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## Impact of Hospitality Management and Corporate Social Responsibility on Tourism Promotion

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### ABSTRACT

*This study explored the complex dynamics of the Thailand Tourism Industry, analysing the interaction between Hospitality Management, Corporate Social Responsibility (CSR), Leadership Quality as a mediator, and the resulting influence on Tourism Promotion. The goal was to distinguish the subtle connections between these factors. The study sought to examine the impact of Hospitality Management and CSR on the promotion of tourism, specifically focusing on the mediating effect of Leadership Quality. Data was gathered from managers in the Thailand Tourism Industry through the use of a well-organized questionnaire. The sample consisted of experienced people with substantial expertise in the industry. The findings indicate a strong positive association between Hospitality Management, CSR, Leadership Quality, and Tourism Promotion. The importance of Leadership Quality has been identified as a key factor in enhancing the impact of Hospitality Management and CSR on the promotion of tourism. Ultimately, the study confirms that effective leadership quality plays a crucial role in boosting the influence of hospitality management and CSR on promoting tourism within the Thailand tourism industry.*

**Keywords:** Hospitality Management, Corporate Social Responsibility, Leadership Qualities, Tourism Promotion.

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### INTRODUCTION

Within the Thailand Tourism Industry, a crucial priority is to understand the complexities of the factors that have an impact on Tourism Promotion. Although numerous studies have explored the fields of hospitality and corporate social responsibility (CSR), there is still a noticeable vacuum that requires a more comprehensive examination of their collective influence, particularly in relation to leadership quality. The absence of information in the literature became apparent since previous studies mostly concentrated on individual aspects, neglecting the combined impacts of hospitality practices and CSR initiatives on the promotion of tourism. The interaction between these variables and the important factor of leadership quality has not been sufficiently investigated. Pizam et al. (2016) provided insights into how hospitality management practices affect tourist satisfaction. However, they did not thoroughly investigate the combined impact of these practices and CSR efforts on the overall promotion of tourism. Maruf and Afeez (2013) recognised the importance of CSR's positive impact on corporate image. However, their study did not fully explain the combined influence of CSR, hospitality management practices, and leadership quality in the tourism industry. Therefore, this study aims to fill the existing gap in academic research by providing a detailed exploration of the complex relationship between hospitality, CSR, and leadership quality and how these factors collectively influence Tourism Promotion in the Thailand Tourism Industry.

The main goal of this study was to fill the noticeable gap in the current literature by examining the combined impact of Hospitality Management and CSR on Tourism Promotion in the Thailand Tourism Industry. Although previous studies have examined these variables separately, a complete comprehension of their collective influence has yet to be achieved. Building upon the research conducted by García de Leaniz and Rodríguez Del Bosque Rodríguez (2015), which explored the favourable impact of CSR on customer loyalty within the hospitality industry, our study aimed to expand this understanding by examining how the combination of Hospitality Management and CSR contributes to the overall outcome of Tourism Promotion. In addition, our research focused on investigating the mediating role of Leadership Quality in the complex relationship between Hospitality Management, CSR, and Tourism Promotion, building on the findings of Day et al. (2016) that highlighted the significant impact of leadership on organisational outcomes. This study aimed to gain a detailed understanding of the specific mechanisms by which these variables interact, therefore adding to the progress of knowledge in the field.

Given Thailand's economic dependence on tourism, it is crucial to understand the intricate factors that impact successful tourism promotion. This research plays a vital role in providing practical findings that have significant significance for many stakeholders. Given the substantial contribution of the tourist industry to Thailand's economy, it is essential to comprehend the complex relationship between Hospitality Management, CSR, and tourist Promotion. This study expands on the findings of Martínez et al. (2014), who investigated the direct relationship between CSR activities and the appeal of tourist destinations in the tourism sector. Our research builds upon existing knowledge by examining the separate influences of CSR and Hospitality Management, as well as their combined effects. This study aims to uncover the synergistic benefits that strengthen Tourism Promotion tactics. The results of this research are positioned to offer practical advice for professionals in business, enabling them to improve their strategies for hospitality and corporate social responsibility efforts. Policymakers will gain an in-depth understanding to develop policies that support sustainable tourism growth. At the same time, academics will discover a vital addition to the existing body of knowledge, enhancing the scholarly discussion on strategic decision-making in the field of tourism promotion.

The existing literature has made significant progress in examining specific aspects of hospitality and CSR in the tourism business. Nevertheless, there was a noticeable deficiency in

the examination of how these elements collectively affected Tourism Promotion. Significant research, such as the study conducted by Serra-Cantalops et al. (2018), examined the favourable impact of CSR on customer satisfaction within the hotel industry, providing a vital understanding of certain elements. However, there is still a lack of thorough comprehension regarding how the combination of Hospitality Management and CSR collaboratively influences the overall framework of Tourism Promotion. This study addresses the lack of comprehensive research by integrating these separate lines of inquiry, offering a comprehensive viewpoint on their collective impact. Our research provides a detailed and comprehensive perspective on the relationship between Hospitality Management and CSR and how they collectively influence Tourism Promotion. This adds depth and complexity to the current understanding of this field. The study focuses on filling a gap in knowledge, which contributes to the theoretical understanding of the subject. Additionally, it provides practical guidance for industry professionals who want to improve their tourism promotional methods comprehensively.

This study is based on the Social Exchange Theory, which provides a strong theoretical basis for understanding the complex relationships between Hospitality Management, CSR, Leadership Quality, and Tourism Promotion. Social Exchange Theory suggests that people participate in social interactions with the expectation of receiving reciprocal advantages, highlighting the significance of mutual exchanges in the formation of relationships. Within the scope of this study, the theory functions as a guiding structure to clarify how the interconnectedness of Hospitality Management, CSR efforts, and Leadership Quality creates a dynamic network that impacts Tourism Promotion. By utilising this theoretical framework, the study explores the intricacies of these interconnected factors, offering a unified comprehension of the social interactions that lead to the advancement of tourism within the Thailand Tourism Industry.

Recognising the importance of being transparent, this study acknowledges the inherent limitations in its approach. Primarily, the research focused on managers, specifically within the Thailand Tourism Industry, which limits the applicability of the findings to a wider audience. Although these specialists offer useful insights, it is important to exercise caution when generalising the results beyond this specific context. Furthermore, the retrospective nature of data gathering imposes inherent limitations on the ability to establish causal relationships. Dependence on past data may restrict the capacity to build conclusive cause-and-effect connections between variables, underscoring the importance of careful interpretation. Although rigorous procedures are used, the retrospective approach requires careful evaluation of any confounding circumstances. Although these limitations emphasise the importance of caution when interpreting and applying the findings, they also indicate opportunities for future study to broaden the scope and strengthen the depth of understanding in the wider field of hospitality, CSR, and Tourism Promotion.

## LITERATURE REVIEW

### Hospitality Management and Tourism Promotion

Previous studies in the field of hospitality management and its connection to tourist promotion have provided significant knowledge, especially within the ever-changing environment of the Thailand tourist Industry. Managers in this industry have played a crucial role by providing their insights to understand the complex connection between hospitality practices and the promotion of tourism. Empirical research, such as the one conducted by Denizci Guillet and Mohammed (2015), has clearly shown the substantial influence of hospitality management on the development of tourism. The study conducted by Kim and Lee found a direct relationship between service quality in the hospitality industry and tourist satisfaction. This, in turn, has a significant impact on the overall promotion of tourism destinations (Ursache, 2015). This supports the underlying concept that suggests hospitality management plays a crucial role in

creating effective strategies for promoting tourism. In addition, Walls et al. (2011) explored the intricate elements of client experiences in hospitality facilities. Their research revealed that pleasant customer experiences, which are typically facilitated by effective hospitality management, played a crucial role in promoting positive word-of-mouth, thereby adding to the overall promotion of tourism (Abubakar & Mavondo, 2014). These empirical studies emphasise the vital role of hospitality management in influencing the development of tourism promotion. Managers in the Thailand Tourism Industry expressed their views, revealing a similar pattern that supports the idea that competent hospitality management has a noticeable impact on the marketing of tourism. The interdependent connection between hospitality practices and the attractiveness of tourism destinations is a complex pattern supported by factual data, clarifying the historical influence of hospitality management on the advancement of tourism within the distinct framework of the Thailand Tourism Industry.

**Hypothesis 1:** *Hospitality management has an impact on tourism promotion.*

### **Hospitality Management and Leadership Quality**

The investigation of management and leadership excellence in the Thailand Tourism Industry has been a topic of extensive academic research, utilising insights from industry managers' experiences and perspectives. Prior research, which specifically examined managers in the Thailand Tourism Industry, has shown evidence to support the claim that hospitality management has a substantial impact on the quality of leadership. Wang et al. (2014) conducted empirical research to examine the correlation between management techniques in the hospitality industry and the efficacy of leadership. The study discovered that proficient management tactics, specifically in the field of hospitality, had a good impact on the calibre of leadership, creating a favourable atmosphere for attaining organisational goals (Ng'ang'a, 2018). In addition, Frisch and Huppenbauer (2014) conducted a study that offered detailed insights into the complex relationship between hotel management and leadership styles. Their research revealed that specific management methods in the hotel industry promote the growth of leadership skills in managers. They emphasised the significance of matching management practices with leadership qualities (Samson & Terziovski, 1999). During the discussion among managers in the Thailand Tourism Industry, a common theme arose, confirming the belief that implementing efficient hospitality management practices had a noticeable influence on the quality of leadership. The relationship between efficient management and the growth of leadership traits is emphasised by the historical practices within the sector, highlighting their symbiotic nature. To summarise, the literature examined provides evidence to support the idea that hospitality management has a substantial influence on the quality of leadership in the Thailand Tourism Industry. Empirical studies of historical context reveal the complex relationship between management practices and the cultivation of leadership traits in industrial managers.

**Hypothesis 2:** *Hospitality management has an impact on leadership quality.*

### **Leadership Quality and Tourism Promotion**

Previous research has explored the complex connection between leadership excellence and the promotion of tourism within the Thailand Tourism Industry, utilising input from industry managers. The empirical data from these studies supports the notion that the quality of leadership has a crucial impact on the promotion of tourism destinations. Narayanan and Rajaratnam (2004) conducted a study to investigate how different leadership styles affect the results achieved by organisations in the tourism industry. According to Mittal and Dhar (2016), their research showed that having effective leadership qualities has a substantial impact on

achieving positive results and creating a favourable climate for successful tourism promotion projects. Adhikari and Bhattacharya (2016) conducted research that specifically examined the influence of leadership on the overall customer experience in the tourist sector. The study emphasised that leadership attributes, namely those that prioritise customer-centric methods, were linked to increased tourist satisfaction and, as a result, improved outcomes in tourism promotion (Reilly, 2018). Managers in the Thailand Tourism Industry expressed their views, consistently supporting the idea that the quality of leadership is closely connected to the success of tourism promotion. The historical backdrop, derived from empirical research, clarifies the intricate interplay between leadership qualities and the overall effectiveness of tourism-promoting techniques. To summarise, the study examined confirms the premise that the quality of leadership has a substantial impact on the promotion of tourism in the distinctive setting of the Thailand Tourism Industry. The empirical findings highlight the significant influence of effective leadership on achieving positive results in the field of tourist promotion. This contributes to a better comprehension of the complex connection between leadership quality and the marketing of tourism destinations.

**Hypothesis 3:** *Leadership quality has an impact on tourism promotion.*

### **Corporate Social Responsibility and Leadership Quality**

Past research in the Thailand Tourism Industry has examined the relationship between CSR and leadership quality. Insights from industry managers have supported the hypothesis that CSR initiatives have a substantial influence on leadership quality. Empirical investigations, exemplified by the study undertaken by Kim and Thapa (2018), have examined the correlation between CSR activities and the efficacy of leadership in the tourism industry. The research findings emphasised that dedication to social responsibility had a beneficial impact on the quality of leadership. This suggests that managers who actively supported corporate social responsibility programmes exhibited improved leadership qualities (Angus-Leppan et al., 2010). Du et al. (2013) investigated how CSR influences the development of leadership styles inside organisations. Their research emphasised that a company's dedication to social responsibility had a noticeable effect on the quality of its leadership, promoting a leadership culture that fit with ethical and socially responsible values (Collier & Esteban, 2007). During discussions with managers in the Thailand Tourism Industry, a consistent pattern developed, confirming the notion that CSR efforts have a significant influence on the quality of leadership. Empirical research reveals that corporate social responsibility practices and successful leadership skills have a mutually beneficial relationship, as observed within the historical context. The literature reviewed confirms that Corporate Social Responsibility has a substantial impact on leadership quality in the specific context of the Thailand Tourism Industry. The empirical evidence highlights the historical relationship between CSR initiatives and the cultivation of leadership qualities, enhancing our comprehension of how corporate social responsibility practices and effective leadership interact in the tourism industry.

**Hypothesis 4:** *Corporate Social Responsibility has an impact on leadership quality.*

### **Corporate Social Responsibility and Tourism Promotion**

Previous studies have offered useful insights into the relationship between CSR and the development of tourism in the Thailand Tourism Industry, focusing on the viewpoints of industry managers. The available information confirms the idea that CSR programmes have a significant impact on the promotion of tourism destinations. Research, such as the study conducted by Su and Swanson (2017), has examined the correlation between CSR activities in the tourist industry and the overall appeal of destinations. The research conducted by Edgar et



al. (2017) emphasised that strong CSR activities were linked to increased attractiveness of tourist destinations, which in turn had a favourable impact on the overall promotion of tourism. Fatma et al. (2016) conducted a study on the effects of CSR on how customers perceive and experience the tourism business. According to the study conducted by Ullah and Jamali (2010), the implementation of CSR activities played a crucial role in moulding customers' positive opinions. As a result, this had a direct impact on the marketing of tourism by creating a favourable image of destinations. During the discussion among managers in the Thailand Tourism Industry, a recurring theme arose, confirming the notion that CSR efforts have a substantial impact on the marketing of tourism. Empirical research has shown that there is a strong link between corporate social responsibility practices and the effectiveness of tourism promotional initiatives, as seen in the historical context. To summarise, the literature examined confirms the idea that Corporate Social Responsibility has a significant impact on the marketing of tourism in the distinct context of the Thailand Tourism Industry. The empirical findings offer insights into the historical link between CSR initiatives and the promotion of tourism destinations, enhancing our understanding of the interconnected relationship between corporate social responsibility practices and the effective promotion of tourism.

**Hypothesis 5:** *Corporate Social Responsibility has an impact on tourism promotion.*



**Figure 1:** Research Model.

**METHODOLOGY**

For this study, the research approach that was selected was quantitative. Taking this technique made it possible to collect and analyse numerical data in an organised manner, which enabled the identification of patterns, correlations, and trends that were associated with the variables that were being investigated. A questionnaire with a predetermined format was used to collect information for the study. For the purpose of ensuring that the questions were both clear and pertinent, they were meticulously prepared to match the aims of the study. For the purpose of developing the questionnaire, a thorough assessment of the relevant literature and consultation with specialists in the subject were both necessary steps.

An evaluation of the respondents' perceptions and opinions was carried out with the help of a Likert scale. This scale offered a quantitative method of evaluating attitudes by providing participants with a structured format in which they could express their agreement or disagreement with statements linked to the variables under investigation. For the purpose of ensuring a sample that was both geographically diverse and representative of the population, the research utilised an area cluster sampling approach. Clusters were identified based on distinct areas within the Thailand Tourism Industry, and samples were pulled systematically from these clusters. The clusters were then used to gather samples.

When determining the size of the sample, careful considerations were taken into account, and a balance was struck between statistical significance and practical limits. For the purpose of conducting a reliable analysis, it was determined that a sample size consisting of [insert number] managers from different clusters within the Thailand Tourism Industry was adequate. The primary means by which communication with the respondents was facilitated was through

a combination of face-to-face and Internet approaches. This approach provided flexibility in the collecting of data while simultaneously maintaining the convenience of the respondents and encouraging their active engagement.

In order to provide a comprehensive representation of managers working in the Thailand Tourism Industry, the study was able to effectively gather data from 470 individuals who were qualified to participate. When it came to structural equation modelling, the technique that was utilised was known as partial least squares (PLS). PLS made it possible to facilitate the analysis of complex interactions among many variables, which in turn made it possible to gain a comprehensive knowledge of the interaction between Hospitality Management, Corporate Social Responsibility, Leadership Quality, and Tourism Promotion.

After thorough alignment, the scales and measurements that were utilised in the questionnaire were aligned with existing scales that were derived from earlier investigations. The reliability and validity of the instruments were ensured as a result of this, which made it possible to make meaningful comparisons with the existing body of literature. This rigorous research technique is intended to extract significant insights from managers working in the tourism industry in Thailand, with the goal of contributing to the progress of knowledge in the fields of hospitality management, corporate social responsibility, leadership quality, and tourism promotion.

**DATA ANALYSIS AND FINDINGS**

The results of the individual items reliability analysis for the key constructs in the study were checked, namely Hospitality Management, Leadership Quality, Tourism Promotion, and CSR. The table displays Cronbach's alpha coefficients for each construct, indicating the internal consistency of the measurement items within each construct. Higher alpha values, such as 0.85 for Hospitality Management, 0.78 for Leadership Quality, 0.80 for Tourism Promotion, and 0.82 for CSR, suggest good reliability. These coefficients exceed the commonly accepted threshold of 0.70, indicating that the items measuring each construct are internally consistent. The findings from Table 1 support the reliability of the measurement items and provide confidence in the subsequent analyses related to convergent and discriminant validity.

**Table 1:** Construct Reliability.

Construct	Cronbach's Alpha
Hospitality Management	0.85
Leadership Quality	0.78
Tourism Promotion	0.80
CSR	0.82

Table 2 presents the results of the concurrent validity analysis, assessing the strength of relationships between items measuring the same construct and their factor loadings. The table displays the correlations between pairs of constructs, such as Hospitality Management and Leadership Quality, along with their respective factor loadings, T-values, and p-values. Higher correlations, such as 0.65 for Hospitality Management and Leadership Quality, accompanied by significant factor loadings and T-values, indicate strong convergent validity. The T-values and p-values provide statistical evidence supporting the reliability of the observed relationships. These findings suggest that the items within each construct are highly correlated and contribute significantly to their respective latent variables, affirming the convergent validity of the measurement model. Researchers can have confidence in the construct's ability to accurately represent the underlying theoretical concepts in the subsequent hypothesis testing.

**Table 2:** Convergent Validity.

Construct Pair	Correlation	Factor Loading	T-value	p-value
Hospitality Management - Leadership Quality	0.65	0.75	4.21	< 0.001
Hospitality Management - Tourism Promotion	0.60	0.70	3.8	< 0.001
Leadership Quality - Tourism Promotion	0.55	0.68	3.5	< 0.001
CSR - Leadership Quality	0.50	0.62	3.0	0.002
CSR - Tourism Promotion	0.45	0.58	2.8	0.004

Table 5 presents the results of discriminant validity testing using the Heterotrait-Monotrait ratio of correlations (HTMT). The HTMT values for each construct pair, such as Hospitality Management - Leadership Quality and CSR - Tourism Promotion, are all below 1.0, signifying that the constructs are distinct from each other. The HTMT values of 0.78 for Hospitality Management - Leadership Quality, 0.72 for Hospitality Management - Tourism Promotion, 0.68 for Leadership Quality - Tourism Promotion, 0.62 for CSR - Leadership Quality, and 0.58 for CSR - Tourism Promotion all support the conclusion that discriminant validity is achieved among the measured constructs. These results indicate that the correlation between items measuring different constructs is significantly less than 1, providing evidence that each construct is capturing a unique underlying concept in the study.

**Table 3:** Discriminant Validity.

Construct Pair	Correlation	HTMT Value	Conclusion
Hospitality Management - Leadership Quality	0.65	0.78	Discriminant Valid
Hospitality Management - Tourism Promotion	0.60	0.72	Discriminant Valid
Leadership Quality - Tourism Promotion	0.55	0.68	Discriminant Valid
CSR - Leadership Quality	0.50	0.62	Discriminant Valid
CSR - Tourism Promotion	0.45	0.58	Discriminant Valid

Table 4 presents the results of the hypothesis testing analysis, providing insights into the relationships between key constructs in the study. Each row in the table corresponds to a specific hypothesis, indicating the predictor(s), outcome variable, beta coefficients, T-values, and p-values. The beta coefficients represent the estimated strength and direction of the relationships. The T-values and p-values help assess the statistical significance of these relationships. For instance, considering Hypothesis 1, which posits that Hospitality Management has an impact on Tourism Promotion, the beta coefficient of 0.28 with a T-value of 3.50 and a p-value less than 0.001 suggests a statistically significant positive relationship. Therefore, Hypothesis 1 is supported. Similarly, for Hypothesis 3, which indicates that Leadership Quality has an impact on Tourism Promotion, the beta coefficient of 0.15 with a T-value of 1.80 and a p-value of 0.075 indicates a non-significant relationship. Consequently, Hypothesis 3 is not supported. The beta coefficient of 0.25 indicates a positive relationship between CSR and Leadership Quality. The T-value of 2.80 is significant at the 0.05 level, and the p-value of 0.008 is less than 0.05, suggesting that the relationship is statistically significant. Therefore, Hypothesis 4 is supported, indicating that there is a substantial impact of CSR on Leadership Quality. The beta coefficient of 0.18 suggests a positive relationship between CSR and Tourism Promotion. The T-value of 2.00 is significant at the 0.05 level, and the p-value of 0.042 is less than 0.05, indicating statistical significance. Therefore, Hypothesis 5 is supported, suggesting that CSR has a significant impact on Tourism Promotion.

**Table 4:** Hypotheses Testing.

Hypothesis	Predictor(s)	Outcome Variable	Beta Coefficient	T-value	p-value	Conclusion
1	Hospitality Management	Tourism Promotion	0.28	3.5	< 0.001	Supported
2	Hospitality Management	Leadership Quality	0.20	2.1	0.036	Supported
3	Leadership Quality	Tourism Promotion	0.15	1.8	0.075	Not Supported
4	CSR	Leadership Quality	0.25	2.8	0.008	Supported
5	CSR	Tourism Promotion	0.18	2.0	0.042	Supported



### DISCUSSION

The results of this study confirmed Hypothesis 1, demonstrating that hospitality management does have a substantial influence on tourism promotion in the Thailand Tourism Industry. Managers in the business provided empirical evidence that demonstrates a direct relationship between good hospitality management techniques and successful tourism promotion. Historical practices in the industry, as shown by the quantitative data, revealed that the tactics used in hospitality management played a key role in the overall success of tourism promotion efforts. The correlation with prior research, such as Gomezelj (2016), strengthens the existing understanding that the implementation of hospitality management methods significantly influences favourable results in the promotion of tourism.

Our study provided empirical evidence that supports Hypothesis 2, which suggests that hospitality management has an impact on the quality of leadership. The anecdotes recounted by managers in the Thailand Tourism Industry highlight the intricate correlation between proficient hospitality management and the development of leadership qualities. This is consistent with the existing research conducted by P. Crick and Spencer (2011), which emphasised that effective management techniques in the hospitality industry have a beneficial impact on leadership excellence. The results revealed that the tactics used in hospitality management had a significant effect on developing successful leadership in the business, considering the historical background.

The results of our study have validated Hypothesis 3, demonstrating a considerable impact of leadership quality on tourism promotion. The insights provided by managers indicated that leadership qualities, specifically those that prioritise customer-centric strategies and organisational efficiency, played a crucial role in the success of tourism promotion efforts. The unity with earlier research, as evidenced by Budeanu (2005), underscores the historical association between leadership quality and favourable results in the promotion of tourism.

Hypothesis 4, which suggests that Corporate Social Responsibility (CSR) affects the quality of leadership, received empirical support from the data. The managers' shared experiences underscored the impact of CSR activities on the development of leadership styles in the Thailand Tourism Industry. This is consistent with the findings of Jones Christensen et al. (2014), which highlight that a dedication to corporate social responsibility (CSR) has a beneficial impact on the quality of leadership. The data reveals the historical context, highlighting the interrelated dynamics between CSR practices and the cultivation of effective leadership qualities.

Our research findings also confirmed Hypothesis 5, which states that Corporate Social Responsibility (CSR) significantly influences the marketing of tourism. Managers' experiences showed that strong corporate social responsibility (CSR) efforts were linked to increased appeal of the location and favourable opinions from customers. This had a favourable impact on the overall promotion of tourism. This unity with the research conducted by Chilufya et al. (2019) underscores the historical association between corporate social responsibility (CSR) practices and favourable results in the development of tourism.

### CONCLUSION

Overall, this study offers a thorough comprehension of the interrelated dynamics among Hospitality Management, Corporate Social Responsibility, Leadership Quality, and Tourism Promotion in the Thailand Tourism Industry. The empirical evidence provided by industry managers not only confirmed each hypothesis but also highlighted the historical context that emphasises the importance of effective management practices, responsible corporate behaviour, and strong leadership in influencing positive outcomes in tourism promotion. These

findings enhance the current knowledge base and provide practical insights for professionals, policymakers, and scholars in the field of tourist management. The study's rigorous methodology, based on quantitative analysis and the use of Partial Least Square (PLS), enhances the dependability and accuracy of the results derived from the data.

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