confirmed by Cresswell (2007), under which qualitative research is linked with on-site work, in this case in the given country, or institution that comes on if the researcher is situated physically in such an environment, perhaps even recording the respondents in their environment and over a longer time horizon. In this work, qualitative research is also because the author deals with individual themes and therefore very detailed information about the given issue is essential. Awareness of the importance of the adjustment of CSR activities for the given region requires detailed elaboration of the research that has been processed with the aid of semi-structured interviews with employees and assistants of the HR department and co-workers who are otherwise involved in CSR activities at the Hilton Prague.

2.5.1 Sampling methods

The collection method was chosen through hermeneutical research. Qualitative data became the essential source, while the main topic of research was the involvement of adequate CSR activities in the given region. All data was obtained through literature and personal or Skype interviews with employees of the Hotel Hilton Prague. This method was selected mainly due to its time effectiveness and at the same time, this method makes it possible to include even geographically distant regions. Hotel Hilton publishes an annual CSR report with statistics, and every hotel collects data about its activities in the field of CSR, the data of which is then centrally processed. The selected hotels, Hilton Prague and Hilton Prague Old Town, were contacted directly by the author as a former employee of the hotel chain in the Czech Republic, while the director of the HR department in Prague provided him with the contacts to the Prague branch and employees, and encouraged him with support of this research.

According to Hofstede (2007), there is a concern that in the interviews, managers will

respond more according to what people want to hear, i.e. to the benefit of the company. This does not mean, however, that they would not be willing to share information, rather one could expect that they would be unwilling to pass on any sensitive data. Therefore, a semi-structured interview where it was possible to speak with participants eye to eye, was chosen. It provides the possibility of flexibly reacting when obtaining new data. (Miofski, 2006). The actual use and utilization of qualitative research sufficiently permits a more precise and especially a deeper insight into the topic, exploring the views of individual parties and thus improving and clarifying the topic from different sides (Jerabek, 1992). Overall then, the work is based on qualitative interviews with direct participants in CSR activities, however, not with another group, namely the citizens of the given country. The intention was to find out how the individual hotels are involved in CSR. Therefore, purposive sampling was conducted concerning as well direct participants, so that in the interest of the author it is found that these persons that participate in CSR activities and the ensuing information, is relevant. The author was dependent on the willingness of participants to participate in research supporting the thesis. Czech Republic was selected as the country in which the author lived for a long time and the author in terms of a modern democratic state seems to be interesting for the application of new CSR activities. The negative aspect of getting information only from the employees at the Hotel Hilton is that it does not enable a complete generalization of the results (Bryman, 2012), since each represents their opinion. However it may be a good basis for further research.

The qualitative data that was collected for this research was divided as follows:

- Pilot study in the context of cooperating persons at Hotel Hilton (employer of the author), and two qualitative in depth interviews.
- Participation within the master internship and subsequent employment at the same place. Likewise observation of CSR activities in which the author was involved.
- 13 semi-structured qualitative interviews with employees of hotel Hilton Prague.

A limitation occurred during the research in connection with the remote research site since the author had not lived at the research site for a long time, and therefore it was also a significant financial burden in the event of on-site research.

The initial pilot research was carried out on the Hilton Prague premises, and its task was to better define the questions which will then be posited to other employees. However, this initial research showed in the beginning a certain self-consciousness of participants in matters relating to the activities themselves, and so new questions were gradually defined, often simply, that were more responsive to the needs of the country and the needs of the employees themselves.

2.5.2 Data Analysis Method

The data analysis method was based on qualitative research, and the subsequent data collection method, along with the Hermeneutic approach, answer the problem formulation, which was previously defined. This means that all the data was analysed according to the qualitative standard of the process. The analysis was performed in compliance with the Hermeneutic cycle, which is closer shown in the methodology chapter. In addition, according to the hermeneutic paradigm, all articles, data, interviews and observation interconnect with each other and together form a whole. This gives rise to more and more discussion. Since both the discussion and all the data are compared, it is necessary to look at both with critical detachment.

2.5.3 Interviews

Within the framework of the qualitative study, data was collected through in depth interviews and the purpose of the actual analysis is to acquire and then analyse the declaration of individual participants, as the goal of the data, which is then analysed and later their wording is interpreted as well. The semi-structured interviews with the possibility of open-ended responses generally consist of carefully pre-prepared questions which respondents reply to. This type of interview is used only if it is necessary to minimize the variation of questions toward the respondent. In other words, it means that the data obtained through interviews will not be changed much in structure, thus reducing the prospect of damaging the structure of the interview (Jablonsky, 2011). A semi-structured interview is used because it minimizes the

possibility of the influence of the interviewee on the quality of the interview. This means that the data is more analysable, and the structure of the interview itself is given only by the sequence of the questions. This provides the option of repeating the whole interview at another time with another interviewee (Jablonsky, 2011). This type of interview was also chosen because it seems appropriate if the research cannot be repeated as was the case with this research. It is also used if you the responses are to be compared in the analytical section (Reichel, 2009). However, this method of interviewing has drawbacks in a certain restriction on predetermined topics. In spite of the fact that it differs from a precisely structured interview in the fact that it is possible to add explanation and additional questions, restrictions remain in the still the same formulated questions. The general qualitative interview requires a decision regarding the form and order of the questions and also the interview duration (Kvale, 1996). On account of this issue a pilot study is advantageous, which in this case was performed. It would also be possible to react to this possible problem within the interview before the research itself. A qualitative interview is a method that is used not only to collect data, even if it is the reason with the greatest priority, but it also has an intervention character (Reichel, 2009). The first interviews took place at the Hilton Prague with employee of the HR department and she was posed in 15 questions, of which 3 had a personal character and the remaining 12 were open-ended. The questions were asked in order to clarify the current situation in the context of CSR activities at Hotel Hilton Prague. All interviews were semi-structured together with additional questions. That is emphasized by Kvale (1996), according to who the semi-structured interview is a method that is not firmly fixed, and it is possible to add additional question to the pre-determined questions which are guided directly to the actual topic and thus have a deeper level. The interviews typically lasted about 30 to 40 minutes. The author performed such extensive research, with the fact that the goal was to gain information and understanding of their perceptions of CSR activities and their understanding of the needs as such. All interviews were verbatim translated with the purpose to be relevant.

2.5.4 Observation

The observation was performed within the internship, during which the author had the

opportunity to take a closer look at the CSR strategies of the Hotel Hilton Prague while also actively participating. Overall, observation lasted 6 months in a row between 8/13 - 2/14 and furthermore during individual visits during CSR activities. The goal was to understand the different steps in deciding on what activities the hotel will concentrate on. Since the author could really attend all activities at the two Hilton hotels in Prague, observation was active during every activity.

Observation by the author of this thesis, apart from the internship period, was then also repeated during his short visits to the hotel until the winter of 2015. The objective was to obtain an overview and experience and see the individual activities run by the hotels in the name of CSR. The author had the opportunity to participate in most activities in an organizing manner. Observation itself should capture the widest possible spectrum of situations and the task of the observing person is to choose the situations in which the relevant actors or relevant activity will play a central role (Jerabek, 1992). There are certain methods in observing such as the descriptive, focused or selective observing, namely in that order. In this research, the author was part of the so-called Participatory observation, where the aim of such observing is to bring together such activities aimed at (Hendl, 2016):

- Dual purpose - the researcher participates in the activities and events and is an observer at the same time.
- Explicit awareness-the researcher should not perform the activity to such an extent that he/she is unaware of the events around them
- Wide angle lens - the researcher is already theoretically instructed and therefore is able to capture and then analyse more information.
- Inside and outside experience - the researcher disposes of their own experiences but also with the experiences of other involved persons.

It is precisely participatory observation that bears the elements of qualitative research

in the fact that such observations cannot be generally standardized. Nevertheless, such monitoring also has its negative side, since it is not always possible to follow the activity throughout the whole process and therefore it is necessary to observe the different situations in the events of the whole day, continuously so that the widest possible range of monitored processes can be captured (Svec, 2010).

2.6 Delimitations

During the writing of this thesis and the associated research, a few delimitations appeared that had to be taken into consideration, and as they may to some extent affect the entire work, they are thus listed here so that the reader would be aware of this. Within the framework of the investigation, 13 interviews were carried out, while some were conducted using meetings on Skype and so may therefore to some extent be affected by the impersonal method of meeting. All recommendations in the context of the activities, that are possible suggestions for the hotel, may appear as subjective to their extent, despite the fact that they are based on research and thus have a real basis. In spite of this, each of the proposed activities can be seen differently and so they become to some extent objective. Given the subject matter and the fact that the issue of CSR is extensive, it was necessary to determine not only the goals of the research but also the borders that keep the research within certain limits. Whether it means that the research was conducted in only one country, one chain, concentrating on areas that are closely related only with the Hospitality industry. Further delimitation of this thesis can lie in the absence of a Hofstede analysis, a research method which analyses the cultural environment of a given region or a country and comprehensively maps individual factors that influence, or may influence, the hotel decision-making. This may, however, be a stimulus for further research.

3. Theory

The following chapter, theoretical consideration, shows the theoretical framework of the research and the purpose is to provide an overview related to CSR in the hotel industry and in selected destinations, while the chapter will be developed by the description of and the significance of activities which are produced within the CSR policy in the selected hotels. The previous chapter described the methodology applied for this work along with the methods that are used later, such as the theory of science, delimitations, the choice of methods, quality research, observation and others. In this chapter, the main emphasis is on the theoretical framework and theories that are used in order to give the Hotel Hilton recommendations in the context of CSR activities. The framework was developed based on the above (Methodology chapter) mentioned hypotheses, and the problem formulation resulting from them.

The trend of recent years is the idea that companies operating in the context of what is today commonly understood as business, should or at least it is expected from them that their objective is not just profit but also increasing well-being within the society (Robins, 2005), in other words not only taking, but also giving. However, this theory is very tricky and not everyone has to agree with it. The actual expansion of the concept of social responsibility can already be seen with the employees themselves, while this process further leads to a greater range of the society and then spreads all the way to the dimension of local communities or stakeholders from across the World (Pavlik, 2010). Here it would be appropriate to recall a bit of the very essence of this phrase. The current concept of social responsibility is reminiscent of the medieval conception of love, which has several degrees and distinguishes the direction and object, the first stage of eros is directed to a partner, the second to children, in other words to a wider interior, and finally ends in agape (Cilek, 2011). Therefore, expressing love to the country and surroundings. In the old days, a significant bearer of responsibility was the Church, especially those religions that systemically faced enemies or poverty, whether it is debt relief in different periods, which can also be transformed to its present form. Since in the modern western world the influence of the Church has a rather decreasing tendency, the

state departments and its tasks are weakening, civilization itself can break down just as it happened with all previous ones, and therefore it is necessary to shift responsibility back again to the people themselves, the society and companies (Cilek, 2011). For this reason, it is necessary to ask where to get the feeling of something you can call happiness. With great probability it is possible to say that fulfilment or participation is responsible for this feeling, when happiness and success cease to be an antisocial reality. Firstly, it must be said that CSR is a concept that has many definitions, as well as ways of naming, whether it's long-term sustainable development, corporate sustainability or responsible entrepreneurship. Likewise, it is possible to look at the concept of CSR from a different perspective. Whether it relates to the term public benefit when business is thought of within the community, where the impacts are placed on the society and environment, along with the incorporation of all involved parties. (Kotler, 2010). At other times, an opinion may be seen in CSR as sustainability or sustainable development, where companies defend their business as being needed in the wider society and also friendly to the environment, i.e. ecologically and ethically (Hamilton, 2012). A completely different view is held by Preston and Sachs (2002), under which companies that do not actively contribute to the welfare of the society in the industry of which they do business, do not have their own right to exist. It is the ethically responsible companies and those which thereby contribute in the context of societal standards that tend to be the ones who are more oriented toward the consumer industry (Cilek, 2011) such as hospitality tourism.

The very concept of CSR has recently changed from a fashionable and for some the chosen one - to a widespread concept, but this concept is not quite as new as it may seem. Already in the 18th century the first mention alluding to the increasing wealth of individual nations appears, when Adam Smith first defined the first sort of framework of the relationship between society and business. Nevertheless, the very first naming of this concept had to wait until much later, in 1953, when the book by Howard R. Bowen was published, entitled Social responsibilities of businessmen (Carroll, 2008), while from that time the concept fully started to develop and attract more attention. The definition of CSR has been the pillar of discussion many times and those interested tried to define the basic concept of CSR, primarily on account of the lack of consensus over the existing

term.

The concept itself has its origins primarily in the USA and its development has lasted for several decades, but only recently have the issues associated with CSR developed at a more dynamic pace and it is experiencing a boom in all aspects (Dyrtr, 2006) . However, as mentioned earlier, this results in a certain non-uniformity of terminology and that is give to the rapid development and the large scope of different sectors. The definitions of the term have already been mentioned but it is also possible to define the basic characteristics that belong to the concept of CSR. According to Srpova (2010), it could be as follows:

- The principle of voluntarism, thus voluntarily developing activities and the related acceptance of obligations that are beyond what is required.
- Involvement of the company - implementation of CSR into corporate strategy.
- Pro-active cooperation with all involved parties, employees, customers, stakeholders and dialogue with them.
- Long term horizon and time periods and the associated systematics, or objectives with long-term sustainability.
- Responsibility to society.
- The company's commitment to contribute to the development of the quality of life

Corporate social responsibility is as previously stated, voluntary, while its boundaries are not clearly demarcated and so apart from the broad discussion, which is something extra, there is a lot of space here for different understandings and interpretation, therefore all definitions and approaches, of which there are many, are becoming somewhat uncertain and therefore there is great space here for interpretation.

Even though there are many definitions of the term CSR and this concept, overall it involves and covers the obligations of a company, during the performance of which i.e. doing business in a certain segment) economical, social and environmentally sustainable development are upheld, and this includes the involvement of all participating parties

(Dyrtr, 2006). In other words, it is business that has a positive impact on society. Researchers interested in CSR can be divided into two groups. This mainly concerns their view of business in society in general. (Kuldova, 2010). One of these groups is convinced that the sole responsibility of companies is to provide goods and services, showing a profit. The biggest advocate of such theories and also the biggest opponent of all CSR supporters is Milton Friedman (1994), according to who there is only one corporate social responsibility and that is to use its resources and engage in such activities whose sole purpose is to increase profit as long as it does not break the law, does not have a deceptive character and is not involved in fraud.

Merhaut (2013) has a different opinion, stating that CSR is an immaterial concept that can mean anything. CSR is a commitment to avoid negative impacts and support the benefit of the wider society in which the company operates (Tribe, 2010). Tyll (2014) describes social responsibility as an event, leading to social good that is outside the business interests of the company and is within the law.

Kunz (2012) characterizes the CSR as a certain way of doing business that is above the framework of business activities of the enterprise, namely above the framework of ethical, legal, commercial and societal expectations, or at least corresponding to these expectations. Becoming and being a socially responsible company is in the interest of the company itself (Kunz, 2012). Adhering to responsible behaviour increases work productivity, and in the long term time horizon, it creates a competitive advantage against competitors. In practice, it can be seen that the activity operated by the company within the framework of social responsibility is not usually effective, if it exists without a personal ethical conviction, both from the management and from the employees' side (Tyll, 2014).

In the context of tourism and hospitality, CSR covers several aspects such as employment, human rights, environmental ethics, or community and the economic, social and environmental areas. The latter three named are the three pillars of CSR known as the triple bottom line.

3.1 Triple Bottom Line

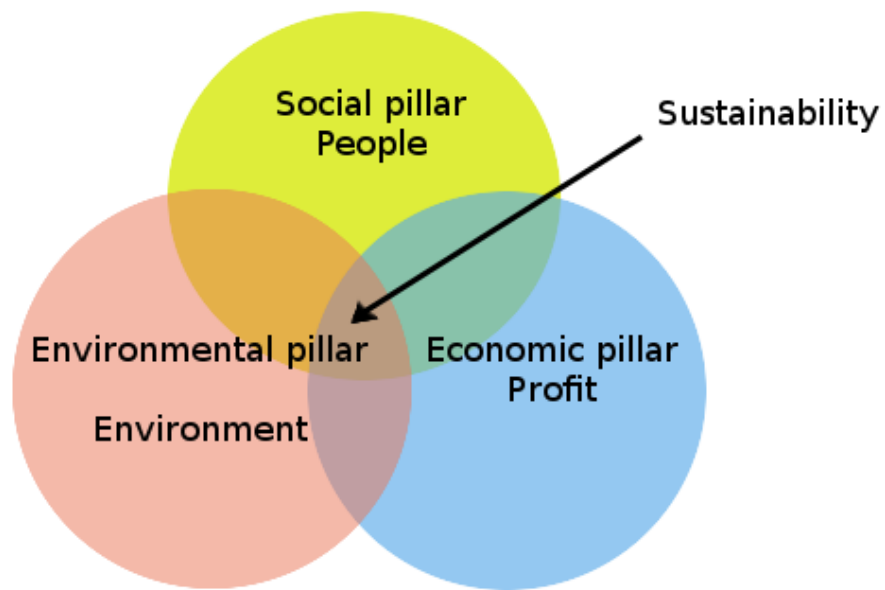


Illustration 1: Triple Bottom Line. Source: Author, 2016

The very concept of social responsibility is a thoroughly modern business concept and it leads to a broader view of the issue and is based on the so-called pillars or otherwise put, the triple bottom line (Sawitz, 2013). Companies which generally accept the concept of CSR, have apart from economic profit, also interest in the so-called 3P or people, planet and profit. Since all three triple bottom activities are very broad, socially responsible hotels mostly choose only those which are somehow linked to their business and the requirements of stakeholders. Or that are in the public interest (Sawitz, 2013). In practice, the CSR policy is associated with these three pillars, which can also be named as economic prosperity, respecting the environment and finally the protection and improvement of social solidarity (Chouinard, 2012). Whereby the development of the society is subjected to objectives as such, namely economic or ecological ones, as well the conservation of resources and achieving social targets (Pavlik, 2010).

3.1.1 Economic pillars

Ethical behaviour in the economic sphere of business is one of the main components of a company, which is trying to be socially responsible (Pavlik, 2010). This requires not only transparency in doing business but also affects the field of economics, both in terms of the regional level or multinational one as is the case with Hotel Hilton.

The first of the pillars is the economic area. The goal of doing business in general, as also applies to the hotel business, is constantly achieving profit and long-term growth of the share price of the company, and that subsequently allows the hotels to fund and support a range of activities that are reported under CSR (Merhaut, 2013). Hotel companies finance a whole range of socially responsible activities such as:

- The hotel and its employees eschew corruption
- The hotel behaves ethically
- The business of the hotel is transparent and it is willing to provide information about its business
- The hotel company innovates and maintains development
- The hotel company builds relationships with its clients and its surroundings
- It shows transparency

3.1.2 Social pillar

The second pillar is the social one, or the Social factor, or a decent approach to employees or the development and promotion of the region (Caroll, 2008). These are some of the few issues which the social pillar deals with. This path leads to positive understanding and development in the framework of culture, education and safety. Every socially responsible company should strive for principles which are consistent with the safety and health of its employees, abide by working standards and allow equal opportunities for all without distinction between gender, age and ethnicity (Mervart, 2010). Another point is the ensuring of the qualifications of its employees and the support of the surrounding community. Through their actions towards locals they can affect the surrounding area with their action whether in the form of support for

education, project finance or culture (Mervart, 2010). The social pillar deals with both the relationship to employees and communication with them while it is advisable to listen to the views of both employees and customers. In order for the hotel to be competitive, beginning hotels put considerable resources into the development of their employees (Kasparova, 2011). Another crucial point is to support physically or mentally handicapped people or organizing charity events. This is also connected to cooperation with schools or with talented students. The hotel endeavours, within the framework of social assistance, to create employment policies that will be positive so that employees feel a greater level of fulfilment. With the financial crisis, which affected almost all sectors, including the hotel industry, companies are trying to save money and that affects their business. Hotel companies should, in the framework of social advantages, honour and recognize each employee without discrimination (Kasparova, 2011).

Other CSR activities

- health and safety
- corporate giving
- education and development of corporate volunteering
- equal opportunities
- sport, culture

3.1.3 Environmental pillar

Part of the CSR policy of each company should be awareness of the consequences of the activities of which the company commits to. In other words, awareness of the impact on the environment and waste economy, which is ecological understanding in the framework of a socially responsible company. In this area, the companies directly enter into contact with organizations dealing with environmental protection (Merhaut, 2013). This pillar is the youngest of all and the goals that companies have is to minimize their energetic impact on society, hence on the environment. The same as with economic and social pillar, this pillar brings challenges where hotels must perceive and react to such changes, as the society is changing. The most common include saving water, energy and waste minimization (Mervart, 2010). Additional main points are:

- Reducing negative impacts on the environment and the creation of an environmental policy that will contribute to recycling and the reduction of waste.
- Protection of natural resources.
- A recycling program.
- Restriction of the use of dangerous chemicals in packaging.
- Environmentally friendly production.

3.2 Carroll's Pyramid

Handerson (2009) strictly distinguishes between the terms of sustainable development and CSR even though he admits that they both have something to do. According to Handerson (2009), the term sustainable development involves all participants in the process and assigns them equal weight. Nevertheless, CSR maintains perspective and especially the topic of profitability is an absolute priority for the company and remains ahead of all the company's goals and should not be played down by other agendas such as social or environmental ones (Handerson, 2009). One of the most cited experts on the topic of CSR is Carroll, under which the so-called pyramid is defined, which is divided into four main parts which deal with the types of social responsibility that companies have to society. This pyramidal model containing four aspects shows a framework of the CSR issues. These elements are economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility. Carroll (2008) builds other aspects on the economic responsibility, which is considered essential; while according to Carroll, business alone would not exist without profit. The reason is that the actual profit is the main motive and goal of any business in any industry (Carroll, 2008). Here it is possible to spot a certain congruence of the theory which Handerson (2009) introduces. At the same time the four mentioned components can be displayed as a pyramid, while in recent years ethical philanthropy concepts are gaining in importance (Carroll, 2008).

The basis here is economic responsibility and according to Carroll it is also the cornerstone because without profit business could not exist, but at the same time business has an economic responsibility not only in terms of the company's survival but also in terms of contributing to the society (Carroll, 2008). This statement is consistent

with the assertion of Handerson (2009) who gives preference to the economic framework, while the pyramid can be seen as different pieces that together form the CSR company.

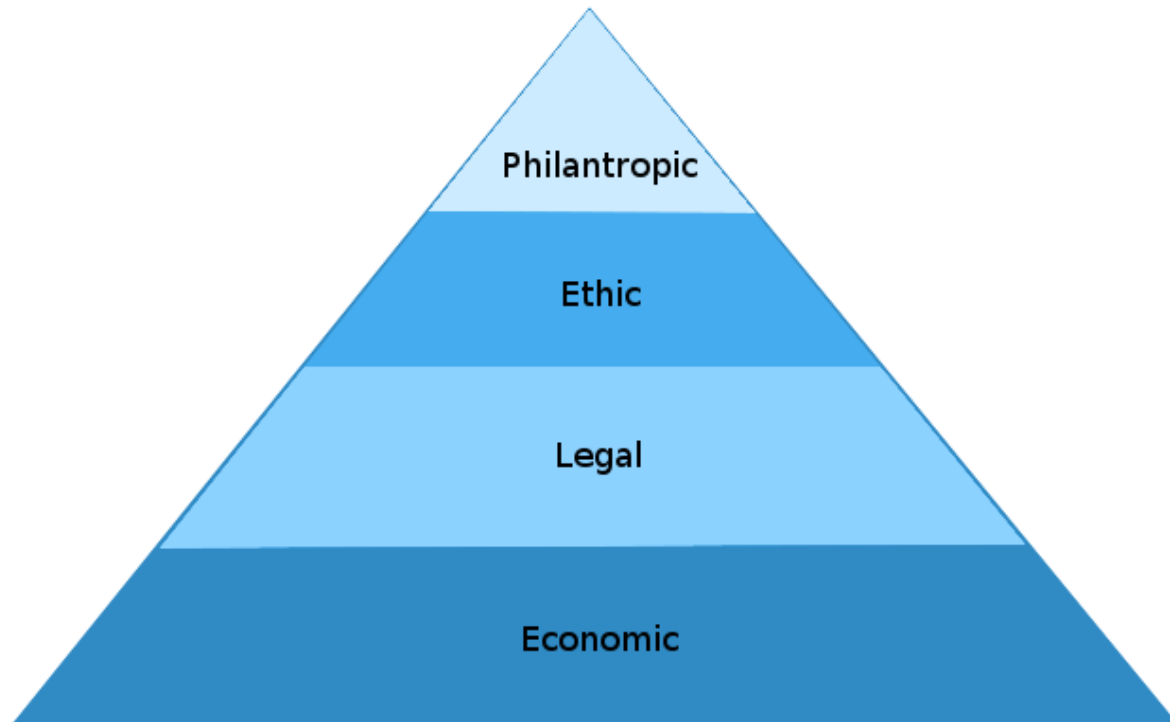


Illustration 2: Carroll's Pyramid. Source: Author, 2016

3.2.1 Criticism of the Pyramid

Like any other theory, even this one cannot be ideal in every case. The weakness of this theory can be the great similarity between the various levels of the pyramid, namely between the economic and philanthropic, while both lead companies to accountability and giving back to the society (Putnova, 2006). Nevertheless, a weakness can also be seen in the model in the lack of response if some responsibilities come into conflict with each other, which in real business can often occur. Moreover, it can also be a problem putting the responsibility in the correct category since when doing business in countries such as third world countries, it can to a certain extent be a complex issue to determine what comes first, the poverty or suffering, thus deciding between the ethical and economical (Putnova, 2006). Since CSR is a process that varies and is very variable and with different cultures also come different perceptions of the state of the world, it may seem that the model is somewhat static and does not reflect in full the model using an alternative definition of the concept of CSR (Srpova, 2010). The above four components that constitute the pyramid are directed to different sides of doing business. It seems that it is difficult in one model to imagine a CSR framework which is mainly not static, especially if it is about different cultures or nations (Mullerat, 2010).

3.3 Defining corporate social responsibility in the hospitality industry

A major player in the field of CSR and its application in practice which took a big step forward is undoubtedly hotels and the entire hospitality industry, while it was hotels that applied comprehensive programs and some of them directly based themselves on this way of doing business. Merhaut (2013) sees CSR programs not as self-sufficient programs that are separate from business, in the background of doing business but rather as a way of life and doing business, whose method is shown in the vision and values of the company (Merhaut, 2013)). The same way of doing business is seen at the Hotel Hilton, which takes its CSR program as part of not just its presentation but also doing business itself, which is most visible right during the decision making process, during which emphasis is often placed on the problems associated with the environment and problems related to the support of collegiality. It is the promoting of an atmosphere of friendliness, collegiality and increasing employee satisfaction that is one of the important factors, therefore many hospitality enterprises refer to its employees as team members, which increases the degree of accountability of employees and also encourages them to support a certain integrity with the business (Spector, 1997).

Even though great emphasis has been placed on the issue of CSR since 1950 (Bowen, 1953), only in recent years has due attention of scientists been given towards the application of CSR in the hotel industry (Handerson, 2009). And there is much space for further research. In particular huge interest was recorded among stakeholders in the field of the social, environmental and economical performance that hotels perform (Merhaut, 2013). Media, government and nongovernmental companies have begun to be more interested and thus create more pressure on hotel companies to solve problems relating to it (Conrady, Buck, 2012). Nevertheless the sector, despite all the steps they do and have done, remains behind other branches.

It is the skill of balancing responsibility toward the three principal goals that can be called social responsibility or CSR. It's a concept that not only affects the company but also interacts with interest groups (Kunz, 2012). However, this together includes not only the benefits but also the problems associated with it, like culture or the perception of issue itself relating to ethics. Furthermore legal norms, economic factors, legal aspects, and of course the already mentioned environmental area belong here (Merhaut,

2013). This brings a lot of questions concerning for instance, the increasingly global environment in which hotels operate. In these cases it is important that hotel companies understand the cultural diversity and specificity of the given countries (Hofstede, 2007). Large multinational hotel chains are therefore faced not only with environments relating to language, law and socio-economic conditions, but also with ethical dilemmas. This means that if an enterprise does business in one country and according to the law it is right within one culture, it could be perceived as unethical elsewhere in another culture. For this reason, there is an effort here to adapt activity directly from their headquarters both to respect customs and ethical standards. Steinmann, (1995) mentions that perhaps one of the biggest challenges which hotel chains are facing is to achieve a certain balance in the foreign country, namely in the cultural and moral field, whether in their home countries or in those in which they operate (Steinmann, 1995). Therefore, it seems that the culture and environment is a big topic, as well as a factor which to some extent affects whether and what kind of success a hotel company has in the countries where it does businesses.

Even though today, CSR is certainly one of the main topics in the context of hospitality, and there is also a lot of literature, it seems that the very involvement and perception of management in hotels and their impact on employees it is always on the edge of research interests. Even though many articles have been written and research carried out up to the present about CSR, as well as the environmental framework, so often discussed in the world today, it is still somewhat unclear to what extent hotel managers behave and perform their jobs according to the social process (Karnikova, 1997). Kranikova (1997) mention the positives and positive changes that lead to influencing employee behaviour during the implementation of CSR actions in the framework of the hotel. Managers are those who can largely influence the approach of employees and their motivation (Zdrazilova, 2010). In the context of a company's turnover, it has major implications whether they are activities directed towards the training of employees, their satisfaction or productivity but also on activity that is directed outward. The employee motivation itself and thus motivation from the managers actively participate in CSR activities and the program is an issue of long term cooperation (Kuldova, 2012). Negative aspects of tourism and their impact on society or the environment is becoming

a central subject of interest to all who, within hospitality and tourism, do business and their concern about the sustainability of the resources which attract tourists seems to be more and more eminent (Kuldova, 2012). One of the biggest players in tourism is precisely the hospitality industry which at the same time is also one of the fastest growing branches worldwide. It is also seen as an important provider of economic benefit, along with job creation, but all the same there is also the perception of the fact that this industry has a substantial share of climate change, social and economic issues. And this makes a significant footprint (Petrikova, 2008). Upon closer inspection one can see that in the course of their business, consumption is highly diversified whether it concerns consumption of water, food, heating, air conditioning, energy, garbage, food, they themselves produce a large volume of garbage, a place, transportation (Petrikova, 2008). The hotel industry currently employs up to 60 million people, and that is of course reflected to some extent in the social, economic as well as environmental conditions. And thus sustainable development is often discussed here. The pressure that is created on hotels is the result of the interest of media, employees, but especially today, customers and governments as well. Industries are trying to react to this mounting pressure, with both environmental as well as social activities (Kuldova, 2012).

A sector of such importance and size has a significant impact on the social, economic as well as environmental conditions in the full range of its doing business around the world and from this it follows that it also has great potential for sustainable development (Merhaut, 2013).

Over the past twenty years, this sector has been influenced by many factors, especially so that the hospitality industry identifies the interests nationally in the context of the CSR and in the framework of the host country where it carries out its business. This happened especially with the help of government incentives, where it encouraged involvement in environmental and community activities through activity, charity or other areas (Merhaut, 2013). Very important is the involvement of the employees involved in CSR activities that led to heightened awareness. As was already mentioned, the hotel industry has a lot of impacts but contributing to climate change, increasing waste generation and other related issues belong precisely among the environmental ones. A certain ecological footprint is also associated with that, while many hotels are

now situated in the city centres and their surroundings thus often consist of monuments, which suffer in the given area with the increase in tourists (Kunz, 2012). The impact is even greater during the imagination of how much water, food, cleaning materials and noise pollution it consumes. The hotel industry, although not close to the chemical or heavy industry, should be taken as a major player in pollution. And so similarly as the already mentioned sectors, the hotel industry is also experiencing an unusual boom in the context of applied CSR activities and providing information about them. A large number of studies are showing an increasing tendency in the share of CSR practices implemented in the hotel industry (Kunz, 2012). As mentioned earlier, many hotels are involved in CSR activities. As a result of this process, companies gain a competitive edge within the scope of long-term business. However, businesses also have other responsibilities and tasks than commercial ones. Namely the responsibility for the welfare of society (Fiala, 2005). This refers to the already mentioned Triple bottom line which backs social, environmental and economic goals (Putnova, 2006). It is necessary to be aware that the main or one of the main objectives of a company is to generate profit and CSR today is a part of company policy, while their use is cost saving, brand building and competition in the scope of diversity. However, even this may be controversial on account of the actual costs for the adaptation of CSR and its implementation (Kunz, 2012).

3.3.1 Benefits and success factors of CSR in the hospitality industry

CSR and the hospitality industry have only been joined together for a short time and so the owners and operators of hotel facilities are starting to realize not only the positive but also the negative aspects that this kind of business brings, and they are beginning to be aware that for a longer time horizon it is necessary not only to reap benefits from the company whether in terms of finance, human resources, but also protect and improve the environment around them as it is these surroundings that directly and indirectly affects the hotel work as such (Dyrtr, 2006). The advantages that the concept of CSR brings for the hotel industry are many and a couple of them will now be described here. The question is why the company embarks on its already established CSR concept, however it should be noted that, they are fully aware of the impacts and benefits from a critical point of view, if it were not so, presumably, if it was not bringing such

advantages, companies would not be interested in such a concept, as it seems that they are. From the perspective of the companies, it concerns investing in the future and therefore they expect that their funds invested in CSR activities will be returned. Since the activities are of a different nature, it is difficult to identify the benefits that companies can obtain by them. It's an example that (Pavlik, 2010) states, who argue that it is impossible to precisely determine how the invested funds and returns are related, yet there is no doubt that CSR has brought stability and prosperity for a long time, while stressing that the prosperity does not need to be perceived in terms of finance. However, it must be recognized that a considerable part of other authors believe that although it is often nearly impossible to find a profit, long-term benefits in terms of brand values, relationships with stakeholders or reputation are indisputable concepts on which CSR policies have a direct influence. This fact is confirmed by Gregor (2007), who in his research confirmed that long-term sustainability in connection with responsibility played a significant role in making the hotels that were involved more visible. He is convinced that customers are sensitive to ethical issues and thus in their view of the world, such hotels are accepted positively and consequently more visited as well.

The assertion that the result of the adoption of CSR policies is not only financial income is also accepted by Mervart (2010). According to him, hotels nowadays are not just following economic indicators but the intention is to search for social relationships, whether between employees and management or between the hotel and the public (Mervart 2010). Trnková (2005) lists several factors, including the already previously mentioned competitive advantage, which the hotel gets along with how it publicizes the upholding of CSR policies and thereby gains a competitive advantage as well. The second factor is the wishes of consumers, since it is they who are interested in the conditions in which the hotel operates, how it behaves towards the environment and towards society in general. This point is related to the spreading of the term, which is based in Denmark and is the so-called Political consumer (Trnková, 2005) where the customer decides who stays on the market with their shopping. Another factor, the last, is the existence of multinational hotels where CSR policy is dictated from headquarters.

One of the most discussed reasons for the application of CSR in a company tends to be improving the image and reputation of the brand as such, and the related increasing

interest in the brand. This gives the company not only to improved competitiveness but it also acquires the reputation of an attractive partner for cooperation as well (Pavlik, 2010). It also accommodates a number of benefits associated with the implication of the CSR concept into a company.

One of the most championed opinions and arguments for the application of CSR is the benefits that it brings and these benefits can be divided into three categories (Kuldova, 2012). The first argument is the moral contribution which reflects the actual awareness of the company, where without the society in which the hotel operates it could not afford to make a profit which is the cornerstone and objective of the hotel. The moral aspect not only influences generating a profit as the sole aim of its business but also the secondary very important part and that is the added value for society. The moral aspect is understood, for example, to be generating profits for the purpose of not just making a profit but also in order that the hotel could also perform something else, what this and something else is, is the real essence of doing business.

Another reason is the economic aspect (Kuldova 2012), which is closely linked with rational reasons, both of which are on a border which is thin and sometimes invisible. For hotels, CSR and its application not only have an influence on the financial and economic side of the company, despite the fact that this argument is highly debated by many (Pavlik, 2010), yet it is possible to argue that research exists that confirms this assertion, such research which proved that hotels who claim to be socially responsible were even economically better than those that did not have CSR as part of their policy. Similar conclusions were also reached by the long-standing research of Tyll (2014) which declared a several times higher growth rate if the company respects the interests of all parties or stakeholders. This fact, on the other hand, is not supported by Kunz (2012), who believes that on the contrary involvement in the CSR concept has a negative impact on the company regarding financial growth. One frequently emphasized argument in favour of adopting CSR is cost savings (Kasparova, 2011), which occurs primarily within the scope of measures which the enterprise presents as both godly activity and also as conserving resources, waste, etc. These measures then often affect productivity and quality and the quantity of work and it can spin into another spiral whose objective is to reduce costs (Pavlík, 2010). Another significant consequence is

maintaining a quality staff and recruitment, thus, in other words, increasing the company's reputation and attractiveness, and this results in the increased interest of job seekers, especially those talented ones (Sawitz, 2013). This view has also been confirmed by the already mentioned Tyll (2014) research, which confirmed that, when taking the interest of stakeholders into consideration, the interest of employees is 6-8 x higher. Sawitz (2013) supports this theory and emphasizes the work of the positive image of CSR in the context of hiring new employees. It also applies equally to current employees and their identification with the values of the company. There are many studies such as these and similar research inquiries supporting the theory of the positive impact whether in holding on to existing employees, or on potential employees while research with opposing views are in the minority. CSR thus assists loyalty both with employees and customers as well. This loyalty is followed by an increase in turnover (Fiala, 2005) and this fact is often described as the correlation between customer loyalty and the CSR concept of the given enterprise. Research pointing to the motivation of customers to choose precisely such companies that support good things by their conduct was conducted, in which it was shown that up to three quarters of the respondents perceived the commitment of the company towards CSR activities positively and up to a quarter of them would pay more if they knew that given a product from a company was supporting CSR activities (Kunz, 2012). One of the crucial reasons of adopting CSR activities is improving reputation (Kunz, 2012), while media coverage of CSR is a tool that is used for understanding CSR activities and thus also the associated improvement of the media image and reputation.

3.3.2 Challenges facing hotels

The hotel industry, as one of the biggest industries, has a considerable impact on the social, economic and environmental surroundings and it also has an influence on how these three factors develop. Emphasis and focus on this phenomenon has been an increasing tendency (Tyll, 2014). Since more and more pressure is being put on hotels, hotels are reacting to this phenomenon by increasing activities in order to also show interest in their surroundings. In addition to activities that are directly beneficial and which bring a profit for the hotels themselves (such as reducing energy reduction, balancing payroll, good relations between employees and others listed in the previous

chapter), many of the activities are directed toward the society itself, usually in the context of activities that have a social character. Nevertheless, the hotel industry is still a step behind other industries. Until recently hotels were focused more on environmental challenges; however they must not forget the significance of the remaining challenges, such as labour problems. Labour problems, that have already been mentioned earlier, such as the equality of women and fair remuneration. These two, labour and environmental problems, are the environment, in which hotels can improve a successfully and responsibly take individual steps towards the full implication of CSR policies into their business.

Other issues include environmental issues and they are one of the most widespread CSR measures that hotels implement. There are two reasons, namely that it is one of the most visible steps, where it is possible to link with the above and the fact that the hotel industry is aware of its negative impact on the environment and it makes up for morally what it causes, and secondly, it is a step that saves the hotels money on energy costs (Kuldova, 2010). Luxury hotels such as the Hilton Prague expend tens of percent of their costs for energy and thus measures that are introduced in the framework of savings (and under the umbrella of CSR), are significant(Kuldova, 2010). It is this reduction of energy consumption and therefore costs, without affecting the operation and comfort of guests is one of the largest challenges. An equally significant challenge is the generation of waste in the form of materials that are hazardous to the environment, however, this problem is already solved in most major hotels by the waste management departments and the sorting of waste to reduce impacts on the ecosystem.

3.3.3 Hilton hotels and CSR activities

Activities organized under the auspices of CSR policies are implemented in the Hilton across the whole chain and will be introduced here primarily in general. The foundation is the 8 pillars, which are then developed individually to the liking of the individual hotels while the obligation is particularly focused in the following areas:

- Employees
- Impact on the local community
- Environment

- Responsible Sourcing

Individual activities, which are applied across the Hilton Hotels chain are:

- Supporting local communities
 - Educating and empowering workers
 - Labour and human rights
 - Employee health and safety
 - Gender equality and minorities
- Environment
 - energy consumption
 - water consumption
 - waste reduction and recycling
 - CO2 emissions
 - Sustainable sourcing
- Other initiatives and charitable donations

3.3.4 Hilton Prague and its CSR activities

The CSR policies of Hotel Hilton Prague and Hilton Prague Old Town (both hotels are clustered and their operation is controlled from Hilton Prague, therefore they have the same strategy in the context of CSR activities) are subordinated to the HR department. These activities are an important part of corporate culture and the Hilton Prague is involved in a number of activities that are focused on supporting communities. It cooperates with the Tereza Maxová Foundation and the project Chance, aiming to return people who find themselves homeless back to life or to help out orphanages. Other activities such as the cooperation with Chance for Children, help children stay out off the streets or include the involvement of employees in activities improving their surroundings through their activity. The hotel also focuses on the guests, and in the context of sustainability complies with the LightStay™ system that reduces the impact

of the activities of the company and thus increasing profitability. The aim of the hotel for the year 2015 was to reduce energy consumption by up to 20 percent, the amount of waste by twenty percent and water consumption by 10 percent. Other activities are directed by the HR department and every year they choose activities that they support with their volunteering. One of the most important activities is the so-called service week, during which the hotel staff involved in the various activities that are modified every year and at the end the global announcement of the results takes place, presented in each hotel.

3.4 The environmental view of the Czech Republic – PESTLE

Every business, whatever field it is, brings a certain degree of risk and the closely related challenges which an individual company must face. The business environment in which the business wants to succeed in is also closely joined with that. This environment is dealt with by the Pestle analysis, otherwise called Sleptel, while it is an environment that brings external events that cannot be influenced by the actual business entity (Rehak, 2010). These phenomena can have many forms and a company, which works in the conditions of real business is forced to, or at least should take these facts into consideration, especially during planning (Rehak, 2010). In this chapter, the general situation in the Czech Republic will be presented, and every point remains on the municipal level. The aim is not to accurately describe every detail, every change whether inflation, the tax system or the legislative framework, rather just to outline the situation so that the reader has an idea of the environment in which the hotel operates with the help of ANNUAL REPORT of Czech Statistical Office.

One of the most widely used analyses that examines the international macro environment is the PESTLE analysis, which examines three factors in six different directions. These three factors are attractiveness, the market and barriers and risks that arise for business plans. The PESTEL analysis gathers importance primarily for companies that operate internationally.

For a better view of the macro environment, it is necessary to identify the factors that

affect access to the hotel (Dedouchova, 2001). The PESTEL analysis is concerned with the political, economic, social, technological environmental and legal impacts and examines the influences and their interaction in relation to business (Porter, 1994). At the same time, it points out how to deal with the threats which is used mainly by companies, planning to do business in a foreign environment. The Pestle analysis is a method that a company should apply when planning their strategy, while it helps to understand in which environment it is doing business in and thus identify areas where they should more focus on. The company usually has little effect on these macro-economic conditions and therefore, these conditions are a fundamental prerequisite to a certain extent Sedlackova (2006) argues that political events whether within the state or within the foreign policy, can subtly affect a company and this is also confirmed by (Zdrzilova, 2010) as she believes that companies, by their conduct, can influence their environment at least to some extent through their behaviour, whether through lobbying, or through their activities that contribute to public welfare. (Sedlackova, 2006), (Jakubikova, 2013) warns that most important during the selecting of the Pestle analysis is the fact that such factors be chosen, which are crucial for the company, and so it is necessary that those who participate in analysing also concentrate on identifying future developments and their business impact in the fullest possible form . Pestle analysis includes the following areas:

3.4.1 Political factor

Political factors or government regulations, “in other words, the laws of the given country”, which are close to the form of business in which the company operates, measures, and other restrictions.

The political environment is predefined and predestined by the fact of what system operates in the given country but also national sovereignty (Sedlackova, 2006). The political environment, i.e. one of the six factors, is useful especially when looking for the stability of the country, as one of the important players or also factor during entrepreneurial activity on the foreign market. One of the topics which is linked to the political environment is also the possibility of political change and any changes and impacts, i.e., free enterprise, or health (Jakubikova, 2013). Risks, such as frequent changes of government, xenophobic tendencies, nationalism and social conflict are also

related to that. However, these factors are difficult to measure and in particular quantify and they therefore tend to use external advisers from various countries, which assess changes in the political perception based on the indicators, see the above mentioned.

The Czech Republic seems to be among the stable countries in which democratic principles are enshrined, 26 years after the first democratic elections since the fall of communism. Along with the improving economic situation in the last few years, the tax system has also changed, while the last restructuring of government decrees and the diversification of taxes seems to be burdensome for businesses. The political factor also means the integration of the Czech Republic into the EU (CSU, 2015). Although the Hotel Hilton is an international chain, according to the author, it is also necessary to mention political factors here, because the Czech Republic is still a young democracy, and this fact also has an effect on business and the environment in which the hotel operates. Political factors are closely related to the Euro zone and the related adoption of the new currency, the euro (Zdrazilova, 2010). Smaller and medium-sized companies in the Czech Republic are in the absolute majority against the adoption of the euro, mainly due to the fact that the euro zone at the moment is put together from unstable economies and with new challenges which world events bring, as well as politically (CSU, 2015). However, larger companies and multinational chains do not have this impression, which are already in some way intertwined with the euro and are therefore for its introduction in the Czech Republic. The nearest deadline for adopting the euro in the Czech Republic is expected around 2020. There are new parliamentary elections in the country every four years, and together with the direct presidential election is an integral part of parliamentary democracy. In the case of turbulent changes such as the latest financial crisis or the migrant wave, the opinions of the president and the government are often different and it forms a certain divisiveness. However, the Czech Republic seems to be politically enshrined in democracy without major fluctuations and therefore a stable country for business.

3.4.2 Economic factors

Economic factors serve as a tool to capture the size and characteristics of the market. From the sheer size of the market it is possible to derive the potential it will have, and that is a crucial factor for a company, from which they decide whether they will have a

chance on the market. The market is highly dependent on foreign investors and this dependence is influenced primarily by the maturity, stability and investment incentives (Dedouchova, 2001). Furthermore, factors such as demographics, macroeconomic data and the economic development of the country are monitored. For the company it is crucial to follow GDP development and increasing unemployment. It is also necessary to take into account population density and the birth rate and its development, which has been stagnating in Europe for the last 30 years. A look at the data is interesting. It shows, in fact, that the influx of foreigners to the Czech Republic, but surprisingly also to countries such as Germany, is not as crucial as it might seem at first glance, particularly the attempt to take into account the so-called tidal wave during the past two years. This hypothesis on population growth is confirmed by Cilek, (2011), who indicates that in the last 40 years, on average women have 1.3 to 1.4 children, while about half of childbirths are boys. This means that if one hundred mothers give birth to 130 children in one generation, the next generation only has 65 potential mothers. Afterwards there are not even half the amount of granddaughters as there were grandmothers. And they would have to have 4 to 5 children so that the number of their daughters returned the number of potential mothers to the initial state (Cilek, 2011).

The Czech Republic ranks among the developed countries, both from the Central European scale, as well as the Europe-wide viewpoint today (Cilek, 2011). The country currently ranks second in terms of stability from all post-communist countries and thanks to the large automotive industry, is still on top as regards increasing GDP. In addition to the mentioned factors, the development of exchange rates, taxes or customs restrictions are also included here. Czech Rep. It is currently in 60 countries when comparing business conditions for hotels. In the context of Central and Eastern Europe, however, the Czech Republic is still ranked at the top in terms of infrastructure and the economic environment (CSU, 2015). From this perspective, it surpassed all surrounding countries but as far as establishing a company goes, it is among the second hundred in the placement of countries, which means that establishing a company is very bureaucratically demanding. For the year 2016 a decrease in unemployment is expected, which is already at a record low of around 5 percent, while the average wage has been constantly rising up to today's 1,000 euros. However, this trend also has the opposite

character for companies, as with the growing trend of increasing wages, the obligation for companies to pay more taxes for employees arises. However, this trend is stable and thus along with how energy prices have grown in the past five years, wages are also rising as well as prices and thus the difference is blurred (CSU, 2015). This creates a certain spiral that is only virtual, and if both parameters, namely wages (and therefore costs of a company) and the profits of a company are hand in hand, nothing happens. Nevertheless, that is as it is now but it was not so in past years during the financial crisis, which proved to be destructive for certain companies. Another issue is the ageing population. This, combined with the lifestyle and the average life expectancy, can be seen as the potential for providing for or supporting a senior.

3.4.3 Social factors

Social factors, together with the cultural environment and a different hierarchy of human needs is crucial for understanding both in terms of employees as well as clients and local communities. For this reason, it must be based on values, beliefs, expectations, standards that are rooted in a given society. The company creates values and these values and visions of the world are unconsciously absorbed. Moreover, these are values like aesthetic feeling, family, ethics, morality, communication, or even prejudices (Cilek, 2011). Regarding culture, we distinguish its understanding into primary and secondary values while the primary ones are invariable and are already fixed from youth while the secondary ones are directly derived from the primary ones, but it is also possible to influence them.

The quality of life today is a decisive indicator and it means that if the quality of life is growing, wages are also growing (which are conditional for raising the quality of life, if by that one means the quality of life of citizens in general) the demand for raw materials and goods is also greater. That is associated with the hotel staff, as the greater the ability of the employees to develop is, the better it is for the hotel. However, social factors also focus on the demographic development of the population, the composition of the population, average age, education, and other elements. If one should characterize Czechs, mainly concerning cultural differences, the Hofstede (2007) analysis would best serve but that is not the theme of this work. The Czech Republic remains in all directions a very neutral country, whether regarding religion or culture (Dedouchova, 2001). Over

10 million people live in the country, while the average age of retirement is constantly growing and the society is constantly ageing at the same time. Moreover, the gap between the poor and the rich is widening and the middle class is disappearing. The eastern part of the country is faced with increasing unemployment, and also with unequal income compared with the rest of the country. The average age of the population continues to increase, however thanks to the low birth rate the increase in the population is stagnant and is beginning to be dependent on migrants from other countries, especially from the Eastern Bloc (CSU, 2015)

3.4.4 Technological and environmental factor

Technology is the calling card of a given country and a clear sign of maturity. From the perspective of a company, it is relevant to examine its utility potential, at the same time the technology for the environment of globalization, thus creating internationally used standards. At the same time, it allows better companies to communicate better with customers and therefore technological development is very important precisely for the hotel industry (Dedouchova, 2001).

Within the scope of the technological factor, the development of energy, health, safety and other technology services is meant. In recent years, the Czech Republic has enjoyed strong development in the health care system (CSU, 2015). It is primarily through long-term support starting back in the communist era and it is also envisaged for the future that the government will strongly support start ups focused directly on the development of technological services. In the field of tourism, the hotel industry is hence an inseparable part of the development of technological conveniences and information technology as a simplified way of communication between services and end customers. On the other hand, it should be noted that support for research and technology is only 1.5 percent of GDP which is less than the European average. Since the Czech Republic still a developing country, ecological factors were until recently neglected and are only now beginning to be in the spotlight. That means investing in renewable energy sources are now topics for governments and the society is making big steps forward. However, since this is still an area in which the former regime did nothing, the level of greenhouse gases is still higher than the Czech Republic has committed itself to, despite its efforts to do something about it (CSU, 2015). There are long and short term plans, which should

bring the situation closer to Western countries and reduce greenhouse gases to half the current level. This should be achieved by 2030. The State as such is trying through regulations which it issues, to force companies to soften the negative impacts, whose business somehow affects the environment and also encourages them with financial incentives toward the introduction of cleaner technologies. However, the Czech Republic still lacks systematic support in terms of the innovative environment (CSU, 2015). It is technology that is starting to be a decisive factor in the hotel industry, and the increasing interconnectedness seems to be an unsustainable phenomenon

3.4.5 Legal factor

The legal factor is to some extent connected with the already mentioned political factors and laws and the laws of the state overlap with all other factors of the analysis. Companies such as hotels that are international within the scope of Hotel Hilton must adapt to the legal system of the given region and for hotels it is essential to maintain certain factors such as the conditions for employing foreigners, the Lisbon Treaty and the case law of the European Union (Dedouchova, 2001). Generally, any changes within the states, whether economical or environmental have an impact on tourism as such and therefore it is important for hotels to track all such changes and also adapt to them, whether in terms of changes in the business, product range or changes in the understanding of CSR policies (Dedouchova, 2001).

In recent years, hotels have been coping with the economic crisis, while in the Czech Republic there have been two changes to the tax system which have had a negative effect on businesses. Dedouchova (2001) assume that the demand for security along with how the global definition of peace has changed, up to programs for the elderly or support for education can be expected in the coming years.

4. Analysis

This chapter contains the findings obtained from interviews as an empirical research method, and all 13 of them had semi-structured character and were conducted with the employees of Hilton hotel. All the employees were from different departments and none of them held a managerial position. There have been chosen only Czechs for the interviews, since thanks to their nationality and mentality, they were expected to have better feel for local environment. These interviews will now be investigated in relation with theoretical part, with the aim of this chapter being to find out how employees perceive the activities within the CSR concept of the Hilton Prague hotel, how they are involved with these activities, and what other activities they would have liked. At the same time, the responses will be confronted with the current situation in the Czech Republic with the aim of finding activities that would be beneficial not only for the hotel but for the society as a whole. The following chapter will introduce individual responses some of which will be examined more deeply.

- Respondent R1: Respondent R1, born in 1970, has worked in Hilton Prague hotel for 10 years, female, front office.
- Respondent R2: Respondent R2, born in 1977, has worked in Hilton hotel for 5 years, 3 of which were at Hilton Prague hotel, male, front office.
- Respondent R3: Respondent R3, born in 1965, has worked in the hotel for 3 years, male, reservations.
- Respondent R4: Respondent R4, born in 1984, has worked in Hilton Prague hotel for 5 years, female, concierge.
- Respondent R5: Respondent R5, born in 1970, has worked in Hilton hotel for 20 years, 14 of which were at Hilton Prague hotel, male, security.
- Respondent R6: Respondent R6, born in 1987, has worked in Hilton Prague hotel for 2 years, male, security.
- Respondent R7: Respondent R7, born in 1980, has worked in Hilton Prague hotel

for 4 years, female, housekeeping.

- Respondent R8: Respondent R8, born in 1968, has worked in Hilton Prague hotel for 12 years, female, reservations.
- Respondent R9: Respondent R9, born in 1978, has worked in Hilton Prague hotel for 8 years, male, purchasing.
- Respondent R10: Respondent R10, born in 1985, has worked in Hilton Prague hotel for 7 years, female, HR department.
- Respondent R11: Respondent R11, born in 1979, has worked in Hilton Prague hotel for 6 years, male, sales.
- Respondent R12: Respondent R12, born in 1969, has worked in Hilton hotel for 20 years, 6 of which were in Hilton Prague, female, food and beverage.
- Respondent R13: Respondent R13, born in 1984, has worked in Hilton Prague hotel for 10 years, female, accounting.

The following questions were asked within the survey in this order. Answers will be presented in Appendix III.

- What do you understand by CSR and what is your opinion about this phenomenon?
- Do you participate in CSR activities? Please explain why.
- Do you think these activities are meaningful for you and for the society?
- Why do you think Hilton Prague participates in these activities and what are the benefits for Hilton Prague and for its local area?
- Do you know the activities conducted within CSR in Hilton Prague hotel? If yes, what are they?
- Do you think that a hotel that participates in CSR activities is really more considerate and cares more about its local area?
- Do you think that the hotel and its activities correspond with the wishes of the

public, employees, and other stakeholders?

- What activities would you welcome if you could participate in their creation?
- Why would you welcome this activity?
- As a potential customer, would you rather go to a hotel which supports social activities?
- If divided into three pillars or areas of interest, whether social, environmental or economic, which of those in your opinion is crucial for the Czech Republic?
- Is it important for you personally that your employer is interested in CSR?

4.1 Perception of CSR by employees (Q 1 – 7)

In order to discuss the meaning and utilization of CSR activities, the respondents were first asked if they know what CSR is and what they understood by it. Most of the respondents knew about Hilton hotel CSR policy, some were, however, not completely sure about its definition. R6 for example replied that he does not know the term CSR, but he knows the charitable activities the hotel does for its local area. We therefore proceeded by explaining the term CSR and CSR activities to all respondents without exception so that a joint consensus could be reached and information noise avoided. The first question was focused on whether they know the term CSR and what their opinion about the whole concept is. Most of them acknowledged this concept positively saying that everyone understands CSR in his or her own way and they cannot reach a complete agreement on which area CSR actually deals with. R2 (Q1) for example said: *„Yes, it's contributing to and sponsoring poor children, isn't it?“* R7 was of a different opinion and thought that CSR is only concerned with protection of the environment. At the beginning of the process, there were several critical comments directed mainly at the strategy of the hotel and the introduction of the implementation of CSR. Some people view this strategy as merely a trend or a marketing strategy for representing the hotel and boosting its public image. R4 feels that the company should invest into itself and its business. R6 (Q4): *„I think this is exactly the thing that is bothering me. The hotel should invest into itself and improve the things it does best, and not spend money for other activities“*. This view, however, is not entirely new. It highlights the opinions of Milton

Friedman who emphasizes that social responsibility of a company lies in using its resources for activities that aim to increase profits. A different view was offered by R1 who is familiar with CSR because he himself participates in it, and he relishes the fact that the hotel does not abandon its public responsibility. This resonates also with a theory by Fiala (2005), according to which contemporary businesses also have responsibilities and tasks other than just those related to business and commerce.

Many of the respondents had no concrete views about its nature and they view CSR as a positive tool by which the hotel gives back to the society what it has taken from it. This view is somewhat debatable because it remains a question to what extent the hotel takes from the society when there are facts available about the money it brings to the region, or about the new jobs and increased number of clients it brings who then spend money in the area. Fiala (2005) is of a similar opinion, emphasizing that the goal is not only in profit, but that the secondary goal is increasing prosperity, so not only taking but also giving. Here again the question arises of whether the companies do not already bring more to the society by running their business than if they were not doing business at all, and if this itself does not already fulfil their purpose. Except the varying opinions about the concept itself, the initial question about awareness of the existence of CSR was positive. The term social responsibility was then more specifically explained by the author during the subsequent discussion. Most of the respondents agreed on the positive contribution that this concept brings. Regarding the second question about participation or non-participation in activities organized by the hotel, the answers were by a large majority, 9:4 ratio, for participation. Employees can within the activities participate in for example sale of home-made cakes, with the profits going to a project determined in advance, then there is cleaning and improvement of surrounding areas, or help within the so-called Week of service. During the author's internship this was utilized for charitable purposes, such as a garage sale, or sale of hotel equipment to employees, with the profits going to Šance, a company specializing in helping street children. All participants who participated in any of the activities have done so voluntarily. The reason for their participation was the feeling that their actions can contribute to a good cause or have a positive effect on their local area. R2 (Q3) said that it was important for him to know that what he does is beneficial for society and this

makes him feel good. „You know, for me, this means more than just work. It is also work but in a different sense, and I feel that what I do voluntarily has a far greater impact compared to regular work.“ Mervart (2010) describes such action and the possibility to make a difference in our local area. Respondents R8 and R11 even think that such activities help strengthen the team and they consider it a kind of team building activity. They see the greatest benefit in that they do not mind doing even the work for which they are not qualified, on the contrary, they enjoy it. At this point, it is necessary to critically ask to what extent the hotel is aware of this fact and whether the hotel does not take the steps only for its own benefit. However, another fact is that such support of good atmosphere and increase in employee satisfaction, in any sense of the word, supports a certain level of integrity with the company (Spector, 1997). To a certain extent this relates to the response of R8 (Q3) who said: „I think these activities are great. It is a chance to de-stress and realize how great a job I have. Once in a while, this gives me the understanding necessary to realize that my life is not all that bad.“ On the other hand, there were some who did not understand what the reason for participation in these activities in their free time is. R12 (Q2): „Yes, I would participate, but why should I do it in my free time? It is a good think and I agree with it, but somehow it does not come from me but more from the hotel itself“. R6 (Q2) has a similar opinion and states the reasons for his non-participation due to lack of interest. „I already have enough work and I have a family. And on top of this, I should go and help out in a care home?“

These objections are relevant and show certain disinterest, however, the question is whether this is caused by problems of such employees and their disinterest in their environment, as they say, or if it is just due to lack of communication from the hotel to its employees. Kunz (2012) describes this situation as common, because where there is no ethical belief on the side of the employer or employee, social responsibility activities tend to be ineffective.

Regarding the meaning for participants, there is a certain ambivalence, however, such ambivalence exactly corresponds with interest or disinterest in volunteering as such. Regarding the question about the meaning of the activities for oneself or for the society, it has been shown that people have differing interests and views. Even for those who had positive connection to some activities and who are volunteering, some higher

principle or belief in good and in possibility to make a difference is an unfamiliar concept. R3 (Q3) „*I do this for myself, I enjoy it and it makes us a good team. But I do not think I believe that this could make a significant difference for someone.*“ The reasons for this and the fact that employees do not see any higher meaning in their actions may be the cause of their lack of motivation and conviction about the long-term meaning. (Kuldova, 2012) mention the crucial role of managers as those who have a large share on how motivated their employees are. Motivation in itself is a long-term cooperation between these two subjects (Kuldova, 2012). So it seems that cooperation based on trust is important. When asked about why they think the Hilton Prague hotel is engaged in these activities and what it brings to the company and to the hotel itself, the opinion that the hotel does it for profitable reasons, and because others also do it, and because it is a better form of marketing was surprisingly prevalent. Some see a clearly calculating business aim in this, but they do not condemn the concept in itself; for some it is a form of marketing that at least has the other side of the coin as well and at least partially helps where help is needed. R9 thinks that it is better to represent the hotel in this way than spend money for big marketing campaigns. R10 is of a similar opinion but thinks that it is mainly a promotion targeted at employees with the aim of showing them in what environment they work and give them pride about their job. Such form of involvement in CSR activities is described by Kasparova (2011), in not quite so different terms. She emphasizes the effort of the hotel to promote employee politics within the social pillar in such a way that employees accept it positively and have a stronger feeling of fulfilment. Hotel companies, according to him, are trying to honour and appreciate each employee. This can also be very strongly connected with a potential recruiter of potential new employees, and it functions as one of many aspects highlighting the meaning of working in the Hilton Prague hotel. Sawitz (2013) even supports involvement of employees which results in keeping quality employees and in recruiting new ones. In other words, increasing reputation of the hotel in this way results in increases in interest of applicants for employments, especially of the talented ones (Sawitz, 2013).

Individual activities and the awareness within the hotel seems to be very high, which can also be due to the fact that the Week of service is organized within the whole hotel with participation of all departments including lower-ranking personnel. On the other hand, answers relating to the whether the hotel is becoming more responsible if it

participates in CSR activities were not so clear-cut. Not so clear-cut were also the answers regarding the activities itself and their meaning for the society. R4 and R13 do not think that the fact that the hotel organizes some activities outside its sphere of business makes it any more considerate. R13 (Q7): *„I do not think so; many of those activities help the hotel save, for example electricity, or get rid of unnecessary things by organizing a garage sale and so on.“* R4 also thinks that all these activities are profiting the hotel and not the local area. Here, it is necessary to ask if the fact that the hotel uses its activities for its own benefit is not a good information. In a case where the hotel saves electricity, this also contributes to improvements in the environment, whether the hotel is aware of it or not, and there is a certain inconsistency in the CSR activities here. Should the activities be aimed only at making the hotel look good, or is it possible to join the two things in one and look good in public but also save expenses? If this is so, the question is whether Milton Friedman (1994) is mistaken in his thesis or not. According to him, the only responsibility of a company is to use its resources for activities that aim to increase profitability, and so it may seem that Friedman's theory might not be so far from others who claim the opposite. Although it seems contradictory at first glance, Friedman (1994) is very antagonistic towards CSR even though CSR activities and generation of the highest possible profits can go hand in hand. On the other hand, according to the author there remains a question about the extent to which activities can generate profit and how to quantify this. Many respondents stated that the selected activities are very random and have nothing to do with the needs of the Czech Republic or even with their needs as employees of the hotel.

4.2 Personal priorities (Q 8 – 12)

A big topic seems to be the selection of activities. Many respondents think that even the activities that should be directed out to public are tailored so that they satisfy the glances of the avid public. They could, however, be of interest for senior citizens as a target group. R4 (Q8, Q9): *„Given the continuously growing population of senior citizens, I think that the activities should primarily be targeted at them. The numbers of senior citizens will continue to grow and the Czech Republic is not yet developed enough to enable senior citizens to live life as comfortable as in Germany.“* R11 also confirms this

and thinks that some activities are good and satisfy the real needs of the public. He would, however, also welcome more activities targeted at senior citizens. R11 (Q8, Q9): *„I have elderly parents and I think they are a totally marginalized group. I understand that it is important to help abandoned children, but senior citizens also have the right to receive more interest.“* This corresponds with the trend of gradually decreasing population, increasing life expectancy, and increasing numbers of senior citizens. PESTEL analysis shows that we can see potential in providing support to senior citizens, as one of the social, and also economic, factors. An interesting finding was also provided by R9 who would welcome support for education in addition to support provided to street children. R9 (Q8): *„It is hard for me to pay for university education for my children from my salary, so I think it would be nice if the hotel provided support for talented children. I do not insist that my children are especially talented but in general I think this would be a nice activity.“* R5 even mentioned that support could be provided through a competition to those students who suggest some saving measures for the hotel. Since education and empowering workers is one of the activities which are applied throughout the Hilton chain, it seems that for the development of the Czech Republic, for example in technology direction, the question of whether the hotel really should support students that would later find their role in the hotel, should be considered. This would also fulfil Mervart (2010) thesis which suggests supporting the local area in the fields of education of by financing similar projects. These activities can also be related to the environmental and technological factor, as one of the factors that are key in hotel management and which represent issues for hotels. This resonated with the thoughts of R11 who thinks that hotels should focus mainly on social activities, and since they are big polluters of environment, they should also concentrate on activities that address such problems. It is interesting to watch how many respondents expressed their thoughts about support for senior citizens and support for young people and students. It seems that students and senior citizens are a burning issue. Since these two groups are in a way tied with the country's economy, with social environment and feeling, it is to be discussed whether these two groups are supported sufficiently. Many respondents also displayed certain sensitivity to CSR and perceptiveness for social area. Most of them replied that they would rather go to a hotel that supports CSR activities, although they might have given this response to look better in public eyes. This might be an answer to

what (Pavlik, 2010) is hinting on, that it is not possible to completely determine the connection between investment into CSR and returns. He, however, does not doubt its long-term profitability. Moreover, he mentions that prosperity does not even have to be of financial nature. The fact that majority of respondents would rather stay at a hotel that displays CSR indirectly confirms this theory, even though this ultimately entails economic benefits as well.

A great majority of respondents also preferred the social field as an area that should receive more support, and therefore refute the hypothesis that people find the area of environment more important than other areas. R10 (Q11): „*Social area for sure. I think it is quite logical.*“ The cause for this claim may be the fact that the Czech Republic is still a developing democracy which is not yet fully anchored. This is also related to the economic situation which while it is above average among the post-communist countries, it is still far behind Western Europe. Many of them seem to also consider it important whether and how their employer is involved in charitable activities, because a few respondents expressed the opinion that the activities are often hastily decided and do not correspond with the actual situation and real needs. R10 and R3 have offered an interesting contribution. They are involved with the entire preparatory phase of these projects and both agreed that individual activities were selected based on who knows who where and on ideas without any further analyses. R10 (Q12): „*The attitude of my employer to his local area and whether he has any interest in the area is important for me. I think I would not be able to work for somebody who would exploit my country, but I also know that these activities are created primarily at the HR department. Since I assist them with preparations from the beginning, I know, that the entire point is often about finding just any activity that the hotel could do.*“ R3 thinks that these activities are created in a bit of a random manner, but that this is not so important since the activities are for a good thing. According to the author, it seems that some activities are really created on the basis of social contact. During his internship, the author also observed this often to be true. This, however, does not seem to be such a big problem. The question is the extent to which is it necessary to base these activities on analyses, or whether a common sense and sensitive perception is enough to ensure that activities that are beneficial for the hotel as well as for the public are selected.

5. Conclusion

The topic of this diploma thesis is the CSR and its activities relating to the hotel industry, in this case to Hilton Prague hotel. This part will summarize information to answer the hypothesis presented at the beginning of this thesis in such a way that this forms a pillar for answering the problem formulation.

Thanks to the interviews, which were qualitative in nature and were conducted by the author himself at the site of research, it seems that the activities under the patronage of CSR conducted by Hilton Prague hotel are in many ways relevant, and despite the fact that they are not based on analysis, they are often focused on areas where they are needed. In general, it is possible to say that even though there are opinions which do not think the hotel and its activities are moving in the right direction, the great majority of respondents participated in the activities and generally viewed them in a positive light. The first hypothesis addressed the activities and their real basis, or non-basis, on which they stand. Since Hilton Prague belongs to a chain and some activities are clustered and therefore common for all Hilton hotels, it could be presumed that, in general, some are actually built on a solid, analytical basis. Other activities, however, which are directed by individual hotels are selected more or less based on where the people at individual locations think support is needed. This does not represent an entirely analytical basis, however, although the author had doubts about whether the activities and their selection based on feelings are the correct solution, it seems that some activities try to accommodate the public and are also in line with the needs of the Czech Republic, in spite of the fact that they may be selected at random.

During the analysis of the second hypothesis which presumed greater interest in environmental activities, it has been found that while some activities really are focused on environment (the question remaining is whether this is a consequence of charitable intentions or for economic purposes, although the result is the same), the majority of

respondents would welcome more involvement in activities directed at senior citizens and students, and so more towards social perceptions. This could also be caused by the country's development in the past 26 years and by greater social sympathy. Hypothesis no. 3 can therefore be almost surely refuted, since activities such as support of street children, helping people return to normal life and support of individual foundations or getting involved in a program for electricity consumption reduction goes in line with the type of environment the hotel is located in and does business in. Therefore could be said that although the activities are selected without much analysis, the members of HR department and other employees who support them have a good feel for the local situation and most likely select such activities that resonate with the Czech local environment. The last hypothesis relating to employee participation can be excluded as unconfirmed, because most of the respondents have an interest in the activities, they participate in them, and it seems that they are not completely uninterested in the impact of their work. In spite of this, however, they do not believe that these individual steps can really help on a wider scale. Recommendations may therefore include a shift towards developmental activities for support of young people, students, and senior citizens, whether by one-off activities or by long-term support. The hotel should focus on activities that to a greater extent reflect the environment in which it runs its business and take into account the issues which the Czech Republic is faced with. Activities relating to support for senior citizens and students could represent a step in the right direction. These and similar activities that would focus more on charity without the hotel having any profits from it (at the moment the hotel selects many activities in a way that makes sure they bring benefits to the hotel itself, e.g. electricity savings) could be viewed more positively by the employees, because they would be less tied with the hotel's business activities.

In general, it could be deliberated over the question of why hotels conduct these activities and what the ratio is between ethics, and the CSR activities, and the reward or profit, which does not even have to be of financial nature. Already in the Old Testament, in the Book of Job, there is a story where Satan approaches God and says that Job only loves God because God gives him ten times more than what Job sacrifices to him. Job is rational; he sacrifices one bull to receive ten bulls from the Lord. In the end, it may not

matter so much whether the hotels see in CSR only an opportunity to improve their reputation and gain more clients, or whether their goal is just to help selflessly. Even bees bring honey which can subsequently be sold, but they at the same time pollinate flowers and by this they are carrying out further beneficial activity. And this is the principle for all activities in which the hotels should directly or indirectly participate.

APPENDIXES

Appendix I.

Hilton Hotels Worldwide - Hotel Hilton Prague and Hotel Hilton Prague Old Town

Hotel Hilton Prague and Hilton Prague Old Town belong to the Hilton Hotels Worldwide group, an umbrella group that apart from these Hilton hotels in Prague also includes several other hospitality industry brands around the world.

The father of Hilton hotels is Mr Conrad Hilton, who entered the hospitality industry in 1919, the year in which the history of the world-renowned hotel brand Hilton began. The first hotel carrying his name was, however, open in 1925 in Dallas. This was followed in short time intervals by Abilene Hilton hotel, Waco Hilton hotel and El Paso Hilton hotel. Conrad Hilton experienced a great success almost 20 years later when Hilton became the first hotel chain in the U.S. and in subsequent years expanded to the entire world.

Since the Hilton hotel chain ever since its inception takes great pride in its ability to always be one step ahead and reflect the needs of experienced travellers, it very soon expanded its offerings into cyberspace and in 1995 opened its first website with the option to reserve rooms 24 hours a day. This legacy to pursue innovation is embodied by the Hilton hotels today. By its attitude to products, services, equipment and its design it strives to fulfil the wishes and expectations of demanding customers and differentiate itself from competition. Hilton Hotels Worldwide has won a number of prestigious awards, including a certificate for environmental management system. It has also been voted one of the 100 best employers in the world and it holds the first place in employee satisfaction worldwide.

As has been mentioned, Hilton Hotels Worldwide operates two hotels in Prague, Hilton Prague and Hilton Prague Old Town. Hilton Prague whose construction was completed in 1991 is a modern hotel which with its 791 rooms is the largest not only in the Czech Republic but also in Central and Eastern Europe, and fourth largest Hilton hotel in the

world. It offers 3 restaurants with 24-hour service and 2 bars including the famous roof Cloud 9 Sky Bar with a spectacular view of Prague. The Hilton Prague Hotel also has a total of 33 modern, designer conference and meeting rooms and lounges, thanks to which it is often used for organizing numerous events, such as conferences, corporate parties or weddings.

The Hilton Prague Hotel has repeatedly won awards such as the “Best hotel in the Czech Republic”, the “Best business hotel in the Czech Republic” and the “Best business hotel in Eastern Europe”. The second one from the Prague Hilton hotels is the aforementioned Hotel Hilton Prague Old Town which opened in 2007 directly in the city centre in close proximity to major tourist historical sights.

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Appendix III.

Respondent 1

Born 1970, has worked in Hotel Hilton Prague for 10 years, is a woman, front office.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"Well, CSR is a company's responsibility to the public and also perhaps to protecting the environment and so on. I know that our hotel performs CSR through various public events, and I like it very much and I am glad about it. "*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"Yes, if I am able to, I always participate, because why wouldn't I help somehow when I have a chance to do so?"*

- Do you think that these activities are important? For you and for society? *"I think that yes. I'm part of helping someone in need, and I have a good feeling about this afterwards. It is good that our hotel does not ignore its responsibility to the public."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"Well, it certainly casts the hotel in a good light. Come to think of it, maybe that is why they do the charitable events in the first place. So the hotel looks good to people. I don't know."*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"Yes, for example the Week of Service takes place here, which I always attend."*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"I think that yes. Of course they probably take into account that the hotel also gets something from it, but I think and hope that the main goal is to really help where it is needed."*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *"I do not know, but perhaps those who plan the activities somehow find out what is most needed at that time, no?"*
- What activities would you welcome if you could participate in their creation? *"Perhaps they could try some event to support the abandoned dogs and cats in shelters, collect money for them or perhaps involve our children in it as well, to nurture love for animals in them. Simply something like that."*
- Why would you welcome this activity? *"Because I love animals and I'm not sure if the public is enough interested in abandoned dogs. There are various foundations for abandoned children, but what about animals?"*
- As a potential customer, would you rather go to a hotel which supports social activities? *"Most definitely."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"I would say the environment."*
- Is it important for you personally, if your employer is interested in CSR? *"Yes, it's*

important to me. As I said, I appreciate the fact that our hotel is involved in CSR. "

Respondent 2

Year of birth 1977, has worked at Hotel Hilton for five years, with 3 of them in the Hotel Hilton Prague, man, front office.

- What do you understand by CSR and what is your opinion about this phenomenon? *"Yeah, that's contributing to and sponsoring poor children, isn't it? "*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"Yeah, I get involved quite regularly. And why? Well, you know, to me it means more than just a job. Yeah it's a job, but in a different sense, and unlike regular work I feel that the volunteer work I do has a far greater effect. "*
- Do you think that these activities are important? For you and for society? *"Well, I hope it has some significance since I'm participating in it. For me it is significant in the sense that I feel useful, I'm doing something meaningful. It is important for me to know that I have done something beneficial to society, and it gives me a good feeling. You know, for me, this means more than just work. It is also work but in a different sense, and I feel that what I do voluntarily has a far greater impact compared to regular work. I'm not sure that this would fundamentally change the life of anyone, but perhaps make it a little better. And that also counts, doesn't it? "*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"Although in my core I'm an optimist, I think that the real reason why the hotel is doing such an event is simply marketing. But so what, if you can help people in need while doing marketing, I'm fine with that. "*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *Well, for example, it has the project Chance, that helps children on the street."*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"As the hotel. I think our Hilton really is socially responsible. "*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *"I do not think so. Rather they are events that just pop into someone's mind. It is not anything extra thought out in advance. "*

- What activities would you welcome if you could participate in their creation? *"I would say that society is quite oblivious to old people, so it would be nice to organize some help for them."*
- Why would you welcome this activity? *"Well, there are more and more old people and many are not doing very well, so it seems to me quite worth it to somehow draw attention to the fact and prepare something for them. We'll also be old one day "*
- As a potential client, Would you rather go to a hotel that supports social activities? *"Yeah."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"Definitely social."*
- Is it important for you personally, for your employer to be interested in CSR? *"Yeah, it's is important. And it should, according to me, work on activities being carefully selected according to where it is important to help at the time. "*

Respondent 3

Year of birth 1965, has worked at the hotel for 3 years and it is a man, reservations.

- What do you understand by CSR and what is your opinion about this phenomenon? *"CSR is corporate social responsibility, so in short, a set of projects to protect the environment, being aware of one's surroundings and so on."*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"Yes, I participate. I help prepare most of the projects, so then I also participate in them. "*
- Do you think that these activities are important? For you and for society? *„I do this for myself, I enjoy it and it makes us a good team. But I do not think I believe that this could make a significant difference for someone. I guess not."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"It's a great form of marketing to attract attention to the hotel in the positive sense of the word. However, it also provides some help during it. There are two sides to every coin. "*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"Of course I know. For example, I can mention the project*

Chance which helps street children, as well as the project on helping people return to society, then we also have the Global week of service. "

- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"I'm not saying that the activities prepared within the hotel are only looking for a profit for the hotel, but it certainly uses them partly for their own needs."*
- Do you think the hotel and its activities respond to the needs of the public, the staff and other stakeholders? *"Well, the individual activities are chosen depending on what occurs to someone at that time. Sure they are created a bit randomly, but I don't think it matters much as it's for a good cause. "*
- What activities would you welcome if you could participate in their creation? *"I guess the education of children and young people."*
- Why would you welcome this activity? *"Children are our future, after all."*
- As a potential client, Would you rather go to a hotel that supports social activities? *"Yes, I'd rather support socially responsible hotel."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"Economic and social."*
- Is it important for you personally, for your employer to be interested in CSR? *"It's not important, but I would always welcome it."*
- What led you to that? *"I take it as my duty. I work in a large hotel, which certainly impacts the environment and has sufficient resources to contribute something to society. It simply owes something to society. ")*

Respondent 4

Born 1984, 5 years at Hilton Hotel Prague, female, concierge.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"I don't know exactly how I would explain it, but I know it's about charity or efforts to protect the environment, and so on." "I guess it is a good thing."*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"Well, actually*

I did not participate on anything.” “So far it is more important to me to spend my time the way I like it, not to be at work on voluntary basis.”

- Do you think that these activities are important? For you and for society? *“I don’t know, I think that the hotel would rather have its own effort and invest its finances into itself and its business.”*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *“For me it’s just a business, a marketing move.” Everybody does it this way. “In my opinion the purpose of all these activities is to be beneficial for the hotel.”*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If so, which? *“I know we have a Week of service here and I’ve also heard that there has been some cleaning of surroundings and cake baking.”*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“No, I don’t think that carrying out activities outside of their own business would make the hotel more considerate.”*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *“I guess so, probably there are some analysis.”*
- What activities would you welcome if you could participate in their creation? *„Given the continuously growing population of senior citizens, I think that the activities should primarily be targeted at them.*
- Why would you welcome this activity? *„Well, the numbers of senior citizens will continue to grow and the Czech Republic is not yet developed enough to enable senior citizens to live life as comfortable as in Germany.“*
- As a potential client, Would you rather go to a hotel that supports social activities? *“I guess I don’t care.”*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for

the Czech Republic? *"Social."*

- Is it important for you personally, for your employer to be interested in CSR? *"No, it's not important to me."*

Respondent 5

Born 1970, 20 years in the Hilton Hotel, 14 years at Hilton Hotel Prague, male, security.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"I've heard the term and I know Hilton has this program, but I don't know how to explain it exactly." "I think the social responsibility focuses mainly on the protection of the environment." "Anyway I like the idea of caring more about the world around you and helping somehow."*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"I don't get involved, I don't think I could be any useful."*
- Do you think that these activities are important? For you and for society? *"Since I don't participate on these activities they don't bring anything to me personally, even though I can imagine that it can be quite fun." "And if it's important for the society?" "Probably yes, although not very much." "I think a few actions can't save the world." "But if it has to help a single person, it makes sense."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"I would say the purpose is mainly to make the hotel visible as a business that is not focused only on its profits, although I think that it's just the profit what's most important for the hotel." "The hotel offers some help and makes some profit from it." "I don't criticize this attitude."*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"There's been some garage sales recently, where the hotel was selling unnecessary stuff for the minimum money." "Some foundations are also supported."*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"Unfortunately, I can't tell."*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *"I don't think that there are some*

documents or something on the basis of which it would be decided where is the need of help.” “Rather, I think the activities are selected instinctively.”

- What activities would you welcome if you could participate in their creation? *“Probably some support of the student’s education, maybe in the form of competition to design some economy drive for the hotel.”*
- Why would you welcome this activity? *“I think that the support of student’s education and training is very important, it is also a way to bring up new staff for our hotel.”*
- As a potential client, Would you rather go to a hotel that supports social activities? *“I think so.” “If I had to choose, I would go to a hotel with CSR.”*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *“Of course the social.”*
- Is it important for you personally, for your employer to be interested in CSR? *“Yes, it is with advantage.”*

Respondent 6

Born 1987, 2 years in Hilton Hotel Prague, male, security.

- What does the term CSR mean for you and what’s your opinion on it? *“I’m not familiar with the term CSR, but I know about some charitable activities prepared and operated by the hotel.”*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *„I already have enough work and I have a family. And on top of this, I should go and help out in a care home?”*
- Do you think that these activities are important? For you and for society? *“Definitely not for me, I have nothing to do with these activities. And for the society? I don’t know, I don’t trust it.”*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *“I don’t know why he engages. I think this is exactly the thing that is bothering me. The hotel should invest into itself and improve*

the things it does best, and not spend money for other activities“.

- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *“I know that the hotel runs some kind of activities, but I don’t know anything specific. Takes care of abandoned children living on the street, that’s all I know.”*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“I don’t know much about the activities, so I don’t know what the hotel pursues. But if it represents itself as socially responsible, it really should be, right?”*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *“Nobody did any research about what I wish for, so rather not. Is realized whatever comes to anyone’s mind.”*
- What activities would you welcome if you could participate in their creation? *“I can’t think about it right now, I really don’t know.”*
- Why would you welcome this activity?
- As a potential client, Would you rather go to a hotel that supports social activities? *“I guess I don’t care.”*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *“Economic.”*
- Is it important for you personally, for your employer to be interested in CSR? *“It is not. As I have said, the employer should try to develop their own business and not give the money anywhere else.”*

Respondent 7

Born 1980, 4 years at Hilton Hotel Prague, female, housekeeping.

- What does the term CSR mean for you and what’s your opinion on it? *“I think that CSR means that the company cares about the protection of the environment.”*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *“Yes, I’ve participated in some actions.” “For example, we cleaned our neighborhood and tried*

to make it better, it was a very nice day.”

- Do you think that these activities are important? For you and for society? *“I totally enjoyed every single action. A man also feels good about doing something useful.”* *“But I’m not sure it could significantly make the society better.”* *“But the important thing is that at least something is done, right?”*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *“I think it’s mainly for the good feeling, for building our team and for the good name of the hotel.”* *“I don’t see anything wrong with it.”*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *“I’ve already spoken about cleaning the surroundings. Also some home-baked cakes were made and we have a project called The Chance, too.”*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“I’m sorry, but I really don’t know.”* *“I’d like to believe so, but I don’t wanna be naive.”*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *“Roughly yes.”* *“I think it corresponds somehow with what’s important at the moment and what’s going on nearby.”*
- What activities would you welcome if you could participate in their creation? *“I’d appreciate activities focused on seniors.”* *“It would be not unreasonable to help them in their old age, maybe through some social events.”*
- Why would you welcome this activity? *“I think they’re quite ignored, but when you look around, you see plenty of them, so why nobody sees them?”*
- As a potential client, Would you rather go to a hotel that supports social activities? *“Yes, of course.”*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *“Social.”*
- Is it important for you personally, for your employer to be interested in CSR? *“Sure, if an employer tries to be socially responsible, this is a big plus.”*

Respondent 8

Born in 1968, 12 years in Hilton Prague, female, reservations.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"It's about the responsibility of a company towards society, the surroundings and the environment where we live. It is something our hotel actually pays attention to. It's a nice thing."*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *"Yes, I usually take part It's always a great social event that makes our team stronger. It's a kind of team building. I don't even mind the work I do there, for which I'm not qualified. On the contrary, I enjoy it."*
- Do you think that these activities are important? For you and for society? *"To me, sure. „I think these activities are great. It is a chance to de-stress and realize how great a job I have. Once in a while, this gives me the understanding necessary to realize that my life is not all that bad.“ And the meaning for society? I believe that it doesn't have much of an importance for anyone, but maybe I'm wrong."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"Obviously, it's mostly a kind of presentation of the hotel before society, and also the staff. If some charity is added to that, it's all fine by me."*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"Of course I know it. Hilton tries to help children who don't have families, helps bring people back to society and life, supports various foundations and tries to save electricity. I'm sure I've forgotten many things."*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"I'd say they do it mostly for profit. To have something for themselves. But, if they are helping those in need, why not?"*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *"More or less, I think so."*
- What activities would you welcome if you could participate in their creation? *"I*

know that for sure. Studies and the elderly. Ideally, together. They could somehow support education for seniors, couldn't they? There are many elderly people with so much vitality that they'd welcome an education program. Personally, I would like it."

- Why would you welcome this activity? (answered in question 8)
- As a potential client, Would you rather go to a hotel that supports social activities? *"Yes, I would surely choose a hotel like that."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"Socially, I think."*
- Is it important for you personally, for your employer to be interested in CSR? *"Now that I know about CSR, that I can contribute to society within the company, yes."*

Respondent 9

Born in 1978, 8 years in Hilton Prague, male, purchasing.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"CSR is a socially responsible company. This means being aware that, as a big company, we have the resources and, mainly, the obligation to do something good for society and our planet."*
- Are you involved in CSR activities, and if so, why yes, if not, why not? Yes, I take part. As I've said, I feel obliged to voluntarily take part in a charity. And besides, it is always a lot of fun."
- Do you think that these activities are important? For you and for society? *"I'm happy to volunteer, so it does make sense to me. "And for the society?" If with this I can help only one child or save only 1 Watt of electricity, then it is important."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"I think it is involved mainly for self-promotion, in the best case. I think it's a pretty smart approach. I believe it's better to be presented this way than to give money for a big marketing campaign."*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"Yes, sure. For example, Global week of service is a big*

event. And I can't forget about Šance."

- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"I think so." The very attribute of "socially responsible" is a promise that, with this attribute, the hotel will at least try a bit to get that denomination. Certainly, more than a hotel that isn't indicated as socially responsible."*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *"I'd say they're mostly random, instinctive ideas. But I think it works pretty well."*
- What activities would you welcome if you could participate in their creation? *"I really like the support to children from the street, but I would also add support for education. It is hard for me to pay for university education for my children from my salary, so I think it would be nice if the hotel provided support for talented children. I do not insist that my children are especially talented but in general I think this would be a nice activity."*
- Why would you welcome this activity? *"So, educating people is basic, after all. I'd say that we have a lot of children with great potential who, unfortunately, for some reason don't have the chance to develop it. It'd be nice to help them somehow"*
- As a potential client, Would you rather go to a hotel that supports social activities? *"Yes, sure."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"I'd say that in the social area."*
- Is it important for you personally, for your employer to be interested in CSR? *"I'd sure see that as a big plus".*

Respondent 10

Born in 1985, 7 years in Hilton Prague, female, HR department.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"I see the whole CSR strategy positively. They are basically programs aimed at sustainable development, the protection of the environment and the*

development of the social and economical areas of the community.”

- Are you involved in CSR activities, and if so, why yes, if not, why not? *“Yes, I take part, I'm take part in their preparation”*
- Do you think that these activities are important? For you and for society? *“I think so, otherwise I wouldn't be able to do it. I enjoy it, and I also believe that we can really improve all sorts of things.”*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *“I'm convinced it's mainly a way for the hotel to promote itself to its staff; to show them the environment where they work, so they'd be proud to be working here.”*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *“Yes. For example, support for children from the street, to return people to a normal life, reduce electric waste, and my favourite, Global week of service.”*

- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“I hope so.”*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *“No, no analyses; wishes are not fulfilled. The activities are chosen depending on who knows whom where, and whatever someone thinks up. However, I think that so far there haven't been any big blunders.”*
- What activities would you welcome if you could participate in their creation? *“I would love to start something for the elderly.”*
- Why would you welcome this activity? *“I believe there are enough foundations to help children in the most diverse situations, but about old people, nobody cares.”*
- As a potential client, Would you rather go to a hotel that supports social activities? *“Certainly.”*

- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *„Social area for sure. I think it is quite logical.“*

- Is it for you personally important that your staff be interested in CSR? *„Yes, the attitude of my employer to his local area and whether he has any interest in the area is important for me. I think I would not be able to work for somebody who would exploit my country, but I also know that these activities are created primarily at the HR department. Since I assist them with preparations from the beginning, I know, that the entire point is often about finding just any activity that the hotel could do.“*

Respondent 11

Born in 1979, 6 years in Hilton Prague, male, sales.

- What do you understand by CSR and what is your opinion about this phenomenon? *“I’m sure I won’t say it totally accurately, but in short, it is about the responsibility of a company towards the community in which it’s located.”*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *“Yes, I take part. I believe that, among other things, it’s good for the whole team, it binds it. We have it as a kind of team building. And, actually, I enjoy volunteer work.”*
- Do you think that these activities are important? For you and for society? *“For me, yes. As I’ve just said, I simply enjoy it; it’s nice. And for society? I’m a bit more sceptical here. I don’t think we can save the world with this.”*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *“I guess, to look better in the eyes of society and also the staff’s. I’m not looking for a deeper meaning in it. But I don’t mind.”*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *“I now recall Global week of service and the Šance foundation.”*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“I really don’t know.”*
- Do you think that the hotel and its activities are consistent with what the public, employees and other stakeholders want? *“There’s probably no research about it, but rather random ideas, but it doesn’t bother me at all. I think it quite fits the needs.”*
- What activities would you welcome if you could participate in their creation? *“I believe some of the activities are good and reflect the needs of the public. But I believe*

that something for the elderly is missing. I have elderly parents and I think they are a totally marginalized group. I understand that it is important to help abandoned children, but senior citizens also have the right to receive more interest."

- Why would you welcome this activity? *(answer in question 8)*
- As a potential client, Would you rather go to a hotel that supports social activities? *"Yes."*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"I believe hotels should focus mainly on social activities. But, since they are big polluters, they should also focus on activities that would solve this problem."*
- Is it for you personally important that your staff be interested in CSR? *"Yes."*

Respondent 12

Born in 1969, 20 years in Hilton hotels (6 of them in Prague), female, food and beverage.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *"I don't know for sure, but they are events held for a good cause. Maybe a foundation or something. I know that Hilton organises various activities to support abandoned children and stuff."*
- Do you take part in CSR activities, if so, why; if not, why not? *"Well yes, I would participate, but why should I do it in my free time? It is a good think and I agree with it, but somehow it does not come from me but more from the hotel itself"*
- Do you think that these activities are important? For you and for society? *"I don't too much importance in it myself. But if it can help someone in any way, even slightly; maybe only making children happy, then it is important."*
- Why do you think the Hilton Prague is involved in this and what benefit does it provide itself and the surrounding area? *"I don't know, maybe they want to have good advertising."*
- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"I don't know many, butdo I know Global week of service,*

and I know it helps poor children.”

- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *“It should, but I don't know, actually.”*
- Do you think the hotel and its activities respond to the needs of the public, the staff and other stakeholders? *“If the hotel conducts a survey, then yes, but I think the ideas for the different events are actually random.”*
- What activities would you welcome if you could participate in their creation? *“Oh, I can't think of anything.”*
- Why would you welcome this activity?
- As a potential client, Would you rather go to a hotel that supports social activities? *“I must say that I don't care. If both hotels were just as expensive, I might choose the socially responsible one.”*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *“Socially, I think.”*
- Is it for you personally important that your staff be interested in CSR? *“Well, it's not that important to me.”*

Respondent 13

Born in 1984, 10 years in Hilton Prague, female, accounting.

- What do you imagine under the term CSR and what is your attitude towards this phenomenon? *“I can't put together a definition, but I know that Hilton is socially responsible, and I agree with it.”*
- Are you involved in CSR activities, and if so, why yes, if not, why not? *“It depends. Sometimes I do, sometimes I don't. It depends on each event and how I feel about it.”*
- Do you think that these activities are important? For you and for society? *“It's mostly fun, so for me the importance is mainly social. Though I must admit that afterwards I always have a good feeling, that I've helped a good deed get done.”*
- Why do you think the Hilton Prague is involved in this and what benefit does it

provide itself and the surrounding area? *"I'm convinced that it's all for selfish reasons. The goal is only to make the hotel look well in the eyes of the public."*

- Do you know the different activities that are carried out at the Hilton Hotel Prague within CSR? If yes, which? *"Yeah. It helps abandoned children, it supports some foundations and I think Hilton is involved in some energy savings program."*
- Do you think that hotels which are involved in CSR activities are actually more considerate and care more about their environment? *"No, I don't think so. I wouldn't say that thanks to its activities, the hotel is more socially responsible."*
- Do you think the hotel and its activities respond to the needs of the public, the staff and other stakeholders? *"I do not think so; many of those activities help the hotel save, for example electricity, or get rid of unnecessary things by organizing a garage sale and so on."*
- What activities would you welcome if you could participate in their creation? *"Perhaps to help smart students."*
- Why would you welcome this activity? *"If someone, maybe because of lack of money, doesn't have the chance to develop themselves, even if they have it in them, I am sorry. I would gladly support that kind of help."*
- As a potential client, Would you rather go to a hotel that supports social activities? *"I think so"*
- If it were possible to divide CSR into three pillars, or areas of interest be it social, environmental or economic, which of them according to you is the most crucial for the Czech Republic? *"Social and environmental."*
- Is it for you personally important that your staff be interested in CSR? *"Yes, it's OK, but not the most important thing I would appreciate from an employer."*