

THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY MICRO-LEVEL PROCESSES ON MESO-LEVEL PERFORMANCE: THE CASE OF HOSPITALITY

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ABSTRACT

The relevance and importance of corporate social responsibility (CSR) have long been recognised in the business sector. Previous research has shown that CSR has a positive impact on a company's financial performance, value, reputation, brand image, customer loyalty, and a variety of other factors. CSR has been studied from a variety of viewpoints, with the bulk of studies focusing on the meso-level dimensions of CSR. The number of studies on micro-level CSR processes has so far been limited, but has recently increased. For CSR to be effective, it is necessary to understand the correlation of the processes on both levels. The purpose of the research is to investigate CSR micro-level processes and their impact on meso-level performance, with additional attention to the hospitality industry. Research methods: analysis of scientific publications, analysis of previously conducted research and results, and other scholarly literature. The results of this study indicate that the micro-level processes of the stakeholder groups involved, mostly customers and employees, have a direct impact on internal and external CSR initiatives and their meso-level outcomes, which might be both positive and negative. The results also indicate a possible research gap, as the number of studies on micro-level CSR processes in hospitality has so far been limited, and the findings cannot be considered exhaustive or conclusive.

KEY WORDS: corporate social responsibility, stakeholder theory, micro-CSR, hospitality industry.

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Introduction

The relevance and importance of corporate social responsibility (CSR) have long been recognised in the business sector, including in the hospitality industry. Previous research has shown that CSR has a positive impact on a company's financial performance, value, reputation, brand image, customer loyalty, and a variety of other factors. CSR has been studied from a variety of viewpoints, with most studies focusing on the meso-level dimensions of CSR; on the other hand, the number of studies on micro-level CSR processes has so far been limited, especially for the hospitality industry, but it has recently increased. In order for CSR to be effective, it is necessary to understand the correlation between the processes on both levels, micro and meso, and multilayer models and frameworks have to be considered. The purpose of the research is to provide a review of research activities and existing management literature on micro-level CSR, or micro-CSR, with a focus on the hospitality industry, examining how the psychology of individual stakeholders and individual preferences and principles can influence meso-level CSR outcomes, as well as what the possible drivers, responses, behaviours and stimuli are. The tasks of the research: 1) to overview CSR and its components; 2) to analyse recent study findings on the development of CSR, micro-CSR, and stakeholder theory; 3) to analyse the preferences, individual drivers, individual evaluation processes, and individual reactions of the relevant stakeholder groups at the micro-level; 4) to analyse research efforts in the field of micro-level CSR in the hospitality industry; and to draw conclusions. Research methods: analysis of scientific publications, analysis of previously conducted research and results,

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and other scholarly literature. The results of this study indicate that the micro-level processes of the involved stakeholder groups, mostly customers and employees, have a direct impact on internal and external CSR initiatives and their meso-level outcomes, which might be both positive and negative. The results also indicate a possible gap in research, as the number of studies on micro-level CSR processes in hospitality has been so far limited, and the findings cannot be considered exhaustive or conclusive.

1. An overview of CSR

Corporate social responsibility (CSR) has been a topic of discussion in the business environment, including the hospitality industry and tourism, since early 1990 (Carroll, 1991). Some may even argue that the concept of managerial responsibility is as old as business itself. Responsible enterprises existed for more than a century before the American economist H. Bowen coined the phrase ‘corporate social responsibility’ in his 1953 book *Social Responsibilities of the Businessman*, and he has been dubbed ‘the father of CSR’ ever since (Bowen et al., 2013). CSR became more widely acknowledged in the early 1990s, when Donna J. Wood published *Corporate Social Performance Revisited*, which established a framework for analysing the impacts and outcomes of CSR activities, as well as expanding and building on early CSR models (Wood, 1991). According to Carroll’s (1979) definition of CSR, a company’s discretionary obligations are areas of voluntary social involvement that are neither prohibited nor demanded of enterprises owing to their economic, legal or ethical responsibilities. Carroll (1991) identified three ethical approaches to management: immoral, amoral and moral; each orientation is closely related to individual moral philosophies, defined as management. In the case of amoral and immoral approaches, business operations are separated from ethical considerations of private life, and so these considerations have no role in the business environment. In the case of moral approaches, business operations are separated from ethical considerations of private life, and so these considerations have no role in the business environment. Commercial activities are isolated from ethical issues of private life in moral systems, and so these considerations have no bearing on the business environment. In summary, Carroll claims that the great majority of managers act ‘immorally’ or ‘amorally’, implying that they do not think beyond themselves. The Triple Bottom Line (TBL) concept has made a significant contribution to the debate about corporate behaviour. Elkington invented the term TBL in 1994 to describe a sustainability framework that balances a company’s social, environmental and economic impacts. Later, in 1998, Elkington emphasised the need for effective and long-term collaborations between the private and public sectors, as well as stakeholders, in achieving excellent triple bottom line (social, environmental and economic) performance (Elkington, 2018). Carroll’s proposed (1987) taxonomy of moral, amoral and immoral management has been used to demonstrate the parallels and distinctions between the micro-processes involved in CSR and the company’s management overall. Amoral management is defined as managerial behaviour in which a company lacks ethical norms and communication, in which managers perceive the corporate environment without an ethical lens. Immoral management entails decisions, acts and behaviour that are inconsistent with ethical ideals. Immoral management is motivated by self-interest, and only cares about the company’s bottom line, since such management believes that there is no place in corporate affairs for the same ethical and moral principles as in private life. Carroll believed that moral management is about fairness and justice, and that their motivations are selfless; in contrast to the preceding styles, moral management focuses on ethical norms, professional standards of conduct, motives, goals, legal orientation, and overall operational strategy (Carroll, 1987). The chapter ‘CSR and Leadership’ in the book *Corporate Social Responsibility* introduced a new adaptation, in which businesspeople respond to a particular issue with ‘don’t care’ corresponding to Carroll’s ‘immoral’, ‘unaware’ corresponding to Carroll’s ‘amoral’, and ‘aware and care’ corresponding to Carroll’s ‘moral’. Perhaps it may better illustrate the micro-processes and perceptions of the managers or businesspeople. The fundamental motive of immoral managers, according to Carroll, is selfishness, where ‘management cares solely about itself or the company’s gains.’ Carroll assumes that amoral managers may have good intentions but act selfishly, since ‘impact on others is not considered’ while defining them (Carroll, 1991; Strand, 2015). This multifaceted perspective is critical, since no manager can be aware of every single stakeholder who may be impacted by a decision. This is especially true for executives of international businesses with global stakeholders;

managers must be ‘alert and concerned’ about the areas where their decisions have the biggest influence on their stakeholders. Managers must master materiality assessments to identify the most significant issues and related stakeholders impacted by their actions to attain this ‘aware and care’ condition for the most important concerns. CSR is defined as a company’s commitment to long-term growth that benefits stakeholders and delivers economic advantages, and gives it a competitive edge, while simultaneously meeting social and environmental needs (OECD, 2001). Corporate responsibility involves a shift away from the objective of ‘profit alone’ and towards the creation of a larger social system. Customers’ impressions of a company and their purchase decisions are influenced by its social responsibility. Businesses must utilise appropriate communication venues to inform customers about their CSR efforts (Campbell, 2007). CSR, according to the International Labour Organization (ILO), is a voluntary, business-driven programme that refers to actions that go beyond legal requirements. Public (international) legislation directly inspires the rules included in CSR codes. Today, CSR is one of the most important ways for businesses to convey their ideas and beliefs, both inside their processes and operations and in their contact with other stakeholders (ILO, n.d.). The United Nations World Tourism Organization (UNWTO) underlined that CSR can make a significant contribution towards the sustainable development of tourism and hospitality, it can reinforce the sector’s commitment to corporate responsibility, and it can be seen as a catalyst to create a renewed perspective on ‘building back better’ (UNWTO, 2020). The European Commission supports and encourages companies to conduct their business responsibly, and has developed key recommendations on CSR included in Sustainable Development Goals in the EU, ‘maximising the creation of shared value for their owners/shareholders and their other stakeholders and society at large; identifying, preventing and mitigating their possible adverse impacts’ (European Commission, 2018). CSR is defined as a four-level framework listing the responsibilities of the business, economic, legal, ethical and philanthropic (Carroll, 1979), with the later iteration being ‘corporate social responsibility encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given time’ (Carroll, Buchholtz, 2014). CSR is all the ‘context-specific organisational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance’ (Aguinis, 2011). Studies have revealed that CSR is mainly researched with regard to CSR and the correlation with financial performance, competitive advantage, CSR drivers and inhibitors, the reporting and communication of CSR, and CSR and stakeholders (Jiddi, Ibenrissoul, 2020). The majority of studies on CSR in hospitality and tourism were conducted at the meso-level, analysing corporate performance and benefits, where customers were the most studied stakeholder (Guzzo et al., 2020). Micro-level studies in hospitality, employees’ behaviour and attitudes, how individual perceptions and principles and values can benefit or hinder CSR activities, are still rare. The phenomenon itself can be referred to as micro-CSR (Freeman, Moutchnik, 2013). Micro-CSR, therefore, analyses the impact, interrelations, behaviour and influence of involved stakeholders on an individual level. Individuals, such as employees, are crucial participants in achieving any hospitality company’s goals, and neglecting their strategic role in maintaining a sustainable environment is irresponsible (Jones et al., 2017).

2. Stakeholder theory and micro-CSR

Stakeholder theory is a way of looking at business operations that highlights the interrelations between a company and its stakeholders: customers, employees, business partners, communities, investors and the environment. According to this theory, any business organisation should generate value for all stakeholders, not just shareholders (Freeman, Reed, 1983). A stakeholder approach emphasises the active management of the corporate environment, relationships, and the promotion of common goals (Freeman, Mcvea, 2001). This theory suggests that the firm’s stakeholders, their values, their relative influence on decisions, and the nature of the issue, are all very important for predicting organisational behaviour and outcomes (Brenner, Cochran, 1991). Business organisations can use this framework as a tool to establish a link between stakeholder management and CSR or micro-CSR (Kotter, Heskett, 1992). Business organisations should not be viewed as being owned and managed exclusively by their owners, with no involvement of any other stakeholders (Parmar et al., 2010). Hence, CSR can be referred to as ‘company stakeholder responsibility’ instead

of ‘corporate social responsibility’, bringing a different iteration of the framework and placing the focus on individuals otherwise known as stakeholders (Freeman, McVea, 2001; Freeman et al., 2004). Micro-CSR concepts are not so extensively researched, as most studies still concentrate on the meso-level performance of the company, although in recent years the number of studies on individual-centric work psychology in the field of CSR has grown (Rupp, Mallory, 2015; Guzzo et al., 2020). The majority of micro-CSR studies focus on customers and employees, how they react to and apply CSR practices, the psychological drivers behind it, employee behaviour and perceptions, and individual contributions towards sustainable development (Jones et al., 2017). Freeman and Dmytriyeu (2017) indicate the differences between stakeholder theory and CSR: the stakeholder theory largely addresses the company from within itself, or from its perspective, as the company should operate beneficially for all its stakeholders (Freeman, 1983). On the contrary, CSR offers another perspective from society at large, setting the focus on certain groups (see Fig. 1).

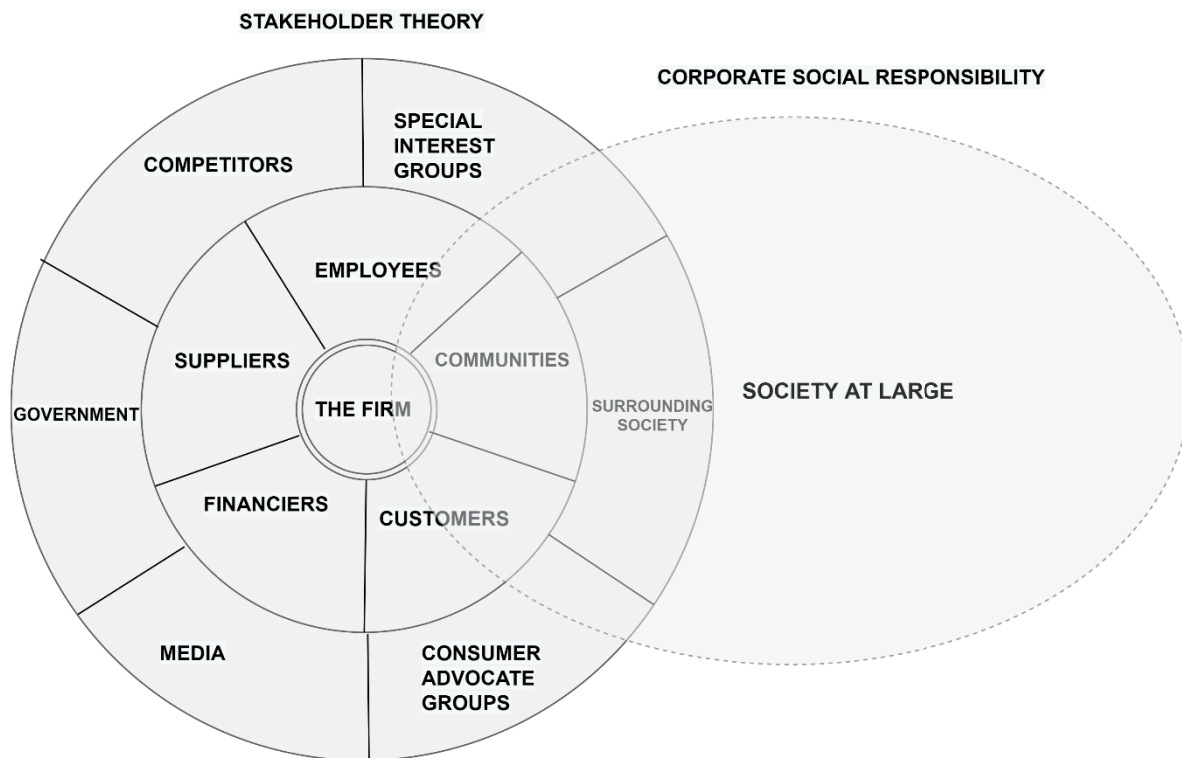


Figure 1. Overlapping areas of stakeholder theory and CSR

Source: The author, adapted from Freeman and Dmytriyeu (2017).

Interrelations between CSR and stakeholders suggest that both frameworks cover the company’s responsibility towards the society and the community. CSR looks at it from the perspective of society at large, putting the focus on the central element, the firm. Employees and customers are another group of stakeholders that overlap in both frameworks. CSR tends to address both from a societal point of view. Stakeholder theory, on the other hand, addresses both these groups from different dimensions, the company’s responsibilities towards employees and customers, and these stakeholders’ responsibilities towards the company (Glavas, 2016). The definition of micro-CSR is not presented comprehensively in academia, which might present many opportunities for research, but which might also pose some challenges (Aguinis, Glavas, 2012). At the micro-level, CSR focuses on how all external and internal CSR initiatives affect all external and internal stakeholder groups (Frederick, 2016). Micro-CSR reviews processes at the individual level: stakeholders’

psychological responses, beliefs, perceptions and behaviour towards the business organisation's CSR (Jones et al., 2017). Rupp and Mallory (2015) define micro-CSR as 'the study of the effects and experience of CSR on individuals as examined at the individual level of the analysis'. In their 2021 study, Ahmad et al. note that micro-level CSR is developing as a 'new organisational value', and firms that recognise and adopt this 'new organisational value' in their business operations are more likely to accomplish sustainability goals than their competitors. The findings of their study demonstrate that micro-CSR has a favourable impact on employees' pro-environmental behaviour, and that gender moderates this link, with females having a larger moderating effect than males (Ahmad et al., 2021).

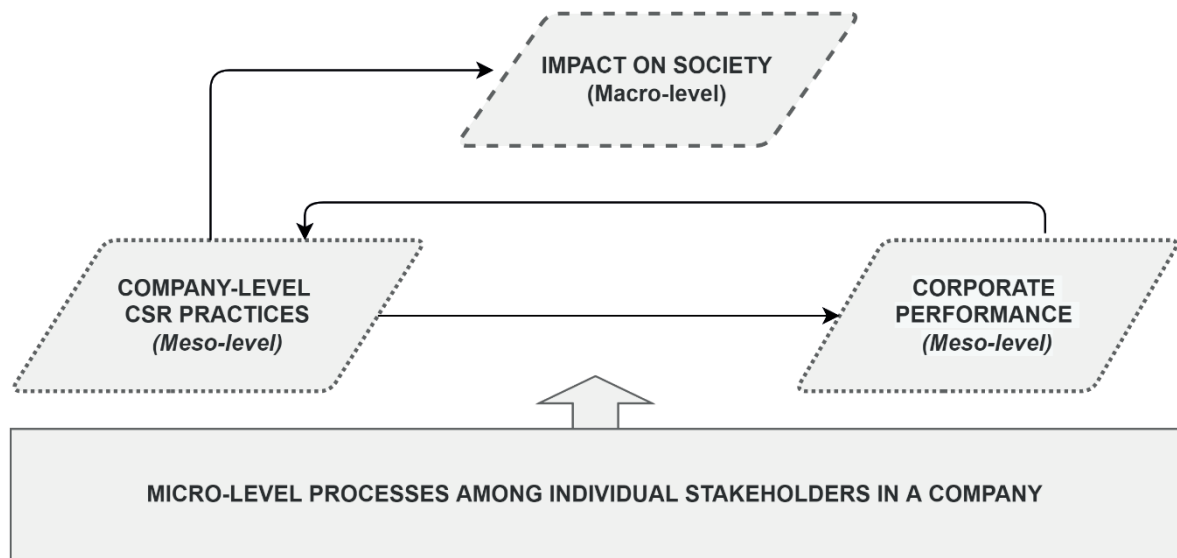


Figure 2. The impact of micro-level processes on meso-level performance

Source: The author, adapted from Jones et al. (2017).

Fig. 2 shows a multidimensional framework of interrelations and the impact that micro-level processes among individual stakeholders might have on meso-level performance, both on company-level practices and overall corporate performance. Jones et al. (2017) explain the variability of scenarios and outcomes of micro-CSR, both negative and positive influences on meso-level performance. Some positive contributions state that the micro-level processes of CSR strengthen the human capital of a company through beneficial employee treatment and the work environment, thus making the company more attractive to potential employees (Jones et al., 2016). Positive responses can also be observed in customers and employees from CSR activities that contribute positively to the aforementioned groups, thus reinforcing investment in CSR (Bridoux et al., 2016). CSR initiatives may be greatly enhanced if they are assessed as authentic, thus making the stakeholders part of the decision-making process, and actively participating in improving overall company performance (Glavas, 2016). Micro-level processes can also strengthen the sense of pride, respect, prestige and self-identification of the individuals, which in turn will boost the performance-oriented behaviour of the stakeholder groups involved (Hameed et al., 2016). The most important negative aspect is the general negative predisposition of some stakeholder groups, such as customers and employees, toward CSR activities and social efforts. Negative reactions can be caused by the perceived inauthenticity or insincerity of the CSR activities carried out, active objections or general scepticism towards some social causes supported, a negative perception of the preference of one stakeholder group over another that may cause the lower engagement of individuals and thus negatively influence the company's performance (Bridoux et al., 2016; Glavas, 2016; Jones et al., 2016; Jones et al., 2017; Hameed et al., 2016; Unsworth et al., 2016; Voliotis et al., 2016). The types of CSR activities might be subdivided into two

groups, internal and external, where internal CSR would encompass employee training, continuing education programmes, safe working environments, diversity policies and practices, day-care programmes and ethical labour practices; external CSR would list activism, philanthropic giving, community development programs, volunteer initiatives, environmental sustainability programmes and economic development efforts (Rupp, Mallory, 2015). Micro-oriented CSR studies are conducted at the individual level of analysis, concerning how and why jobseekers and employees perceive CSR initiatives, and how these reactions and behaviours can influence corporate sustainability and overall company performance (Jones et al., 2017).

3. The foundations of micro-CSR and micro-CSR research in hospitality

Gond et al. (2017) identify and distinguish in their systematic review of micro-CSR theory three directions of micro-CSR studies: 1) individual drivers of CSR engagement; 2) individual processes of CSR evaluations; and 3) individual reactions to CSR initiatives. The scope of the behavioural framework is too broad for the context of this study, but the main mechanisms, tools and reactions will be reviewed. As was previously discussed, CSR initiatives and activities might result in different outcomes and provoke different reactions on an individual level in all stakeholder groups, based on individual psychological traits, attitudes, behaviour and beliefs (Bridoux et al., 2016; Glavas, 2016; Jones et al., 2016; Jones et al., 2017; Hameed et al., 2016; Unsworth et al., 2016; Voliotis et al., 2016). Gond et al. (2017) identify three identification mechanisms in their framework: a) social exchange mechanisms; b) social identity and organisational identification mechanisms; and c) signalling mechanisms. Roewecklein (2006) assumes that individuals engage in different forms of relationship based on their estimates of the risks and benefits, according to social exchange theory, which combines economics, psychology and sociology. Gond et al. (2017) derive social exchange mechanisms from social exchange theory, and assume that the same psychological processes can be applied to the employee stakeholder group, where any individual would expect interaction and mutual payback duties between the parties, thus making it a social exchange. Employees display more positive attitudes and behaviour towards the company when they perceive the exchange relationship to be more social, in opposition to transactional only (Cropanzano, Mitchell, 2005). Social identity and identification mechanisms are another group of reactions explaining individual perceptions and behaviour from the perspective of social identity theory, first proposed in the 1970s and 1980s by Henri Tajfel and John Turner. Social psychologists (Tajfel, Turner, 1985), explain the desire to belong to a particular social group, which has an emotional and evaluative significance. The other theory for the mechanisms mentioned is organisational identification theory, first defined by Albert and Whetten (1985), which proposes that individuals identify with the organisations to which they belong. These affiliations are usually represented by the organisation-employee relationship, where the employee allies part of the self-identification with the organisation, leading to a better alignment with organisational strategies and goals, greater work satisfaction, and positive reactions to CSR initiatives (Dutton et al., 1994). Signalling mechanisms of the proposed framework are based on signalling theory, which states that individuals (potential employees) have no knowledge of the organisation, hence they are inclined to read the signals and cues from the potential employer when first coming into contact, thus trying to predict their future experience (Rynes, 1991). Potential job takers may find companies that participate in CSR initiatives to be more trustworthy and desirable. Social policies and behaviour towards stakeholders are potential indicators of the expected treatment as an employee (Rupp, Mallory, 2015). Jones et al. (2014) assessed employees' expected pride in working for a CSR-focused company, the perceived value fit, and the expected treatment on being hired. Signalling mechanisms are most commonly used to describe how a company's external CSR efforts might affect potential employees. Managers believe in the business case rather than focusing on facts, because they subscribe to fair market ideology, which is the inclination to rationalise and idealise the market economic system. Even though managers who subscribe to fair market ideology believe in the business case for CSR, they are no more likely to engage in CSR than managers who do not subscribe to the ideology, since they also have fewer moral sentiments when faced with ethical dilemmas (Hafenbradl, Waeger, 2017).

The research efforts on micro-CSR in hospitality are rather limited, and although in recent years the number of studies has increased, with most micro-level CSR studies focusing on customers and their perceptions, researchers in the hospitality industry have just recently begun to look into the links between CSR and em-

employee behaviour and attitudes (Guzzo et al., 2020). Jiddi and Ibenrissoul (2020) performed an analysis of 131 indexed articles published between 2001 and 2020, and concluded that the most addressed issues are as follows: 1) CSR and financial performance; 2) CSR practices, drivers and inhibitors; 3) reporting and communication of CSR; and 4) CSR and stakeholder behaviour. The fourth cluster seemingly addresses micro-level processes and employee and customer behaviour (satisfaction and loyalty) towards a company's CSR approach. Tsai et al. (2012) conclude that factors such as 'state of affairs' and 'novelty' were found to have a significant impact on employees' perceptions of their employers' CSR. Hotels generally consider themselves socially responsible, but there are discrepancies in employees' perceptions and attitudes, and employees were not able to recognise the value of their organisations' CSR initiatives. Furthermore, it was demonstrated that socially responsible behaviour and CSR initiatives and customer identification have a significant direct impact on consumer trust and satisfaction (Martinez, del Bosque, 2013). The hospitality industry is broken into smaller segments, such as the casino and gambling sector, accommodation providers, travel agents, transport, and food and beverage businesses, and each sector has characteristics of particular importance that might influence micro-level processes and attributes in a significant way, making stakeholder groups particularly sensitive to selected stimuli and aspects (Tsai et al., 2012). Serra-Cantalops et al. (2018) found that outcomes differed even between hotels, restaurants and casinos, all of which are considered part of the hospitality industry. Glavas' (2016) article on CSR and employee interrelations highlighted the fact that hospitality studies need to look into not just the key outcomes of CSR, but also the underlying mechanisms and predictors that steer these connections. Guzzo et al. (2020) classified 158 articles on CSR in hospitality in their study, only 17 of which had employees as the main focus on the micro-level, and only eight of the articles discussed accommodations providers (hotels), with no studies addressing jobseekers in the hospitality industry, although research activities have long explored the direction of management and organisational psychology (Jones et al., 2016), especially taking into consideration the historically high employee turnover rates in the hospitality industry (International Labour Office, 2010). Most studies about customers looked at how CSR initiatives affect work-related outcomes and used CSR perceptions as a predictor. Only three studies looked into the perceived behaviour and attitudes, social norms, personal responsibility, information adequacy, motivations for environmental behaviour, self-identity, and moral obligations of consumers and civil behaviour (Guzzo et al., 2020). The lack of understanding about CSR micro-level drivers and evaluations may be challenging for several reasons: confusion about the mechanisms that explain engagement in CSR and why people react to CSR; the limited understanding of how individuals experience CSR, which then has an impact on the effectiveness of CSR initiatives; relying solely on CSR reactions is a missed opportunity to comprehend the humanitarian attitude that underpins the concept of CSR (Gond et al., 2017).

Conclusions

The analysis of the theoretical research shows that CSR has long proven to be a valuable and even mandatory tool to be utilised by hospitality companies, although the nature of CSR is voluntary and discretionary. The study has some limitations, the main one of which is that it is theoretical, reviewing previously published articles, summarising the findings, and perhaps giving a different perspective or interpretation of the data; hence this study cannot be considered exhaustive or conclusive. Fundamental CSR theories are evolving, and new ethical approaches to management keep on emerging. Stakeholder theory might be used as a basis for identifying the stakeholder groups that overlap with CSR initiatives, which would allow the identification of specific groups of stakeholders that should be studied at the micro-level. The majority of CSR studies focus on meso or macro-level CSR initiatives, while micro-level CSR studies represent only a small fraction of the academic research efforts. Micro-level CSR studies individuals in the selected stakeholder groups, not only how they are affected by CSR initiatives, but also how they can affect CSR outcomes, through their attitudes, moral principles, perceptions and behaviour. The main conclusions include:

1. The reviewed concepts suggest that meso-level CSR outcomes in the hospitality sector, from individual perceptions and reactions, might be both positive and negative, depending on the particular stakeholder group and micro-level processes involved.
2. The impact of CSR initiatives might be different in the service sector in comparison with the manufacturing industry, so the research activities in this field should be narrowly specified. For instance, even in one field of the hospitality industry, there are many distinct sectors, such as casinos and gambling, accommodation providers, catering businesses, travel agents, and others. All sectors might present unique attributes of particular importance, and hence should be researched as separate objects.
3. The number of micro-CSR studies in hospitality literature is limited, so a research gap in this field might be identified. According to the findings of this study, the hospitality industry's scholars have only lately begun to focus their research on understanding the link between CSR and employee micro-level behaviour and attitudes.

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ĪMONĒS SOCIALINĒS ATSAKOMYBĒS MIKROLYGMENS PROCESU ĪTAKA MEZOLYGMENS VEIKSMUI: SVETINGUMO ATVEJIS

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Santrauka

Īmonių socialinės atsakomybės (ISA) aktualumas verslo sektoriuje pripažintas jau seniai. Ankstesni tyrimai atskleidė, kad ISA poveikis įmonės finansiniams rezultatams, vertei, reputacijai, prekės ženklo įvaizdžiui, klientų lojalumui ir daugeliui kitų veiksnių yra teigiamas. ISA tirta įvairiais aspektais, didžioji dalis tyrimų sutelkti ties ISA mezolygmens dimensijomis. Mikrolygmens ISA procesų tyrimų skaičius iki šiol buvo ribotas, tiesa, pastaruosiu metu jų padaugėjo. Kad ISA būtų veiksminga, būtina suprasti abiejų lygių procesų koreliaciją.

Tyrimo tikslas – apžvelgti mokslinius tyrimus ir esamą vadybos literatūrą mikrolygmens ISA tematika, daugiausia dėmesio skiriant svetingumo pramonei, nagrinėjant, kaip paskirų suinteresuotųjų šalių psichologija ir individualūs pageidavimai bei principai gali paveikti mezolygį.

Tyrimo uždaviniai: 1) apžvelgti ISA ir jos komponentus; 2) išanalizuoti naujausius ISA plėtros, mikrolygmens ISA ir suinteresuotųjų šalių teorijos tyrimų rezultatus; 3) analizuoti prioritetus, veiksnius, individualius vertinimo procesus, atitinkamų suinteresuotųjų grupių reakcijas mikrolygiu; 4) analizuoti tyrimus mikrolygmens ISA svetingumo pramonės tema ir suformuluoti išvadas.

Tyrimo metodai: mokslinių publikacijų analizė, anksčiau atliktų tyrimų ir jų rezultatų bei kitos mokslinės literatūros analizė. Šio tyrimo rezultatai atskleidė, kad dalyvaujančių suinteresuotųjų grupių, daugiausia klientų ir darbuotojų, mikrolygmens procesai tiesiogiai veikia vidines ir išorines ISA iniciatyvas bei jų mezolygmens rezultatus, kurie gali būti ir teigiami, ir neigiami. ISA iniciatyvų poveikis paslaugų sektoriuje gali būti kitoks nei gamybos pramonėje, tad šios srities tyrimų tema turėtų būti siauresnė, visus sektorius tiriant kaip paskirus objektus. Rezultatai atskleidė ir galimą tyrimų spragą: kadangi mikrolygmens ISA procesų svetingumo tyrimų skaičius iki šiol buvo ribotas, išvados negali būti traktuojamos kaip išsamios ir įtikinamos.

PAGRINDINIAI ŽODŽIAI: įmonių socialinė atsakomybė, suinteresuotųjų šalių teorija, *mikrolygmens* ISA, svetingumo pramonė.

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