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Part I

**CSR in hotels industry of China:
a Grounded Theory of implementation**

Part II

Reflective Essay

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Part I

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Abstract

With the development of hotel industry in China, one of the inevitable topics is the CSR. However, the research on process of CSR implementation of China is insufficient. For one thing, some research findings of CSR from general companies are directly applied in the hotels of China, being short of rooting in practice of hotels industry. For another thing, the existed CSR implementation on the basis of manufacturing is not fully applicable to hotel companies. Therefore, the research purpose is to investigate the process of CSR implementation of hotel companies and how it works in the hotel industry of China.

The research is based on a subjectivist ontology, an interpretive epistemology and a multi-method approach. Using a constructive grounded theory strategy, in-depth interview, focus group, and observation is to be conducted for gathering data from senior hotel managers. And then the data is to be rigorously analyzed through a systematic process of initial coding and focused coding to construct theory of CSR implementation for senior managers of hotel companies in China.

This research contributes to knowledge by providing conceptual insights into development and implementation of CSR in hotel industry of China. Furthermore, this research makes practical and applicable contributions for real business environments that could support hotel managers and government in generating the evaluation system of CSR based on uniqueness of hotel industry of China.

1. Introduction

This research started from an interest in how corporate social responsibility (CSR) is implemented in the context of Chinese hotel industry. It was further inspired by findings from previous research projects (Walle, 1995; Kasim, 2006) which highlighted that the existed CSR implementation on the basis of manufacturing is not fully applicable to hotel companies and called on the importance should be attached to the research of CSR working in practice in hotel industry.

1.1 Research Objective

This research purpose is to understand the process of CSR implementation of companies in hotel industry of China, so as to result academically and practically constructive findings. In order to achieve the goal, a range of literatures which both of China and abroad were evaluated, focusing on CSR and CSR implementation, and stakeholder perspective is to be introduced for better understanding CSR. A number of gaps were recognized from the literature review. The two most significant gaps for this research are 1. the need to identify contents and objects of CSR of Chinese hotel companies, and 2. a need for better understanding how CSR works in Chinese hotel industry.

1.2 Introduction to the Research Philosophy

The research is based on a subjectivist ontology, an interpretive epistemology and a multi-method approach. It is an exploratory, inductive research with first-hand data

collected from hotels managers, who are in charge of implementing CSR, through in-depth interview, focus group and observation. All the data are used to investigate different research questions in steps to better understand implementation of CSR in hotel industry of China.

1.3 Contribution

Although domestic researchers have made progress in the field of CSR, such as increase in quantity and improvement in quality, gap is still existed. On one hand, theoretical innovation and practical innovation are lacked as some domestic researchers directly apply the research finding by translation or modification from the foreign one, leading to a result that research content disconnects with specific conditions of China. On the other hand, the domestic research on process of CSR implementation is insufficient, especially the related research in hotel industry of China. The research findings of CSR in general companies are directly applied in the majority of hotel of China, being short of rooting in practice of hotels industry.

Therefore, this research makes contributions to knowledge by offering a conceptual insight into development and implementation of CSR in hotel industry of China, from the perspective of stakeholder. The introduction of stakeholder perspective makes managers realize that they need to be accountable to other stakeholders except shareholders. Additionally, the scope and object of CSR can be relatively clarified by the identification of stakeholders. This research also contributes to management by

providing a reference to establish the evaluation system of CSR based on uniqueness of Chinese hotel industry and the evaluation system can be applied by hotel managers and government in practice.

2. Literature Review

2.1 Concept of CSR

The concept of CSR has undergone a long and diverse evolutionary process (Carroll, 1999). Bowen defined the concept of CSR in his book, *Social Responsibilities of The Businessman* and pointed out that businessmen's social responsibility should be on the basis of social goal and social value. This attempt is considered by most scholars to be the first time to consider the relationship between business and society from a theoretical perspective (Preston, 1975; Carroll, 1979; Wartick and Cochran, 1985). Lee (2008) summarizes the research emphases of CSR in various stages. In the 1950s and the 1960s, the researches concentrated on social responsibility of businessmen. The theory of “opening up and self-interest” was put forward and popularized in the 1970s. The scholars began to explore the research the model of corporate social performance from the 1980s. While, the research focus shifted from model construction to strategic management when stepping into the 1990s. Although the concept of CSR covers a wide range, from voluntary practices which based on the discretion of the firms, to ethical obligations and the corresponding activities in response to social expectations (Carroll, 1979; Jones, 1980; Kotler and Lee, 2006), there are two major debates on the concept of CSR. On the one hand, some researchers argue that the core content of company is

to make profit obeying the law and regulation. They insist that the goal of CSR is to increase profit as possible as they could by following the rules, without cheating or fraud in the free competition market (Friedman, 2007). Based on this point of view, those who believe in laissez-faire capitalism or hold the opinions of agency theory support Friedman's viewpoint, named classic definition of corporate social responsibility (Ross, 1973; Meckling and Jensen, 1976). On the other hand, some opponents consider that companies should take more responsibilities for the society (Andrews, 1973; Davis, 1975). They deem that enterprises should not only assume the economic and legal responsibilities, but also fulfill social responsibility. This viewpoint is supported by many theories, including the theory of moral personality or moral agency (Andrews, 1973; Davis, 1975), the theory of stockholder (Carroll, 1991), and the theory of social rights (Davis, 1975). Holcomb (2010) points out that the concept of CSR is an unstable term, which has different understandings and interpretations from different scholars. Among these scholars, the viewpoint of Carroll is outstanding. Carroll (1979) considers that CSR includes economic, legal, ethical, and social discretionary expectation. Carroll (1991) then put forward a pyramid model of CSR. The structure of CSR is divided into four dimensions, and it continuously carries forward from the bottom to the up. It is the classic model of CSR. After that, most scholars have continued to deepen and modify this conceptual framework. This research applies this concept to understand CSR.

2.2 Implementation of CSR

The implementation of CSR in traditional research originated from the principal-agent theory and developed following the notion of shareholder primacy. But researches only taking shareholders' profit into consideration are shortcoming. With the development of society, the role of stakeholders in business operation is becoming increasingly significant(Blair, 1995) and a growing number of scholars support the notion that stakeholders should participate in corporate governance. Therefore, many foreign scholars formulate stakeholder governance mechanism to ensure implementation of CSR at present. Berman(1999), Jackson (2002) and Bridges(2003) find that employees are the core stakeholders of companies and play an important role in corporate performance, D&R, and daily management. Therefore, employees should be allowed to participate in operation of companies. From the perspective of protection of small and medium shareholders, Stiglitz(1985), La Porta(1999) and Claessens(2000) argue that small and medium shareholders are important to the companies' survival and development and therefore, they should be involved in management and decision-making to form a common governance model. The research finding of Knoepfel(2001) and Toms(2002) shows that development of a company is inseparable from the wide participation of various stakeholders. Some other scholars consider that stakeholders' participation in corporate operation and management can enhance corporate value (Toms, Hasseldine and Salama, 2005), help companies achieve sustainable development (Ruf *et al.*, 2001; Flammer, 2013), and promote the implementation of CSR(Zappi, 2007).

Chinese scholars also have studied the CSR implementing from the perspective of corporate governance by now. Li and Tang (2005)construct a CSR evaluation system on the basis of the position and role of stakeholders in corporate governance. Liu (2008) constructs a CSR implementation model embedded in stakeholder. He and Zhang (2009)believe that China's commercial bank can effectively monitor the implementation of CSR by introducing stakeholder governance mechanisms. Zhang, Liang and Yin (2011)form an innovational common governance model from external and internal governance mechanism for stakeholders to play the role in corporate and to ensure the implementation of CSR.

In addition, the implementation of CSR is investigated by some domestic scholars from the perspective of the function and role of stakeholders. Jia and Zheng (2007) carry out a theoretical research on CSR implementation from government, society and enterprise based on overall perspective. Based on this, Cai and Li(2008) conduct a further research on the CSR implementation combined with system theory, and establish four subsystems of economy, institution, supervision and execution. Xu and Liu (2009)build a spring model of CSR and analyze its implementation in detail. Yi (2009) constructs a theoretical model of systematic CSR implementation on the basis of game theory, believing that the implementation of CSR is the result of gaming of all stakeholders.

2.3 Stakeholder and CSR

In previous research projects, the purpose of introduction of stakeholder theory into

CSR is 1. to understanding what CSR is and 2. to make sense of whom companies should be accountable to. This research spotlights on the second question. Stakeholders refer to the individuals and groups which could impact the achievement of organizational objective and be influenced by the goals of organization implementing (Freeman, 2010). The introduction of stakeholder theory could bring about positive perspective to discuss the above question. First of all, the principle of shareholder primacy could be revised. The supporters of stakeholder theory argue that the essential purpose of a company is not only to maximize the profit of shareholders, but also to be responsible for other stakeholders besides shareholders. Additionally, the scope and object of CSR could be relatively clarified by the identification of stakeholders. At present, the doubts about CSR has come from the fact that the obligations and contents of CSR are expressed to vague concept or abstract idea, not a specific action that could be pictured. The introduction of stakeholder theory into CSR could provide an effective analytical framework for further investigation in this field. In this research, the stakeholder definition of Freeman (2010) is going to be accepted.

How to identify stakeholders, that is to say, how to classify stakeholders, is the key to introducing perspective of stakeholder into CSR. There are some typical stakeholder identification as following. Freeman's classification (2010) was groundbreaking, but less operational. Clarkson(1995) divided stakeholders into primary stakeholders and secondary stakeholders. Mitchell, Agle and Wood (1997) classified stakeholders into defined stakeholders, prospective stakeholders, and potential stakeholders. Domestic

scholars basically adopted the above classification methods and had made a progress. For example, Chen and Jia (2003) sorted stakeholders into core stakeholders, dormant stakeholders and marginal stakeholders. Stakeholders were categorized by Wu (2006) into key stakeholders, non-key stakeholders and marginal stakeholders. The finding of Clarkson (1995) and Chen and Jia (2003) in the research of general companies, and the finding of Yu and Zheng (2006) and Xiong and Wu (2007) in the research of hotel companies are going to be adopted and integrated in this research. Stakeholders of hotel companies in China could be divided into core stakeholders and non-core stakeholders. Among them, core stakeholders mainly consist of managers and employees, while non-core stakeholders mainly include customers, distributors, suppliers, government, loaner, communities and special groups.

2.4 Discuss the literature review

The conduction of literature review provides three relevant insights for this research. First, the existing researches on implementation of CSR is simply to link corporate governance and stakeholders, but it does not specifically reveal the impact of stakeholders on CSR and its implementation. Therefore, it does not provide theoretical support for the introduction of stakeholders into the CSR implementation.

Second, the research projects of CSR at home and abroad are quite rich, which provides a good theoretical basis for this research and also inspired this research. However, the domestic research on process of CSR implementation is insufficient. Therefore, the

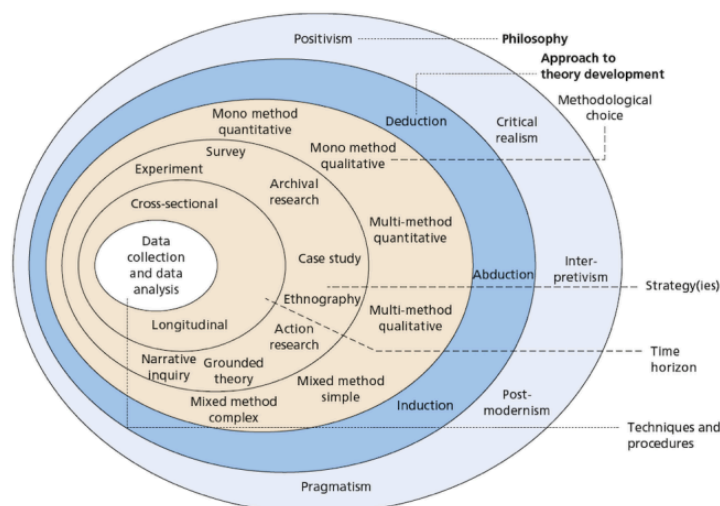
development of theory around CSR in hotel industry of China is needed.

Third, some research findings of CSR in general companies are directly applied in the majority of hotels of China, being short of rooting in practice of hotels industry. However, the existed CSR implementation on the basis of manufacturing is not fully applicable to tourism-related companies, especially to hotel industry. Therefore, there is a need for investigating the implementation of CSR in the Chinese hotel industry.

3. Research Philosophy, Approach, Strategy and Techniques

According to the Research Onion, the Philosophy, Approach, Strategy, Techniques of this research are to be discussed in this section.

Figure 1 Research Onion



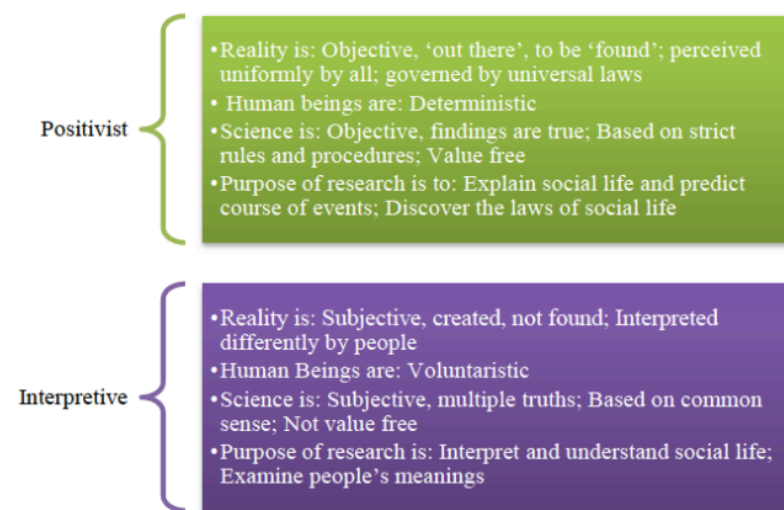
3.1 Ontology and Epistemology assumptions

Given that purpose of the research is to understand the process of CSR implementation of companies in hotel industry of China, a qualitative and interpretive approach to

inquiry is going to be used. It is contrary to the traditional positivism which has dominated the research field since the 17th century (Guba, 1990) and has been always applied in tourism-related researches (Riley and Love, 2000). Positivism believes that subject and object are two distinct entities, and there is a binary separation between value and fact (Chen, 1999). Interpretive, by contrast, is concerned with understanding the experience of the subjects from their point of view (Ormston *et al.*, 2014). This research is to seek to make sense of the hotel managers' experience and the meaning of CSR implementation in working environment, rather than focusing on objective facts.

Therefore, this research is in line with interpretive paradigm.

Figure 2 Comparison between Positivist and Interpretive



Adopted from Koleva (2015)

Following this choice, there is a need to consider the assumptions of this research. Given that interpretive focuses on understanding and interpreting the subjective and social-constructed meanings expressed about the phenomena being investigated (Guba and Lincoln, 1994), the **ontological assumption** of this research is that different senior hotel managers perceive the concept of CSR from different perspectives, and influential facts of implementing CSR are diverse and vary according to factors such as the

personal experience and background of these hotels managers, and the features and style of the hotels they work for, etc. Therefore, the process of implementation of CSR in hotel industry of China is complex and complicated. Based on this, the **epistemological assumption** assumes that this research cannot be value free and objective. In order to understand the implementation from viewpoint of hotel senior managers, it needs to enter their world. As Gadamer(Gadamer, 1994) pointed out that interpretation is not only formed from the concept of researcher, but also constructed by researcher and respondent together. Therefore, by interacting with these hotel managers, a better understanding about CSR and how it works in hotels of China could be got.

3.2 Research Objective

This research is based on a simple and practical question – understanding the process of CSR implementation of companies in hotel industry of China. For the sake of better interpreting the main question, three sub-questions are further specified.

- How do senior managers of hotels perceive CSR?
- What factors will influence the CSR implementation in hotel industry of China?
- What actions do senior managers of hotels take to implement CSR?

In order to explore core elements of this phenomenon, the purpose of this research is to understand how CSR is implemented by hotel companies of China. There are three more specific purposes: to identify the concept of CRS from perspective of senior

managers of hotel industry in China, to identify the distinct types of CSR corresponding to different stakeholder classification, to investigate how CSR is shaped and influenced by stakeholder of Chinese hotel companies. While starting from a practical problem, the objective indicates the relationship between business and society. Therefore, the research is going to explain how CSR works in Chinese hotel industry, with identification of stakeholder for better understanding the process of CSR implementation.

3.2.1 Exploratory Research

It is noted that the existed CSR implementation on the basis of manufacturing is not fully applicable to Chinese hotel companies, therefore, an exploratory approach is going to be taken to data collection for the purpose to develop and generate a theory to explain and understanding how CSR works in hotel industry of China. It means this research focuses on generating a general explanation of the process of CSR implementation in hotel industry of China and identify the steps in the process, which shaped by the views of senior managers of Chinese hotel companies. By interacting with participants, learning their opinions of be engaging in the process, it is possible to explain how CSR is implemented, shaped and influenced.

3.2.2 Inductive Research

With a research purpose focus on understanding how CSR is implemented by hotel companies in China, researcher must ground in the extensive and varied raw data

collected from senior managers who are responsible for the CSR implementation. Unlike other researches using deductive approach, which summaries are made from hypothesis, this research will start from an inductive, unstructured approach to ground in raw data to develop a theory(Saunders, Lewis and Thornhill, 2016) and no pre-existing theory is there to be tested(Hardy, 2005). Therefore, this research will work back and forth inductively during the process of data collection and data analysis(Suddaby, 2006) until a holistic set of themes is built. Thus, by summarizing the theme or category from the raw data(Thomas, 2006), the theory of the implementation process of CSR of Chinese hotel companies has emerged.

3.3 Research strategy

In qualitative research, according to the researcher's interest and subject background, a large number of traditional research strategies can be used. These strategies include phenomenology, ethnography, case study, and grounded theory(Saunders, Lewis and Thornhill, 2016). The aim of this research is to understand the process of CSR implementation of companies in hotel industry of China and then generate a theory rather than description of phenomena. Therefore, grounded theory is suitable as strategy for this research.

3.3.1 Grounded Theory as strategy

Grounded theory is different from other research strategies for many reasons and these differences provide further justification for applying the grounded theory in this

research (Table 1).

Table 1 A comparison of the four traditional strategies in qualitative research

Dimension	Phenomenology	Grounded theory	Ethnography	Case study
Focus	Understanding the essence of experiences about a phenomenon	Developing a theory grounded in data from the field	Describing and interpreting a cultural and social group	Developing an in-depth analysis of a single case or multiple cases
Discipline origin	Philosophy,sociology,psychology	Sociology	Cultural anthropology,sociology	Political science,social sciences
Narrative form	Description of the essence or meaning of an experience	Theory or theoretical model	Description of the cultural behavior of a group or an individual	In-depth study of a case or cases

Adapted from Creswell (2013)

Grounded theory differs from phenomenology because that phenomenological study describes the common meaning of a group of people through in-depth exploring their lived experiences (Smith, 2015). Phenomenologists focus on describing what all participants have in common(Creswell, 2013). The purpose of phenomenology is to describe the universal essence rather than emphasis of individual experiences. While grounded theory is an in-depth explanation of social phenomena in a specific situation aiming at building theories from the data through the systematic detailed procedures (Creswell, 2007). Grounded theory is applicable for the study of individual processes, interpersonal relationships, and reciprocity between individuals and larger society(Charmaz and Belgrave, 2012). Therefore, grounded theory is more appropriate than phenomenology in this research.

Grounded theory is also different from ethnography. Ethnographical study focusing on describing a culture-sharing group in which individuals share patterns of behavior, beliefs, and language interpret how a culture-sharing group works(Peacock, 2001).

Although the purpose of the research is to understand how CSR is implemented by

hotel companies of China from investigating a number of individuals who participate in the CSR process and action, the senior managers of Chinese hotels as participants are neither located in the same place nor interacting on a basis that they share the same cultural background. Therefore, the grounded theory is thought to be more appropriate.

In addition, there are also differences between grounded theory and case study. A case study method is an in-depth inquiry that insight into a theme or phenomena in its real-life setting(Yin, 2017).Researchers center on providing a deep understanding of an event, a program, an activity by selecting one case or multi typical cases(Minnis, 1985). While grounded theory emphasizes on explanation of a process, an action, or an interaction involving many individuals, and generates a theory on the basis of data collecting from the perspective of participants. This research is going to build a theory of CSR implementation based on the data gathered form the views of senior managers in hotel industry of China. Therefore, grounded theory method is to be used in this research.

Grounded theory is an effective and scientific qualitative research method(Corbin and Strauss, 1990). Because the researchers have different views on the world, the grounded theory is developed into different visions (Table 2).

Table 2 Similarities and differences among three visions

School	Similarities	Epistemology	theoretical perspective	Data Collection	Data Analysis
Classic version (Glaser and Strauss)	1) Inductive qualitative research methods	Objectivism	Positivism (emphasis on discovery theory)	Researchers remain as neutral as possible in the process of data collection	substantive coding and theoretical coding
Programmatic version (Strauss and Corbin)	2) Constructing theory on business data 3) Research results are traceable 4) The research procedure is reproducible	Objectivism	Post-positivism (which tends to constructivism and considers analytical data to be an explanation for researchers)	Researchers remain as neutral as possible in the process of data collection	Open coding, spindle coding and selective coding
Constructive version (Charmaz)	5) Mostly used in the construction of middle-level theory 6) Emphasis on the study of the process	Social constructivism	Interpretivism (theory is interpretive and constructed)	Emphasize the ability of researchers to put forward questions and interact with participants	Emphasis on flexible use; coding principles to be heuristic rather than formula

The constructivist grounded theory method (Charmaz, 2006) is adopted in this research. Charmaz (2006) points out that grounded theory is a way of understanding the world we investigate and a way of developing a theory to help understand the world. There is no existed data and theory waiting to be found. We are the part of the world we study and the data we collect. Through our past and present engagement, and interaction with people, perspectives, and research practices, we construct our own grounded theory.

3.3.2 Reliability and Validity

Grounded theory, as a qualitative research method, emphasizes the reliability and validity to make sure the research quality. According to classification of qualitative research validity (Maxwell, 2010), and definition of grounded theory (Glaser, 1965; Strauss and Corbin, 1994), reliability and validity of this research is to be discussed on the basis of phenomena description, process explanation, theoretical authenticity and

value of researcher (Table 3).

Table 3 Influencing factors and feasible strategies of reliability and validity

Criteria	Conception	Influence factors	Feasible strategy
Reliability	The truthfulness and accuracy of the description, without making, selectively describing or distorting the facts	The professional qualities of the investigator; the type and relevance of the respondents; the correctness and richness of the data	Researchers conduct research in strict accordance with the requirements of grounded theory; Selected the relevant data according to the theoretical sampling method; Use various data collection methods
	Researchers grasp and interpret the meaning given by the situation and the event from perspective of participants	Communication between the researcher and the respondent; Analysis of the data	Researchers have an in-depth understanding of the research field in advance and identify participants clearly
Validity	Whether the theory derived from the original material truly reflects the phenomena	Overall and coherent process of the induction; Complex relationship among various categories	Communicate with key figures as much as possible; Repeated inspection to the coding and decoding of all levels; Reference to previous research results
	whether the theory which represents the case of the sample could be applied to outside the sample	Exemplary nature of the selected sample; General logical thinking	When carrying out the original data collection, pay attention to the impact of the macro environment; In the process of constructing theory, pay attention to the connection between the sample and the general things; Test research conclusions in the general situation
	Whether the value judgment made by the researcher is interpreted and understood from the perspective of participant	The influence of researchers' personal evaluation criteria on research result	multiple evidence chains are applied to test descriptive, explanatory or interpretive studies

Adapted from Glaser(1967); Maxwell(1992); Strauss and Corbin(1994)

Although the grounded theory has great depth, validity and flexibility in terms of paradigm and method, the theory is still limited as it based on raw data. On one hand, grounded theorists pay too much attention to the theoretical construction and ignore to reveal phenomena. On the other hand, as theory is constructed based on data, it is time-consuming to analyze considerable data and over-dependent on researcher's concept abstraction skills. Therefore, grounded theory is not a panacea which could apply to all research and can solve all problems(Martin and Turner, 1986). In addition, it is noted that the theory constructed by grounded theory is one of the myriads theories, not the

only one (Glaser, 1978).

3.4 Data Collection

3.4.1 Multi-method approach

There are many data collection methods in qualitative research, such as observation, textual or visual analysis (eg from books or videos) and interview (individual or group) (Gill *et al.*, 2008). As each method of data collection has its advantages and limitations (Table 4), therefore, a multi-method approach, including in-depth interview, focus group, and observation which are appropriate for the exploratory qualitative research, is going to be used in this research.

Table 4 Advantages and Limitations of three data collection techniques

	In-depth Interview	Focus Group	Observation
Purpose	Understanding of personal opinions, beliefs, feelings and experiences	Understanding of different perspectives on specific topics or social norms	Observing how people act and interact in a specific social context
Tool	Interview outline	Discussion outline	Observation outline
Advantage	Understanding of depth information and personal experience; Suitable for sensitive topics; understanding the living situation of participants	The interaction of the team members can present multiple themes and perspectives; the discussion process is rich in details; collecting a large amount of information in a short period of time; quickly identifying all topics; strong release effects	a lot of background information; able to verify data obtained from other ways; understanding people's real behavior; can be done in a variety of situations
limitation	Lack of interaction or feedback from others; personal point of view; repeated interviews are required to clarify the topic	Information is not deep enough; Not suitable for understanding personal experience	Interpretation of observation may be subjective; need to distinguish participation and observation

3.4.2 In-depth interview

In-depth interview is one of the most useful data collection techniques of grounded theory (Birks and Mills, 2011). In-depth interview is the one-to-one data collection

method in which researcher uses semi-structured or unstructured interview outline to discuss with participants about specific topics deeply. In-depth interview, considered as purposeful conversation, is helpful to understanding individual life and the subjectivity of participant(Hesse-Biber and Leavy, 2010). Also, in an in-depth interview, interviewer and participant do not simply ask and answer during the process. On the contrary, they maybe react to each other's status, identity and power which will affect the conversational content and the way topics are discussed. Therefore, in this research, in-depth interview is used as a kind of special, knowledge-generating conversation(Hesse-Biber and Leavy, 2010) that creates a meaningful cooperative relationship between me and hotel managers of China. Through in-depth interviews, hotel managers describe and reflect on the implementation of CSR in a way that rarely occurs in everyday life. Therefore, understanding the subjectivity of senior hotel managers allows me to be better to interpret their story about CSR implementation. In in-depth interview, key managers of hotel companies are the main body while my role is just to encourage them to tell story and share opinion on how CSR working in hotel industry of China. Furthermore, in-depth interview is flexible and easy to understand, and can reveal the important and hidden behavior(Qu and Dumay, 2011) of key managers who are responsible for implementing CSR. But except hotel managers, others' feedbacks cannot be obtained, because the in-depth interview is always one-to-one or one-to-two.

3.4.3 Focus group

Compared with in-depth interview, focus group is a flexible and exploratory discussion that allows multiple participants to be interviewed and distinct viewpoints to be obtained at the same time(Hennink and Weber, 2013). Focus group emphasizes interaction between participants, so it is difficult to obtain data with less interaction among group members(Kawamura and Morgan, 1997). In the focus group, moderator needs to mobilize the participants to argue about the relevant issues so as to collectively construct the facts and knowledge(Crossley, 2002). Therefore, by applying focus group in this research, I can not only understand different views of CSR in hotel industry, but also know about the way that hotel managers discuss this topic. However, the group environment lacks confidentiality to discuss sensitive topics. Some hotel managers may guide the discussion leading to a construction of hierarchical structure within the group. In addition, the focus group is not suitable for acquisition of personal materials and the deep information(Kidd and Parshall, 2000). Therefore, in-depth interview and focus groups are both proposed to be used in this research to amplify advantages and make up deficiencies, so as to increase the richness and reliability of the data collected from senior hotel managers about the implementation of CSR.

3.4.4 Observation

Observation refer to a research method that could link people's actions to the social and cultural context in which they live by systematically and detailed observing people's behaviors and conversations(Mays and Pope, 1995). The social norms and values which

implied in a particular cultural background can be recognized by observers(Mulhall, 2003). Observation is also an effective means of understanding how people interact in different social environments and is good for establishment of harmonious relationship between observers and participants. Although the observation method has the above advantages, it is time consuming that researchers need to continually and repeatedly observe in the same environment. It is also difficult to record during an observation, requiring skilled personnel. Therefore, in this research, the observation is just used as an assistant method of in-depth interview and focus group in collecting data for understanding the implementation of CSR in China's hotel industry from different perspectives.

3.4.5 Two steps for data collection

The data collection procedure of this research consists of two steps. According to different research sub-questions, the appropriate data collection methods are adopted.

In the first stage, focus group and observation are to be applied to comprehend the research questions 1. How do senior managers of hotel companies in China perceive CSR and 2. What factors will influence the CSR implementation in hotel industry of China.

In large groups, it is difficult for the host to manage and control the process of interview, and participants may feel frustrated that they do not have enough opportunities to

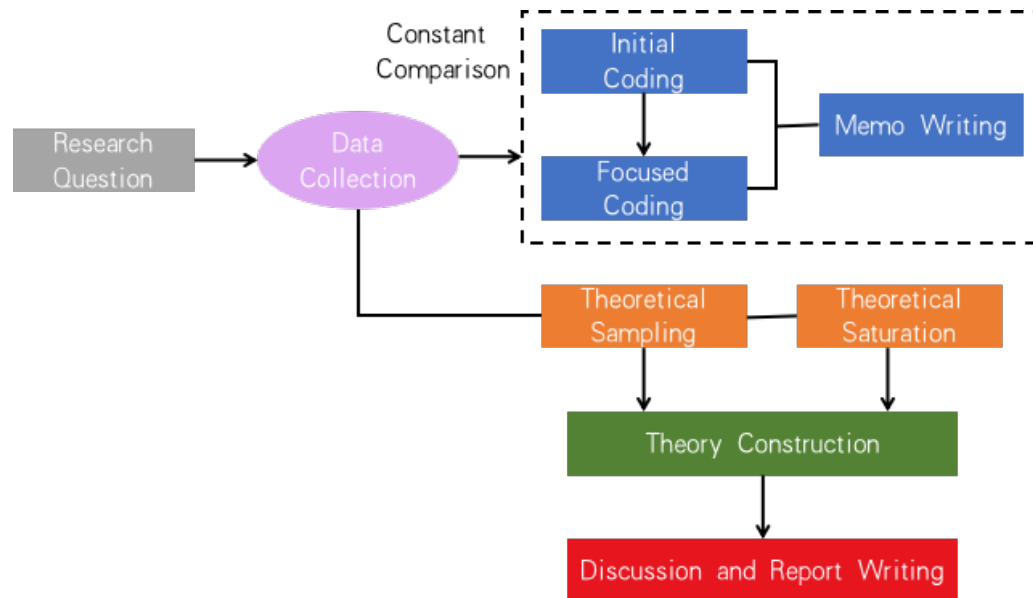
express (Bloor *et al.*, 2001). Therefore, small focus group of 6-8 people (excluding researchers) in this research is appropriate and the interview time should be limited to 60-90 mins in each group. Three topics are to be discussed in each focus group and the host needs to guide the discussion according to the semi-structured outline which refined by inductive reasoning. Body language and behaviors of hotel managers are to be observed during the process, so as to interpret the research questions from different perspectives.

In the second stage, an interview team was set up to interview hotel managers in Guangzhou, Qingdao, Chengdu, Kunming, Beijing, Shanghai, etc. A rapport between researchers and hotel managers is to be established through the participatory observation which is beneficial to the next step. Then an in-depth interview is to be adopted to investigate the actions that senior managers of hotels could take to implement CSR. The selection of time and place of in-depth interview are to be decided upon the participants to show respect to them and to make them feel relaxed and safe to express themselves more freely(Chen, 1999). In the process, time is to be controlled within 30-40mins and cannot record before obtaining the consent of participants. The procedures, such as control, time and atmosphere, should to be reviewed after each in-depth interview to optimize the interview process with next participant. Also, verification should to be done through observation to examine whether the actual behaviors of hotel managers in implementing CSR correspond with their statement in the in-depth interview.

3.5 Data Analysis

It is not a simple and quick task to analyze qualitative data, but a systematic and rigorous process which is both labor-intensive and time-consuming(Pope *et al.*, 2000).

Figure 3 The analysis process of this research



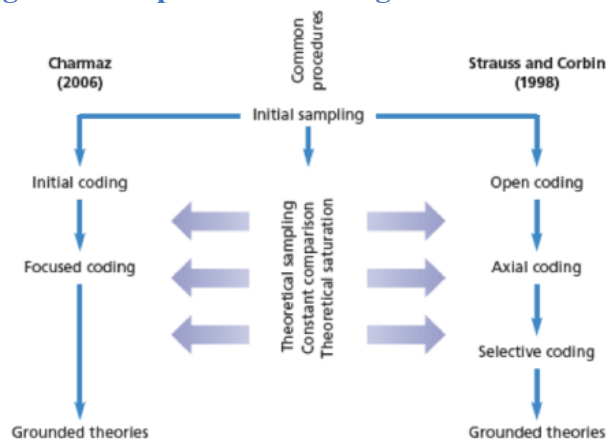
3.5.1 Transcribing Data

Transcription is the basis of data analysis (Hennink and Weber, 2013), which affects by the research purpose(Oliver, Serovich and Mason, 2005). In this research, verbatim transcription is to be used to record the participants' words, phrases and expressions in detail to explore their cultural significance and it plans to commence immediately after the first interview is completed. On the one hand, it allows new topics to be identified and discussed in the next interview and it is conducive to guiding recruitment of participants(Hennink and Weber, 2013). On the other hand, it is easier to identify data saturation by collecting data while transcription, allowing researchers to examine the quality of the data and correct errors that arise during data collection.

3.5.2 Initial coding and Focused coding

Coding is one of the core tasks of qualitative data analysis. Corbin and Strauss (1990) consider that the quality of research largely depended on the quality of coding. Coding forces researchers to think about data in a new way which differs from participants (Charmaz and Belgrave, 2012), giving them new insights into their actions (Thomas, Clark and Gioia, 1993). The coding process of constructive grounded theory includes initial coding and focused coding (Saunders, Lewis and Thornhill, 2016). Coding is time-consuming; however, it lays the foundation for data analysis and is therefore a crucial step (Hennink and Weber, 2013).

Figure 4 The process of coding



Adopted from Saunders, Lewis and Thornhill (2016)

In the initial coding process, all the data collected from senior managers in hotel industry of China is going to be disaggregated into conceptual units and a label will be provided (Saunders, Lewis and Thornhill, 2016). As many of these concepts overlap in meaning, so the concepts with the same meaning are merged, that is “categorization” (Spiggle, 1994). And then, a huge group of concepts will be obtained. In order to form more general concepts, the concepts which seem to be related to the same theme are brought together into one category through thematic analysis (Miles,

Huberman and Saldaña, 1994). During the process, the properties of categories and constructs need to be identified to ensure the abstraction of categories from concepts are as scientific as possible(Li and Li, 2006).

Focused coding is the second cycle analytic process(Saldaña, 2013), which searches for the most frequent or important codes to generate the most prominent categories in the data corpus and need to decide which initial codes are the most analytical ones(Charmaz, 2006). The purpose of this process is to organize categories hierarchically among core categories and subcategories to understand their relationships(Theron, 2015). Then the theory is integrated through paradigm model, which consists of conditions, contexts, strategies and outcomes for further understanding the meaning of these main categories(Li and Li, 2006).

3.5.3 Memo writing

Memo writing is one of the characteristics of grounded theory. The purpose of memos is to document the abstract thinking of data, analyzing researchers' thoughts on coding and facilitate them to describing and filling the categories, deriving theories(Glaser and Strauss, 1967). In this research, memo writing runs through the entire coding process and all of my thoughts and ideas emerging should be completely recorded to help me to focus on data and inspire me to discover the inner, unspoken, condensed meaning.

3.5.4 Constant Comparison

Constant comparison means that collecting data and analyzing data at the same time and it begins in the initial stages when researcher categorizes and abstracts data (Spiggle, 1994). The process of constant comparison is that researcher goes back and forth between participants, gathering new data from interviews, and then returning to the emerging theory to fill in the gaps and to illustrate how it works (Creswell, 2013). In this research, the constant comparison during data analysis includes four stages (Chen, 1999; Chen, Xu and Fan, 2008).

Table 5 Stage of constant comparison in this research

Stage	Description	Process
Stage 1	Compare the applicable events with each category	Encode the data and assign it to as many conceptual categories as possible; compare the encoded data with the conceptual categories; find the corresponding properties for each conceptual category.
Stage 2	Combine categories and their characteristics	Pay attention to the relationships between concepts and try to link each other.
Stage 3	Delineate theoretical boundary	With the relationship becomes clearer, researchers can ignore the concepts that were initially concerned but not relevant to the research in order to reduce classification and make the theory simpler; determine the connotation and extension of theory; continuously verify theory with original data, and constantly optimize the theory to make it clearer.
Stage 4	Construct theory	Use words to state the theory, and describe the relationship among data, the concept category their characteristics.

3.5.5 Theoretical Saturation and Theoretical Sampling

The purpose of this research is to obtain the emerging theory of how CSR is implemented in hotel companies of China, so the function of raw data should point to the theory itself. When the data presents constant repetition and no longer generates new generic categories, conceptual themes or theoretical models and theoretical insights, it reaches the theoretical saturation (Rowlands, Waddell and McKenna, 2015).

After the data collection and transcription, coding, and memo writing are completed, theoretical sampling, a hallmark of grounded theory methodology(Draucker *et al.*, 2007), is required before constructing theory. The purpose of theoretical sampling is further improving the categories and accurately and in-depth describing of their connotation and extension, rather than to make it more representative(Sun, 2011).

If the new categories are not found in raw data, then the theory can be constructed in a state of theoretical saturation. If there are still new categories, then the data collection and coding should be repeated until reaching theoretical saturation. Theoretical sampling makes the theoretical analysis framework more abstract and generalized(Draucker *et al.*, 2007), which is conducive to upgrading to a formal theoretical level with more explanatory power(Zheng, 2015).

3.6 Ethical consideration

3.6.1 General ethical issues associated with this research

Ethics refer to the standards of behavior that guide the conduct in relation to the rights of those who become the subject of study, or are affected by it(Saunders, Lewis and Thornhill, 2016). General ethical issues run through the entire research process, including design and plan, seeking access to organizations and to individuals, collection, analysis, management and report(Sieber and Tolich, 2013). They interact with each other and restrict researchers' ethical principles and code of conduct to different degrees and in different ways(Soltis, 1989).

3.6.2 Ethical issues during design

In this section, a range of theoretical issues are going to be considered, such as who will benefit from this study, how to get access to hotel industry of China, how to introduce myself to these senior managers.

Benefits. The purpose of this research is to explore the perspectives of hotel managers on CSR and different types of CSR they have when face different stakeholders which will help to increase theoretical knowledge, expand the research field of CSR, and enrich the research content of Chinese hotel industry. The valuable data can be provided for hotel managers, such as the identification method of stakeholders based on the implementation of CSR constructed in this research.

Justice. Although some scholars believe that in order to pursue the truth, any methods can be used to obtain the information they need, including lying, concealing their identity, designing artificial research situations(Cavan, 1977), Maxwell' approach(2012) is going to be adopted in this research. Therefore, false and deceptive means will not be used during the research process. The right of hotel managers as respondents that whether they decide to take participate in will also be ensured through truthfully introduced to the research objective.

3.6.3 Ethical issues related to data collection

Participants Recruitment. The right to know of every manager who participating in

must be ensured. Participants may be unable to participate due to third party interference, such as owners of hotels or the family members. Therefore, for one thing, I should maintain sensitivity to minimize the harm to hotel managers. For another thing, the benefits (Peel *et al.*, 2006) of hotel managers should also be taken into account. Some researchers have been asked to pay for participants (Borne, 2007), which is considered inappropriate in this research. Instead, a small gift intended to express gratitude to these managers is going to be given after the interview.

Data collection. A written consent is required to sign before interview and content of interview cannot be recorded before acquiring agreement. I should also pay attention to the emotions of these managers during the interview. The professional support is going to be provided (Bailey and Hutter, 2008), or sometimes the interview is going to be suspended (Hennink, Diamond and Cooper, 1999) if necessary. Apart of that, I need to ensure my safety, such as choosing an open space and taking appropriate measures to comfort participants when they are emotional.

3.6.4 Ethical issues in data analysis and report

All kinds of information from which hotel managers may be identified are going to be deleted (Parry and Mauthner, 2004) during transcription, quote and sharing. Given the goal that to raise the consciousness of CSR of hotel managers and make sense of how CSR implements, the research findings should be comprehensively represented, instead of focusing on aspects which hotel managers approve of or data which is impressed

with.

4. Conclusion

The research objective is to explore the process of CSR implementation of hotel companies in China. In order to achieve this goal, raw data is collected from senior managers who are accountable to implementing CSR and then to be analyzed. By doing so, the research purpose is to be reached and the research questions are going to be answered. That will result in contributing to making a conceptual insight into how CSR is developed and implemented in hotel industry of China, as well as the scope and object of CSR can be relatively clarified by the identification of stakeholders. This research also makes contributions to business practice by providing a reference to establish the evaluation system of CSR based on uniqueness of hotel industry of China.

By using Grounded Theory strategy for data collection and data analysis, the research is to identify the concept of CRS from perspective of senior managers in hotel industry of China, to identify the distinct types of CSR corresponding to different stakeholder classification, to investigate how CSR is shaped and influenced by stakeholder of Chinese hotel companies. As an exploratory research, a reference for future investigation is hoped to be provided. Firstly, the types of CSR for different hotel companies, such as economy hotel and resort hotel could be further classified. Secondly, the variables derived from the grounded theory could be used as questionnaire items to further verify the findings of this research in empirical tests with large sample.

Part II

Reflective Essay

Word count = 1559 excluding tables

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Quantitative research and qualitative research are the most important research methods in social science. Although qualitative research and quantitative research have their own characteristic, the two research methods are common in nature, both systematic and scientific. **Quantitative research** refers to a method that the researchers set up hypotheses in advance and determine various variables with causality, and then apply some tested tools to measure and analyze these variables to verify the researchers' predetermined hypotheses (Saunders, Lewis and Thornhill, 2016). **Qualitative research** refers to a method that the researchers regard themselves as research tools to comprehensively explore social phenomena in a natural context by adopting a variety of data collection techniques. In the qualitative research, researchers analyze data and develop theories by induction, and obtain interpretative understanding of participants' behaviors and meanings through interaction with them (Chen, 1999).

1.1 Differences between these two research methods

Although these two research methods share basic scientific principles, quantitative research differs from qualitative research, such as using different methods to investigating distinct aspects of the world from diverse perspectives.

In general, quantitative research depends on measuring, calculating, and analyzing the partial materials which can be quantified to grasp the nature of the world. In comparison, qualitative researchers try to carry out in-depth, meticulous and long-term experience through the interaction with participants to obtain a comprehensive interpretive

understanding of the phenomena. Quantitative research adopts the experimental path, while qualitative research emphasizes collecting data in natural context. Quantitative research is more suited to large-scale survey and forecast, while qualitative research is more appropriate for describing and analyzing phenomena in detail.

Table 6 The differentiation between these two methods

	Quantitative Research	Qualitative Research
Purpose	Verification Prediction	Interpretive understanding
Content	Facts, Causes, Influences, Solidified things, Variables	Story, Event, Process, Meaning, Overall inquiry
Level	Macro	Micro
Research Question	Determined in advance	Produced in the process
Research Design	Structural, Predetermined, Specific	Flexible, Evolving, Broad
Research Approach	Number, Calculation, Statistical analysis	Language, Image, Descriptive analysis
Research Tool	Scale, Statistical software, Questionnaire, Computer	Researcher, Recorder, Camera
Sampling	Random sampling, Large sample	Purposive Sampling Small sample
Research Situation	Controlled, temporary, abstract	Natural, Overall, Specific
Data Collection	Closed questionnaire, Statistical table, Experiment. Structural observation	Open interview, Participation in observation, Textual or visual analysis
Characteristics of Data	Quantitative data, Operational variables, Statistics	Descriptive information, Notes, Word of participants
Analysis Approach	Deduction, Quantitative analysis, after collecting data	Induction, Looking for concept and the me throughout the whole process
Analysis Conclusion	General, Universal	Unique, Geographical
Research Hypothesis	Before research	After research
Validity	Fixed verification	Relevance, Credibility, Rigorous
Reliability	Repeated	Non-repeated
Ethics	Not valued	Valued
Researcher	Objective authority	Reflective and interactive individual
Relationship between researcher and participant	Separated	Contact, Mutual influence Change, Empathy, Trust
Research Process	Clarity	Evolution, Change, Overlap

Quantitative researchers confirm the overall situation of social phenomena; therefore, the quantitative research findings can represent the sampling population. Qualitative researchers are expert in investigating special phenomena in order to put forward some new points. Quantitative researchers try to freeze a phenomenon, an event or an action

and then calculate the emerging variables, while qualitative researchers apply language and images to present its change process (Neuman, 2007). Quantitative researchers begin with their presupposed hypotheses and then gather data for verifying these hypotheses, while qualitative researchers emphasize understanding viewpoints of participants from participants' perspective, focusing on their mental state and meaning construction. Quantitative researchers make an endeavor to avoid influencing on the research and to be value neutral, while the qualitative researchers concern impact on the process and constant reflection on their behavior. The above comparison can give a clearer understanding of the respective characteristics of the two research methods.

1.2 Similarities of these two research methods

It is obvious that these two research methods are different. However, we should not intentionally exaggerate the differences. I regard that quantitative research and qualitative research have something in common, rather than two opposite methods, because of many complementary content within each other.

Firstly, quantitative researchers could describe the social phenomena, while qualitative researchers could also use the number as research data.

Secondly, some scholars consider that quantitative research has to be investigated in an artificial context, while qualitative research has to be carried out in a natural context.

In fact, any context in which the researchers are placed is part of the social environment,

so it is worthwhile to study if the researchers choose to express themselves in a specific way in these contexts.

Thirdly, the research object of quantitative research which focusing on the behavior and qualitative research which concerned with the meaning is human being. As personal behavior and individual meaning are inseparable, the exploration of behavior cannot be separated from its inquiry into meaning. Furthermore, generally, quantitative researchers primarily use deductive approach, while inductive approach can be easily found in qualitative researcher. However, a lot of quantitative researches aim at the inductive description of phenomena, and qualitative researches also need conceptual deduction at analysis stage.

Finally, the objective of quantitative research is not always to find out scientific rules, sometimes trying understanding and interpreting the social phenomenon. Qualitative research is not just to identify cultural patterns. The purpose of some qualitative researches is also to develop theory.

1.3 Quantitative research method is easier in operating

Based on the analysis above, I consider quantitative research method is easier in operating than qualitative research method. Quantitative research emphasizes operationalization, generalization and objectivity in specific applications, while qualitative research focuses on process instead of result. Therefore, qualitative research

method requires higher personal quality and Individual ability for researchers.

Logically, quantitative researchers apply construction logic while qualitative researchers tend to adopt practical logic. Constructive logic is highly organized and logically re-presented in an ideal, formal, and systematic form. Quantitative research, which base on construction logic, is easier to be defined and the research skills can be acquired from books or formal instructions. Qualitative research follows the practical logic, which is the logic of the process of research conduction. With a lot of ambiguity, qualitative research is relatively messy. A fewer of fixed rules and standardized procedures are there in qualitative research, which on the basis of the informal wisdom developed from researchers' experience.

In quantitative research, a linear path and a series of certain steps is to be followed. The path of qualitative research is non-linear and cyclic, which means researchers need to move forward through different stages, sometimes going backwards or even going astray. Although the diffuse cyclic orientation is not an unorganized, undefined chaos, the path of circulation appears to be inefficient and loosely structured from a strict linear viewpoint.

Furthermore, quantitative research can be operated by following a set of step-by-step procedures. As quantitative researchers emphasize the objectivity, it could apply the mechanistic means, following the standardized and repetitive procedure, measuring in

numbers, and analyzing with statistical methods. While, qualitative researchers pay attention to the integrity and need to take full advantage of individual insights and feelings to better understanding the social life.

Additionally, quantitative researchers initially condense topic into a main research question and then design a process that the hypothesis could be tested and guide the research plan before data collection. In contrast, qualitative researchers often start with ambiguous research topic and then clarify the research question step by step. They have no idea about what the most important issue is until they are fully immersed into the data. In the process, researchers continuously re-evaluate the research question which they are interested in at the early stage and be ready to change the direction of research with pursuit of new evidence. Therefore, qualitative research is highly uncertain.

Table 7 The advantages and limitations of these two methods

	Quantitative Research	Quantitative Research
Advantages	1) Be suitable for large-scale statistical investigation of social phenomena at the macro level. 2) The theoretical hypothesis set by researchers can be tested by certain research tools and approach. 3) A comparative study of control and experimental groups can be performed using experimental interventions. 4) Representative data and findings can be obtained by random sampling. 5) Researchers use standard research tools and data collection; Research validity and reliability can be relatively accurate measured. 6) Be suitable for the causal relationship between things and the relationship between related variables.	1) Only some of the comparatively superficial and quantifiable parts of the thing can be measured, and no specific details can be obtained. 2) The time of measurement is often only one or several solidified points, and the process of event occurrence cannot be tracked. 3) It can only verify some theoretical hypotheses that the researcher has reserved in advance, and it is difficult to understand the perspectives and ideas of the participants. 4) The research results can only represent the average situation in the sample population. 5) It is difficult to collect information in a natural situation.
Limitations	1) Researchers deeply and meticulously describe and analyze social phenomena at the micro level; conduct case investigations on small samples. 2) Researchers focus on finding the social phenomenon from the perspective of participants via open approach. 3) Researchers exploratory unfamiliar phenomena. 4) Researchers focus on natural situation of the event, and study the life events in the natural situation. 5) Researchers pay attention to the dynamic process of event development. 6) Researchers develop the theory by induction and can make some innovation.	1) It is not suitable for large-scale population or social institutions at the macro level. 2) The results of the research do not have the representativeness of the research significance and cannot be extended to another situation. 3) It is difficult to analyzing data because the data is complex, and there is no standard for data organization. 4) There is no standard procedure during the research. 5) It is time-consuming and labor-intensive.

1.4 Combination is going to be used

In my doctoral dissertation, I plan to combine quantitative research method with qualitative research method as both have their own benefits and drawbacks. The combination, which can complement one another perfectly, is more advantageous than using only one method. The best research is a work which incorporate the characteristics of these two research methods (King, Keohane and Verba, 1994).

First of all, these two different methods can be applied in one research project to investigate the same research question at different levels and from distinct perspectives simultaneously. Research can combine macro and micro environment, human and natural contexts, static and dynamic state, behavior and meaning.

Secondly, quantitative and qualitative research questions can be proposed simultaneously in one research project, and different types of raw data can be collected at the same time, so that more flexibility can be provided for research design and solving practical problems.

In addition, different methods can be used to test the results to improve the reliability of research (Fielding & Fielding, 1986). Although there are many benefits to combining these two research methods, there are still some problems. Since quantitative research and qualitative research are on the basis of different theoretical paradigms, epistemological conflicts are inevitable. Different methods involve different research questions, purposes and theoretical assumptions, and there are also quite different criteria in the quality inspection. For example, if two quantitative researchers get the same finding from the same issue, it is believed that the two researches have high reliability. But if two qualitative researchers describe the same story in the same way, one of them is likely to be accused of plagiarism (Runyan & Seal, 1985). Using different paradigms in one research may also lead to the opportunism. Researchers combine different methods at the operational level due to the practical motivation, often ignoring

consciousness and reflection of methodology (Smith and Heshusius, 1986). As a result, it is difficult for other scientists to evaluate the quality of their research.

Therefore, what I need to clearly explain in my doctoral dissertation is not whether different paradigm methods could be used in the same research, but why they have to joint together and what advantages can be carried out from this combination. It is necessary to make sense of my method selection and utilization, and to explain the reason and principle of selection sincerely and detailed.

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