




THE LINK BETWEEN ENTREPRENEURIAL ORIENTATION, TOTAL QUALITY MANAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY

 **Manuel Alejandro Ibarra-Cisneros**
 **Juan Benito Vela-Reyna**
 **Eric Israel Ríos-Nequis**

Original scientific paper
Received 17 November 2021
Revised 1 April 2022
10 May 2022
Accepted 21 May 2022
<https://doi.org/10.20867/thm.28.2.4>

Abstract

Purpose – The purpose of this paper is to investigate whether a corporate orientation strategy facilitates the integration of Total Quality Management practices as well as entrepreneurial orientation enables the improvement of corporate social responsibility practices. Finally, whether total quality management improves measures of implemented social responsibility.

Design – The research carried out was explanatory and transversal.

Methodology/Approach – A 44-item survey on a five-point Likert scale was administered to 155 hotels threestars and above in the United States of America. Results were obtained from the application of partial least squares structural equation modeling (PLS-SEM) using Adanco software.

Findings – The results indicate that entrepreneurial orientation has a positive influence on the establishment of total quality management and social responsibility processes; likewise, there is a very strong connection between these two variables.

Originality of the research – The originality of this paper stands out because it simultaneously relates three variables relevant to the hotel sector. These variables are applied in different intensities, so that the results allow visualizing the way in which each of them takes place. Likewise, the study contributes to enhance empirical evidence and verify the different theoretical frameworks developed so far. For management, this means that companies will have to develop methods to measure and qualify each of the processes carried out. The result will enable them to select the processes that contribute most to the establishment of EO, TQM and CSR. In this way, resources will be saved that could be used in other areas.

Keywords Entrepreneurial Orientation, Corporate Social Responsibility, Total Quality Management, Performance, Hotel.

INTRODUCTION

The hotel industry in the United States, one of the countries with the largest tourist turnout in the world, is an important pillar of the service sector and the general economy. Data from the American Hotel and Lodging Association –AHLA– (2021) state that this sector produces 8.3 million direct and indirect job posts, contributing 660 billion dollars to the country's GDP. Likewise, the sector comprises more than 55,900 hotels, that is to say, 5.3 million rooms. These data demonstrate the importance of generating and implementing strategies and processes to remain competitive in the sector.

One of such strategies is entrepreneurial orientation –EO– which intends that firms in the hotel sector take up an entrepreneurial behavior before the rest and take risks in becoming

more competitive than competitors (Covin and Slevin 1988). Likewise, it is necessary that such product, service, or process to innovate has the expected quality to meet the customers' needs. To do so, actions to increase efficiency and quality standards must be defined, and also generate a philosophy oriented to doing things right the first time (Williams Jr. et al. 2020); that is to say, hotels must implement total quality management –TQM–. Another fundamental aspect in the activities of any firm, and with emphasis on the hotel sector, is corporate social responsibility –CRS—, which intends to satisfy not only the clients' needs but those of everyone around and inside the organization, within an environment of sustainability and commitment to protecting society in general (Hopkins 2005).

Individually, a lot of empirical works has demonstrated the importance of these elements on firm performance (Al-Dhaafri and Al-Swidi 2016). What is more, the combination of the two of them as regards performance has been studied as well (Abbas 2020; Sahoo and Yadav 2017; Zhuang et al. 2020); even, the link between these two elements has been analyzed (Ghobadian et al. 2007). However, the combined analysis of these three elements that allow better competitiveness and firm performance has not been thoroughly deepened. At this point, one notices an important gap between empirical evidence and its theoretical support, since this has been developed to explain each element's behavior, not what takes place when all these interact. Commonly, the link between TQM and CSR is the most studied because of the philosophic roots they have (Ghobadian et al. 2007), in addition to their direct impact on clients and stakeholders. Conversely, the link of EO is not sufficiently clear, and approaching any of these elements is mainly carried out indirectly. Furthermore, another gap we notice is related to the fact that a firm has limited capacity to design, plan and set up various elements to be competitive. Nevertheless, there is no information that helps firms identify the ideal combination to implement and attain the stated goals. Thereby, it is essential to analyze each of the links and verify whether they exert a positive force in conjunction, which in due time help firms improve, particularly, those in the hotel sector.

This research is driven by the desire to contribute to finding the best practices in the hotel sector in order to contribute not only to the improvement of the economic aspect, but mainly to accomplish the most satisfaction of customers, employees, stakeholders, and the community in general. We start from the idea that firms are continuously evolving, therefore, the strategies to be implemented will not be the same all the time, owing to which, it is necessary to analyze some of them —three in this case— and provide evidence on the basis of statistical data that allow making objective decisions. Though it is recognized there are many others that also have a positive influence.

Due to the foregoing, the following research questions are put forward: Are there significant positive relationships between EO-CSR, EO-TQM, and TQM-CSR? Does the adoption of a competitive strategy such as EO allow strengthening the implementation of TQM and CSR measures? Are the theory and empirical evidence regarding the strong link between TQM and CSR verified? What shall be the suitable combination of strategies to set up in order to maximize the resources invested in the firm's functioning?

In this way, the present paper has as goal to analyze the relationships between entrepreneurial orientation, total quality management, and corporate social responsibility in the US hotel sector. Plus, it is intended to establish the element or combination of elements with the most impact on the hotel sector in favor to be competitive. With a view to meeting the objectives proposed, a survey was applied to 155 three-star and above hotels in the US over 2020-2021. To interpret the data, the model of partial least squares structural equation model (PLS-SEM) was applied resorting to Adanco 2.1.1 (Dijkstra and Henseler 2015).

The results corroborate the theory as regards the role of EO at the time of implementing both TQM and CSR. Likewise, TQM also positively relates to the adoption of CSR.

This article contributes to showing how the three variables associate, at different intensities nevertheless; which suggests that to the extent that these are set up, the effect one has upon the others decreases, probably as a consequence of the dispersion of the priorities defined by senior management.

The present article is structured as follows: firstly, a review of the literature and analyses of empirical studies related to the variables approached is made, as well the research hypotheses are presented. Later on, the methodology is explained. Third, we present the analysis of the results and their comparison with other similar studies. Finally, the conclusions that approach contributions, implications, limitations, and future research lines are presented.

1. LITERATURE REVIEW

1.1. Theoretical framework

The theoretical support for entrepreneurial orientation and total quality management will be based on a resource-based view; which establishes that firms have as a goal to attain a sustainable competitive advantage (Barney 1991). To do so, they resort to certain tangible and intangible resources, as well as capabilities to reach higher levels of economic performance and satisfaction of needs. Each firm demands find out the resources and capacities it has to use in function of business needs, goals, and projects it has.

Entrepreneurial orientation has been analyzed from this theoretical standpoint. Firms use their resources to design and set up strategies that enable them to obtain competitive advantages by means of innovating their products and services; in addition to being the first to explore and boldly enter into new markets. If these results and capacities are well utilized, then these firms will be able to differentiate from the rest. For its part, TQM is a philosophy that intends to optimize the use of firm resources, and it is reflected in the clients' satisfaction. Consequently, setting up TQM comes from intensively developing the skills to improve each process carried out in a firm.

For its part, CSR is supported by the stakeholder theory (Freeman 1984), which states that inside and outside the organizations there are groups or individuals with actual interests, who want firms to be successful. These interest groups are benefitted from the actions enterprises undertake to improve relationships with the environment and society (Kunda et al. 2019). Among the main interest groups, one finds shareholders, employees, clients, environmental organizations, and civil society, among others (Gürlek et al. 2017).

As pointed out by Benavides-Velasco et al. (2014), TQM and CSR are suitable strategies that enable improving the firms' value, as they consider the interests of the parties involved. From this viewpoint, implementing quality allows firms to offer better products and services to meet needs, thereby, it increases firms' competitiveness. In the case of CSR, it is sought that all stakeholders are satisfied with the firms' actions, equally attaining greater competitiveness and economic performance.

1.2. Entrepreneurial orientation

Entrepreneurial orientation is a very important strategy that allows firms to be competitive. At first, EO was associated with firms whose main characteristic was to be entrepreneurs; that is to say, firms that analyzed the feasibility to enter new markets following a strategy based on risk and innovation of products or services (Miller 1983). Later on, some authors contributed to developing this strategy (Covin and Slevin 1988; Lumpkin and Dess 1996) building a theoretical framework that has been empirically substantiated over the years in various situations and contexts (Hernández-Perlines et al. 2020).

EO may be defined as the capability organizations have to generate strategies supported by the innovation of their products, services, and processes. Moreover, they are characterized by being the first to make decisions in relation to face competence, i.e., they are proactive. As well, in spite of uncertainty and facing great losses, they risk failing in this endeavor (Hernández-Perlines et al. 2020; Ibarra-Cisneros et al. 2021). In this sense, EO is considered the option taken by entrepreneurs to create another firm, product, or service (Dos Santos and Marinho 2018). In this way, an entrepreneurial mindset is an important factor that allows producing innovative strategies (Saadat et al. 2021), which are later facilitated by the implementation of an EO strategy.

Within the context of the hotel industry, EO is composed of all the processes, practices, methods, philosophy, and decision-making styles the management resorts to running hotels in an entrepreneurial fashion (Jalilvand et al. 2018). This indicates that EO is a strategy that adapts to the particularities of each sector and industry but always keeps the main dimensions on which it is structured as a base. EO is mainly composed of three dimensions: innovativeness, proactiveness, and risk-taking. The first, innovativeness, is defined by Covin and Slevin (1988) as the intention to prioritize the research and development of new products, services, and processes, and furthermore improve technology in the industry; also, innovate commercial strategies and relationships with the environment (Lumpkin and Dess 1996). Therefore, an innovative firm is disruptive and has an innovation-oriented organizational culture (Ibarra-Cisneros et al. 2021). The hotel sector is not the exception; innovativeness is applied to devise new services, products, and experiences that their competitors have not developed. In like manner, this

sort of enterprise is characterized by an important use of novel information technologies and strategies, as well as a leadership different from that of competitors (Tajeddini 2010). The second dimension is proactiveness, which consists of the intention of the firm to enter new markets before competitors. Proactive organizations observe the environment and find unexploited opportunity areas (Hernández-Perlines et al. 2020). Plus, they are known to modify their environment for their benefit and have no fear of facing competitors (Covin and Slevin 1988). In the case of the hotel sector, proactive hotels are those which identify new needs before anyone else and implement strategies to be the earliest in exploiting new markets and make returning customers by means of this offer new services; this enables them to be more competitive (Rigtering et al. 2017). The third dimension is risk-taking. It means making risky decisions, either to be the first in entering a market or introducing new products or services, though this may not yield the expected results (Lumpkin and Dess 1996). Neither are these firms afraid of using a large number of resources to carry out their business strategy (Uchenna Eze et al. 2019). In the case of hotels, risk-taking consists in harnessing unexploited market niches, new services within their facilities, and differentiation strategies as well.

There is considerable evidence of positive aspects after the implementation of EO in the firms; such aspects are associated to better financial and market results (Kocak et al. 2017; Martin and Javalgi 2016). Hence, it is a priority to set up EO in the hotel sector, which is characterized by the continuous search for new clients, which for their part will increase the hotels' revenues and image. All of this supported an entrepreneurial mindset focused on clients (Miao et al. 2022).

1.3. Total quality management

The background of TQM dates back to contributions by various authors such as Crosby (1988), and Deming (1989), who linked quality not only with a technical standpoint but also to management and organization; that is to say, TQM analyzes how to perfect technical and administrative processes to reach an improvement in the working methods (Suárez-Barraza and Miguel-Dávila 2008) to produce client satisfaction (Williams Jr. et al. 2020), for which a philosophy around TQM is created (Corrigan 1995). This way, research on TQM has focused on the impact it has on firms (Hilman et al. 2020; Powell 1995), with special attention to the hotel sector (Al-Ababneh 2021).

As regards the TQM concept, Zairi (2013) defines it as the combination of the socio-technical process to make things correctly from the start with economic viability in each stage of the process. In this definition, TQM is seen from a traditional approach, which is mentioned as, technical. However, Alsughayir (2016, 656) defines it as "the management of the entire firm so that it stands out in the products and services important for its clients". Here, the market approach is integrated and customers are directly considered; it is necessary to clarify that not only consumers as such are considered, but also the firms' internal clients, that is to say, the employees. Thereby, TQM also influences the employees to be rewarded for working with quality through diverse incentives. In like manner, Ghobadian and Gallear (1996) mention that TQM fosters teamwork, integrity, honesty, and being objective in decision making. TQM's goal is to improve the customers' satisfaction level (Mehralian et al. 2016), to do so, suitable organizational management

is necessary (Sallis 1993), which orients all processes toward clients (Dean and Bowen 1994), as well the firms' mission, vision, and values, aided by all the members (Bagodi et al. 2021). As an additional objective, TQM seeks to generate higher incomes by offering better products and services (Do et al. 2021) and also better firm performance (Powell 1995; Wang et al. 2012). Furthermore, the importance of setting up TQM, which is a management process, is that it enables facing market changes efficiently (Venkatraman 2007).

There are various classifications into which TQM divides. For the end of this research, we resorted to using four, after Sik Cho and Jung (2014), which have been previously studied in the literature thus far generated. The first is strategic planning. According to Bounds et al. (1994), it is the process to formulate and implement strategies that offer value to the customers. These strategies shall head toward meeting their needs, as they are the focus of any strategy. To do so, organizations have to develop formal planning processes, which are previously required by quality models (Tari 2011). As regards process management, its goal is to improve efficiency and assess the risks and consequences of all the key actors in the organization (Tari 2011). Moreover, process management enables the dissemination of the knowledge of all the organization members and helps reduce mistakes and duplicate activities; this entails a transversal vision of the organization to meet the clients' demands (Hernández Palma et al. 2018). As pointed out by Dessler (2000, 678), human resources management is "the policies and practices needed to perform the human-resource aspects in a managerial post, which comprise processes of recruiting, selection, training, and others". Management of human resources is important for quality to become philosophy. Therefore, it is necessary to further a good organizational climate and set up motivational actions. For its part, customer focus consists in "prioritizing the clients' needs and requirements in the decisions made by the firm and promoting a culture that has customers as a focus" (Sit et al. 2009, 690). That is to say, every enterprise shall act bearing their clients in mind with a view to providing them with better quality goods and services.

All these TQM components are important in the hotel sector, being especially identifiable in the management of process and human resources, as the main critical success factors in this sector (Al-Shourah and Al-Shourah 2020). Even though it is important to mention that TQM participates in all the business areas in a hotel via the implementation of standards for each one (Avelini Holjevac 1996). Furthermore, evidence emphasizes the importance of TQM as a catalyst for better hotel performance (Sunil et al. 2021). For this reason, the hotel sector set actions into motion to constantly improve its quality, and thus meet even the most demanding customers' requests.

1.4. Corporate social responsibility

The study of CSR has grown from the classic contributions by Bowen (1953), Davis (1960), and Carrol (1979) to become the theoretical basis to explain the way it improves the internal conditions of firms, clients, the environment, and society. As previously commented, CSR is supported by the stakeholder theory (Freeman 1984). CSR is defined as the "the firms' continued commitment by ethically conducting their business and contributing to economic development, improving at once the quality of life of their

workforce and its families, the local community and society at large” (World Business Council for Sustainable Development, 1999, 3).

According to Hopkins (2005: 214), the goal of “corporate social responsibility is to create increasingly higher living standards for their interest groups inside and outside the corporation”. Owing to this, organizations have stressed this aspect and are aware that a balance between the economic, social, and environmental is possible and necessary to meet the society’s demands (Peña Miranda and Serra-Cantalalops 2013). Setting CSR actions has important benefits for organizations, improves competitiveness, customer loyalty, and firm reputation (Hamrouni et al. 2020; Nemec Rudež 2010), and increases financial performance (Valdez-Juárez et al. 2019).

In the hotel industry, the implementation of CSR is more intensive, as it focuses on customer satisfaction, the environment, and general society. In this sense, hotels adopt CSR practices as a strategy for product differentiation and performance improvement (Jalilvand et al. 2018), in which environmental and social commitment is important for customers (Ghaderi et al. 2019). Besides, adopting them allows for creating a satisfactory work environment and better conditions than those established in labor legislation (Abbas 2020), which makes more productive and happier employees; this translates into better service that leads to meeting the customers’ needs (Gürlek et al. 2017). It is important to mention that there should be an internal culture that believes in the transcendence of setting up CSR to meet the needs of customers and society. Consequently, the participation of employees is fundamental (Kucharska 2020). However, we have to mention that setting up CSR is not simple because of the entailed costs; thereby, larger hotels are enabled to impact society with their CSR actions at a higher proportion, as empirical evidence suggests (Ghaderi et al. 2019).

On the other hand, CSR divides into four responsibilities or action spheres, which are economic, legal, ethical, and discretionary or philanthropic (Carrol 1979), at present, nevertheless, mainly the economic, social, and environmental spheres are utilized.

The economic sphere is the enterprises’ obligation to create a balance between wealth generation and satisfaction of needs (Abdulai Mahmoud and Hinson 2012). This implies that the customers are fundamental in this regard and the strategy of implementing CSR must focus on them (Abbas 2020). The environmental sphere may be defined as the actions that intend to preserve nature, decrease pollution, save water and energy, use renewable sources and protect biodiversity (Benavides-Velasco et al. 2014). Finally, the social sphere looks for the integration of business goals and society concerns (Famiyeh 2017).

1.5. Relationship between entrepreneurial orientation and total quality management

EO allows firms to change profiles and become aggressive, empowered, and with an attitude to look for new market opportunities. At once, all the organization members are aware of the importance TQM has to improve the quality of their products and services, and achieving thus customer satisfaction. In this way, EO makes it easy for TQM management processes and policies to be efficiently adopted (Waheed 2020), since what is intended is firm performance improvement (Al-Dhaafri et al. 2016). Adding to the

above, Wales et al. (2019) state that EO, by including organizational processes, climate, and entrepreneurship-oriented routines in its strategy, makes it easy for TQM activities to be benefitted as there is already working experience carrying out TQM once the process starts.

Several studies in many sectors have demonstrated that EO is positively associated with better TQM implementation. For example, Sahoo and Yadav (2017) carried out a study on 121 manufacturing SMEs in India to demonstrate, among other things, the influence of EO on TQM. By means of CB-SEM, it was possible to verify such association. Unlike the present research, Sahoo and Yadav (2017) utilized the 3 main dimensions of EO and added competitive aggressiveness and autonomy. In like manner, TQM comprised five dimensions, of which only process management is the same as in this paper. This substantiates the idea that EO allows organizations to be more aggressive and take the lead in searching for performance improvement and competitive advantages. To do so, TQM is set up as a mechanism to accomplish such goals.

Similar to the case above, Daniel and Musa (2020) also analyze the relationship between EO and TQM, in the context of 364 Nigerian exporting industries. By means of PLS-SEM, they defined a strong link between EO and TQM, and also the use of the latter as a moderator of the relationship between EO and SMEs export execution. Although, in such research, the authors focused on an utterly different sector and context; even so, they verified the findings of previous works (Al-Dhaafri and Al-Swidi 2016; Al-Dhaafri et al. 2016). In the particular case of the hotel sector, empirical evidence is limited; therefore, it is a necessity to define if the same relation is witnessed or if it has a divergent behavior; in this way, the following is put forward as a hypothesis:

H1: Entrepreneurial orientation is positively associated with better total quality management processes in the American hotel sector

1.6. Relationship between entrepreneurial orientation and corporate social responsibility

The effect of EO on the implementation of CSR measures has been studied in recent years (Adomako and Nguyen 2020; Iqbal and Malik 2019; Zhuang et al. 2020) and evidence points out that the organizations that undertake innovativeness, proactiveness, and take risks are able to deal more efficiently with the obstacles they face while adopting CSR. Zhuang et al. (2020) argue that proactive organizations with a risk-taking profile are more prone to make the decision of being socially responsible. Similarly, there exist data that state that enterprises with higher EO levels generate more capabilities to carry out CSR activities (Adomako and Nguyen 2020) as regards those without EO.

In this regard, Zhuang et al. (2020) researched the relationship between EO and CSR performance in 738 Chinese public enterprises; by means of secondary information over an 8-year period, the authors studied this relationship behavior. Particularly, for such a study, in which the Chinese economy is dominated by public enterprises, results validated the argumentations in the sense of a positive association between EO and CSR. However, it is distinguishable that such a relationship is not significant for the case of

private enterprises; therefore, it is important to study the context of each economy so as not to generalize the behavior of the variables in question in diverse contexts.

Additionally, Valdez-Juárez et al. (2021), by means of a survey of 488 trade and service SMEs in Mexico and resorting to PLS-SEM, reached the conclusion of the existence of a positive relationship between EO and CSR, and at once, on FP. It is worth underscoring that additionally, CSR is used as a mediator between EO and FP, both have the same results. This allows stating the great affinity of these variables and their contribution to the improvement of firms, thus CSR generates direct and indirect impacts.

In the hotel sector, EO is an important tool to implement CSR, since the hotels' innovative attitudes boost the conditions to adopt CSR measures and harness the advantages it produces (Jalilvand et al. 2018). Plus, it is possible that hotels develop better skills to unfold successful CSR strategy implementation (Valdez-Juárez et al. 2021) out of their previous experience in designing the entrepreneurial orientation strategy. This way, the following hypothesis is proposed:

H2: Entrepreneurial orientation positively influences the unfolding of corporate social responsibility actions in the American hotel sector.

1.7. Relationship between total quality management and corporate social responsibility

The evidence thus far generated indicates that TQM positively influences the implementation of CSR (Jalilvand et al. 2018; Kanji and Chopra 2010; Makhdoom and Anjum 2016). There is a link between both variables since they share philosophical roots (Ghobadian et al. 2007), it is also necessary to clarify that they do not always associate positively. Everything will depend on key factors such as organizational culture, vision focused on customers and the employees' commitment to applying the policies and processes as designed. It is important to mention that the organizations that satisfactorily manage to couple these philosophies usually accomplish their proposed goals more easily (McAdam and Leonard 2003; Mehralian et al. 2016); besides, they become more competitive (Benavides-Velasco et al. 2014).

Among the main studies produced so far, distinguishable is McAdam and Leonard (2003), who carried out an analysis of several models and methodologies utilized to implement TQM, in which a number of CSR elements were incorporated. Results show that the ethical basis developed by TQM allows for setting up various CSR actions. However, this analysis is theoretical and is reinforced by a case study; thereby, it is not possible to find out if the entire hotel sector applies the same methodologies and models, and obtains the same results. For their part, Larrán et al. (2016) carried out a bibliometric analysis on 107 studies, having SEMs as objects of study. The existence of a link between TQM and CSR was verified in a number of dimensions. This allowed corroborating in a general manner the relation that exists between TQM and CSR.

In a similar sense of the latest mentioned study, Tari (2011) carried out a bibliometric analysis of journals dealing with total quality management and social responsibility. Eighty-three articles were identified within the period from 1990 to 2010 in 26 countries. Thus far, theoretical articles were more numerous than empirical. Among the main conclusions, the incorporation of social responsibility in multiple practices of quality management was underscored. Likewise, some quality practices have an impact on the firms' ethical behavior; for this to occur, there should be common elements that make it possible that implementing TQM leads to developing CSR practices. Respect, Abbas (2020) utilized six TQM and CSR practices to demonstrate the way they relate to Corporate Green Performance in mid-sized and large manufacturing firms in Pakistan. The added value of this study is the inclusion of CSR as a mediating variable between TQM and performance, thus demonstrating partial mediation. The results were obtained by means of covariance base analysis (CB-SEM) and are in line with other studies' results.

By contrast, a study on the pharmaceutical sector in Iran, by Mehralian et al. (2016) used TQM as a mediating variable and CSR as independent of firm performance. That is to say, TQM was put forward as a mediator between CSR and Performance, instead of CSR mediating the relation between TQM and Performance. This change in the position of variables suggests that the link between them is bilateral and they are not necessarily unilaterally conditioned by each other. By combining these findings, it is possible to visualize that the success in the performance of a firm of any size and sector is conditioned to the implementation of both variables. Therefore, it is not about demonstrating "whether the chicken or the egg came first", but how one improves the other. Even though according to the majority of evidence generated so far, it is considered that TQM is usually adopted before CSR. Therefore, for the purpose of the present research, such direction is followed.

In the hotel sector, findings indicate that TQM improves CSR actions and becomes higher competitiveness at the same time (Nazar et al. 2020). Likewise, changes in the demand patterns and the customers' higher awareness level regarding planet sustainability make TQM and CSR relevant for this sector. Customers look for hotels committed to the environment and also to receive satisfaction from the services these hotels provide (Benavides-Velasco et al. 2014). Owing to this, the following is proposed as a hypothesis:

H3: Total quality management positively influences the development of corporate social responsibility actions in the American hotel sector.

2. METHODOLOGY

2.1. Design

The research carried out was explanatory and transversal, the hypotheses are verified through the structural equation model by the partial least squares method, using the software Adanco 2.1.1 (Dijkstra and Henseler 2015). This methodology was chosen because it combines confirmatory factor analysis and multiple regression, which make analysis and interpretation easy, plus it has high accuracy degree, unlike other

methodologies in which analyses are carried out separately. Likewise, it is highly accurate when small samples are used, it is not necessary to establish suppositions regarding data distribution since it is utilized with non-parametric statistics. In this research, when using ordinal data, PLS-SEM minimizes data manipulation, in this way it is ensured that the results will be rigorous.

2.2. Population and sample

According to AHLA (2021), there are 55,900 hotels in the United States. To identify 3-star hotels and above, these were found in a previously acquired list in which their category was consulted; then, the surveys were sent to them for their participation. In the end, there were 155 responses from hotels in every American state. With a view to ascertaining the sample effectiveness level, the power levels reached were verified by resorting to Gpower (Faul et al. 2009). As a first step, Pearson correlation values between EO and TQM were calculated, and later, between EO and CSR, obtaining values of 0.454 and 0.402, respectively, reaching significant thresholds at a 0.01 level (bilateral) in both cases.

Following, the power was calculated with the data above using the software G*power. The criteria were a bivariate correlation test of a two-tailed normal model and considering a post hoc analysis mode as there are 155 applied surveys. Finally, with a value of $\alpha = 0.05$, which is equivalent to being mistaken 5 times out of one hundred opportunities for both cases, values for EO-TQM= 0.9999762 are equivalent to 99.99% (Figure 1), while for EO-CSR= 0.9995073 equivalent to 99.95% were obtained (Figure 2), these two over ≥ 0.80 (Kline 2015,). That is to say, it is statistically validated that the sample is suitable to verify the research hypotheses.

Figure 1: Statistical power of the sample. Correlation EO-TQM.

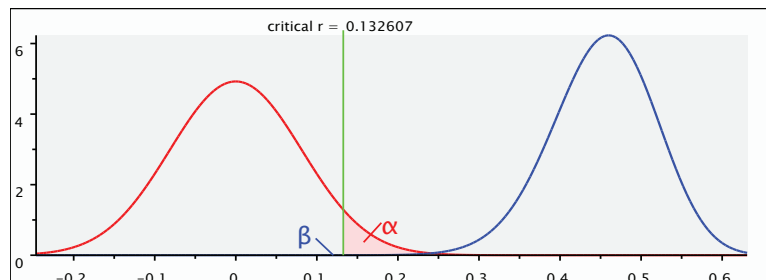
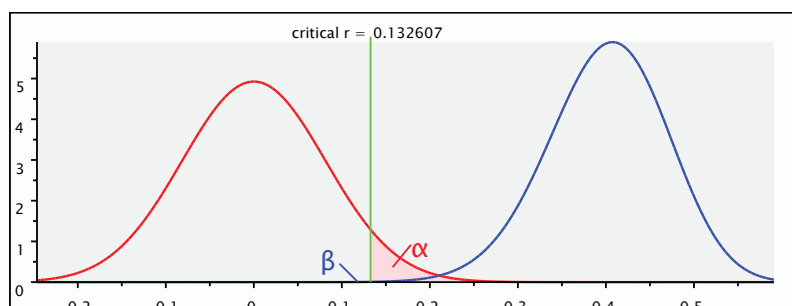


Figure 2: Statistical power of the sample. Correlation EO-CSR.



Source: from data fed to open source software Gpower, version 3.1.9.6

2.3. Variables

Entrepreneurial orientation. It is considered a second-order variable since its total effect on the rest of the variables is studied; that is to say, it is unidimensional, therefore it is independent. EO comprises 10 items; 3 of which measure innovativeness; 3, proactiveness; 4, risk-taking. For the construction of this variable, contributions from Hernández-Perlines and Ibarra-Cisneros (2018) as well as Tajeddini (2010) were considered. *Total quality management.* A variable considered independent regarding CSR and dependent regarding EO. It comprises 25 items; 6 of which measure strategic planning (SP); the other 6, customer focus (CF); 7, human resources management (HRM); and 6, process management (PM). In like manner, it receives a second-order variable treatment. The studies by Abbas (2020) and Sik Cho and Jung (2014) were taken as references. *Corporate social responsibility.* A dependent variable that comprises 9 items; 3 of which measure the overall environment; 3, the social sphere; and the final 3, the economic one. For this variable, Abbas' (2020) proposal was taken as a reference.

2.4. Instrument and procedure

The selection of these three factors that allow improving the hotels' performance and competitiveness was according to the analysis of various studies that identified some of the factors under study. Nevertheless, due to the complexity of the research, time and resource constraints, and the extension of the survey, it was decided to choose only three factors that this specific sector largely tends to adopt in order to meet the clients' demands.

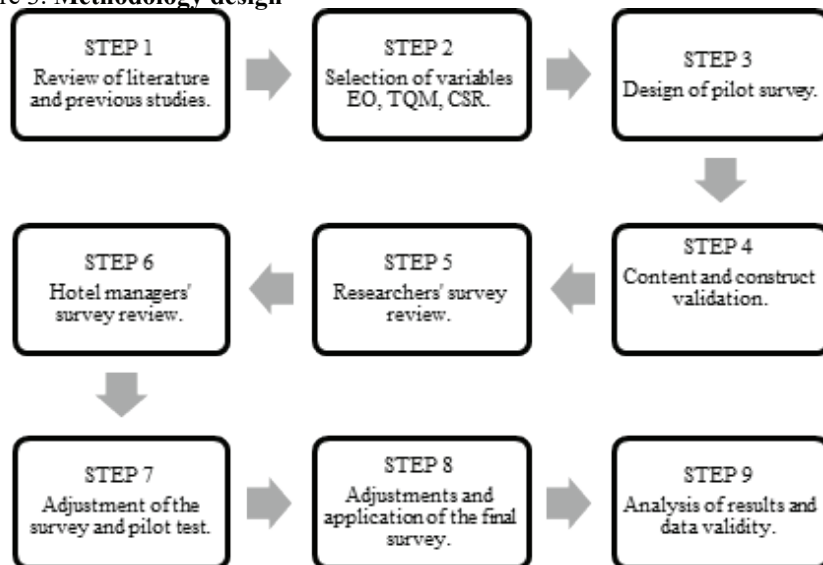
Once EO, TQM, and CSR were selected, the survey was designed on the basis of various authors who had studied the selected variables. Later on, content and construct validity were performed to verify that the items in the survey actually measured the various dimensions of each variable. To do so, at first, the proposal was revised by 3 researchers highly experienced in the methodology and objects of study. Secondly, 3 hotel managers were interviewed separately so that they expressed the items and made suggestions to improve the survey. This allowed to modify some questions and also improve their

wording. The end result was a 44-question survey divided into the three aforementioned variables to be answered on a 5-point Likert-type scale, where 1= fully agree and 5= fully disagree (see appendix 1).

Following, a pilot test of 25 email surveys was applied to three-star and + hotels in states such as California, Texas, Florida, and New York, which led to the modification of some items that were not correctly structured or did not offer sufficient information about the analyzed variables. Moreover, statistical tests were carried out to examine the validity of data, and suppress inconsistencies, atypical and duplicated data. In this way, the final version of the instrument was produced and the application of the survey to 155 hotels began (Figure 3).

The instrument was designed on Google and sent via email to the hotels. To do so, a database with names, locality, and contact data for each hotel was acquired. When it was not possible to have an answer, the hotels were phoned to ask for the managers' support to respond to the survey. It is worth mentioning that the information gathered from the hotels comes from three years before the COVID-19 pandemic. The survey was aimed at hotel managers, as they have all the information and are aware of the strategies implemented in the business. On occasion, due to the unavailability of the manager, the survey was applied to an individual appointed by the manager. Or else, by the assistant or responsible for human resources, who are also well aware of the activities of the firm.

Figure 3. Methodology design



Source: own study

3. RESULTS

In the first place, a starting procedure was begun to assess the global model fit by means of SRMR (standardized root mean square residual) a criterion implemented for PLS (Hu and Bentler 1998). It was possible to find out the differences in the empirical correlation implicit model; that is to say, the distance between two matrices, in which a value of 0.10 for SRMR indicates a good fit (Henseler et al. 2016), the model reached a threshold of 0.0907. Later on, the values of the external loads reached with each construct were verified. In the case of TQM, all the weights accepted (λ) were located between 0.733 and 0.866; for CSR, the items oscillated between 0.720 and 0.865; finally, for EO, λ were between 0.723 and 0.843, being all superior to $\lambda > 0.707$ (Hair et al. 2017). Albeit, in this last construct an item had a weight of 0.626, in spite of this value, it was decided to preserve it so as to avoid affecting the model; this was carried out following Hulland's (1999) criteria, which indicate that loads between >0.40 and <0.7 may be kept in the function of their impacts. The rest of the items that did not reach the 0.40 threshold were eliminated from the model; therefore, the final model comprised the analysis of 30 items.

In the case of the validity of latent variables via Cronbach's alpha, composite reliability (ρ_c), and Dijkstra and Henseler's ρ_A (Dijkstra and Henseler 2015), which led to ascertain the sum that corresponded to the model, these indicators were at the strict level being above 0.8 (Hair et al. 2017) in each of the cases, which indicates reliable construct scores (Table 1).

Table 1: Measurement model indicators

TQM			EO			CSR		
	HRM1	0.808		EO1	0.747		CSR6	0.820
alpha(α):0.9707	HRM2	0.832	alpha(α):0.8834	EO2	0.770	alpha(α):0.8256	CSR7	0.828
ρ_A :0.9714	HRM3	0.857	ρ_A :0.9093	EO 5	0.843	ρ_A :0.8317	CSR8	0.865
ρ_c :0.9731	HRM4	0.808	ρ_c :0.9045	EO6	0.840	ρ_c :0.8848	CSR9	0.727
	HRM6	0.813		EO 8	0.723			
	HRM7	0.774		EO 9	0.626			
	CF1	0.781		EO 10	0.746			
	CF2	0.839						
	CF4	0.796						
	CF5	0.740						
	CF6	0.796						
	SP1	0.866						
	SP2	0.845						
	SP4	0.781						
	PM1	0.847						
	PM3	0.733						
	PM4	0.831						

TQM		EO	CSR
PM5	0.810		
PM6	0.815		

λ : weight or load; Cronbach's alpha; ρ_C , ρ_A : Dijkstra-Henseler's and Jöreskog
 Source: own study

Fornel and Larcker criterion is the method to valorize discriminant validity by comparing the square root of AVE (average variance extracted) values with the correlation of latent variables. In this case, all the values were higher than their correlation with any other of the constructs (Fornell and Larcker (1981), while in the case of discriminant validity, HTMT (heterotrait-monotrait), as it is an estimation of what the actual correlation between two constructs would be, were they measured perfectly; Henseler et al. (2016) recommend values lower than 1, preferably under < 0.90 (Table 2).

Table 2: **Discriminant validity**

Discriminant validity F&L				Discriminant validity: HTMT			
Construct	EO	TQM	CSR	Construct	EO	TQM	CSR
EO	0.5771			EO			
TQM	0.4218	0.6560		TQM	0.6234		
CSR	0.3949	0.6131	0.6585	CSR	0.6751	0.8650	

Source: own study

The next step was to apply bootstrapping to obtain inference statistics for all the model's parameters for the purpose of reinforcing the nonparametric inferential technique, extracting a large number of new samples. For this case, a value of 4,999 subsamples was defined (Henseler and Fassott 2010) to measure the effect size; this is a measure of the magnitude of an effect independent from the sample size. f^2 values over 0.02, 0.15 and 0.35 obtained are considered small, medium and large effects, respectively (Table 3). In this case, the proposed hypotheses, EO-TQM and TQM-CSR, had a large effect, as they were above 0.35; whereas, EO-CSR barely had a small effect with 0.0687.

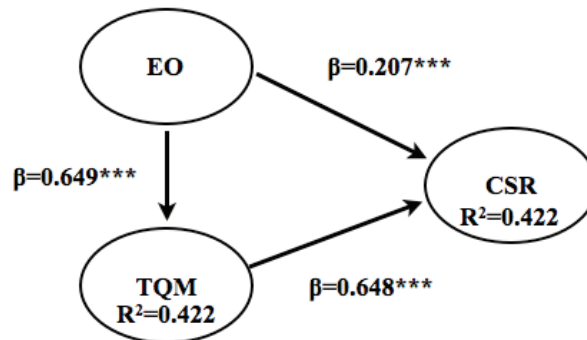
Table 3: **Model's direct effect results**

	BETA	t Values	p Values	f^2	ACCEPTED /REJECTED
EO - TQM	0.6495	10.2213	0.0000	0.7295	Accepted
EO - CSR	0.2074	8.4749	0.0000	0.0687	Accepted
TQM - CSR	0.6483	10.6388	0.0000	0.6712	Accepted

*** $p < 0.001$
 $t(0.05;4,999) = 1,645$; $t(0.01;4,999) = 2.327$; $t(0.001;4,999) = 3.092$
 Source: own study.

Likewise, path values were positive and superior to 0.2 (Hayes 2009). As well, the direct and positive effects and their respective t and p values are observable, both within the critical values established in the single-tailed test (Hair 2019). In the relations between EO-TQM, EO-CSR and TQM-CSR, the beta values were positive and significant; that is to say, hypotheses H1, H2 and H3 were accepted (Figure 4).

Figure 4: **Model Results**



Source: own study

Finally, the model showed R^2 values of 0.4218 and 0.6379 for latent constructs; this way, the larger R^2 , better predictive capability being over the minimal value of 0.10, defined by Falk and Miller (1992), and which Chin et al. (2003) define as substantial, moderate and weak (0.67, 0.33 and 0.10, respectively); while for Hair et al. (2017) these values are still 0.75, 0.50 and 0.25, respectively. The values obtained in this study displayed a moderate predictive power of R^2 for TQM and CSR.

4. DISCUSSION

The obtained results indicate that the three variables are correlated, this implies verifying the theoretical and empirical argumentations regarding each of the three analyzed relationships. The positive association between entrepreneurial orientation and total quality management, which corresponds to the first hypothesis, has high correlation values ($\beta=0.649$). This agrees with evidence by Al-Dhaafri and Al-Swidi (2016); Daniel and Musa (2020) and Wales et al. (2019), which is affirmed as a culture that fosters innovativeness, proactiveness, risk-taking with the central objective of meeting the customers' demands incentivizes the implementation of TQM processes. It also concurs with Sahoo and Yadav (2017), even though they use five EO dimensions and the other five for TQM, the results are similar. Experience shows that a strategy based on EO is a great resource that hotels use so that TQM provides the expected results, which are quality improvement, customer satisfaction, and firm performance. Therefore, TQM is more comprehensively developed with the interest of not only meeting quality standards, which are compulsory for the sector but satisfying the clients' needs as well. Since entrepreneurial orientation has looked at the future as a characteristic, it allows the adoption of TQM to be carried out with the most seriousness and responsibility,

suppressing errors and deficiencies that might produce the malfunctioning of the strategies set up in the sector. Moreover, it was also found that entrepreneurial orientation positively influences the development of corporate social responsibility actions (H2), though with a lesser impact ($\beta=0.207$). This concurs with findings by Adomako and Nguyen (2020) and Iqbal and Malik (2019). Likewise, this agrees with a recent study by Valdez-Juárez et al. (2021) on the trade and service sector –including hotels–, in which a strong correlation between EO and CSR was found. Hotels with an entrepreneurial profile have a better disposition to adopt social responsibility measures (Zhuang et al. 2020) because they are aware of the benefits it produces for customers and the hotels themselves. However, the degree of intensity of the relationship between EO and CSR is low, which suggests that it is not fully implemented or not as deeply as needed. This situation is because many of the hotels do not carry out all the CSR measures –the descriptive data offered a lower level of positive responses for various items of this variable– either because they do not have all the resources or time to carry them out in full.

In this sense, it is important that EO analyzes and assesses, or even finds a way to advance the carrying out of CSR in the function of the firms' behavior. This is because environmental variables have forced hotels to adjust or drastically change the way CSR is realized. Presently, the impact the environment has on society's behavior is well known, this makes hotels more insistent on this aspect of CSR. Though, results do not show that an EO strategy influences at a sufficiently important level to change the traditional way in which CSR is implemented.

In the end, it was verified that total quality management positively influences the development of corporate social responsibility actions (H3). This relationship ($\beta=0.649$) was also strong, similar to H1. The results add to other author's findings (Abbas 2020; Ghobadian et al. 2007; Kanji and Chopra 2010; Makhdoom and Anjum 2016), the processes, policies, values, and organizational culture developed in hotels after TQM make it easy for CSR to be implemented. The bonds that join these philosophies are significant, which makes it expectable that hotels have no difficulties in adopting CSR. This is because of the ethical component they share (Ghobadian et al. 2007); moreover, both intend to obtain a sustainable competitive advantage (Benavides-Velasco et al. 2014). This leads to the adoption of CSR as an additional strategy to meet the clients' and stakeholders' demands. On the one side, they commit to quality practices that positively impact the environment and community; on the other, they follow national and international guidelines and meet requirements related to the environment. In this way, to the extent that hotels adequately set up TQM, they might transfer the experience, know-how and common objectives to develop CSR practices, which will positively impact the stakeholders' expectations (Benavides-Velasco et al. 2014). Hence, these philosophies intertwine to strengthen the hotels' competitiveness. Nevertheless, firms must be aware that resources that may be destined for the implementation of CSR actions are limited; hence, they have to prioritize which to use and what interest groups to benefit from in the first place (Wang and Pala 2021).

Adding to the above, it is important to underscore that the link between these three variables enables the hotel sector to have social orientation. It is particularly important here to underscore the role of social entrepreneurship (Ho and Yoon 2022; Shahid and Alarifi 2021), in which the customer helps generate value by using the socially responsible

services offered by the hotel sector, which are the result of certified quality processes and where there is synchrony between economic interest and social benefit.

Unlike the aforementioned studies that support the hypotheses of EO-TQM, EO-CSR, and TQM-CSR relationships shown in this work, we compared this with the work by Jalilvand et al. (2018), who carried out an analysis involving the three variables in question, focused as well on the hotel sector, though in this case in Iran. Such a study reported the CB-SEM method in 268 hotels, though they disaggregated TQM in five dimensions and carried out the first-order analysis for TQM on CSR. Then, CSR was linked to EO, where all the results were positive. Unlike the proposal by Jalilvand et al. (2018), in this document EO was put forward as the independent variable in place of TQM; moreover, TQM relates to CSR, so not only does the order of analysis change, but every variable is related. Consequently, this document provides a new way to understand the planning of the three variables at the moment of being implemented in the hotel sector. This is a reason for the lack of previous studies that analyze in this way the variables involved.

CONCLUSION

The importance of these three variables under study for the hotel sector is undeniable. All share three aspects in common, the satisfaction of the needs of everyone involved, more efficient processes due to quality increase, and performance improvements. Even if the parallel use of EO, TQM, and CSR by the hotels is feasible and positive, if senior management is not able to efficiently carry out the systematic and reasoned implementation of each, the result would not be as advantageous. According to the approach of dynamic capabilities, the adoption of strategies entails an important expense of economic resources, time, and efforts and distracts the firms from their core objectives. In this way, strategic planning is important to define if these variables are progressively implemented or else, simultaneously. Furthermore, the evidence shown allows bridging the gap between theory and practice. Not only do the results enable verifying, but mainly deepening into the study of the way resources in a firm, applied to interest groups, generate links that help improve the firm's competitiveness. Moreover, the most impactful combinations in the hotel sector are displayed, in this way, managers can make decisions based on data. Finally, what is important is that hotels become aware of the benefits entailed by thoroughly implementing EO, TQM, and CSR and developing a culture around them; this way, regardless of the existing management in each hotel, these will be carried out.

Originality and theoretical implication

The article stands out because it simultaneously relates three relevant variables for the hotel sector, which are related to one another. Such variables are applied in varying intensities, this way, the results allow visualizing the way each of them takes place. Likewise, it contributes to enhancing empirical evidence and verifying the various theoretical frameworks thus far developed. The results suggest that is necessary to develop a theoretical framework in which these three variables coexist. It is proposed to devise a process, in which, firstly entrepreneurial orientation is set up, then total quality management and these two will impact corporate social responsibility. Moreover, the

context of firms and countries should be studied. In the case of the hotel sector, the context related to the degree of contribution from tourism to the economy, laws, and standards applied in the countries may be factors to study in order to find out if the context has a different effect between countries and sectors.

Practical and managerial implication

Hotels must set up three variables gradually stage by stage; plus, the goals of hotels and society shall be synchronized for these measures to be effective. Entrepreneurial orientation must lead to an excellent total quality adoption and this, for its part, to better social responsibility practices. However, the latter should be based neither on economic reasons nor on employee criteria, otherwise, the impact will be limited. Therefore, the hotel sector must adopt social responsibility, if it wants to be congruent with what clients are offered. Nevertheless, it should be carried out after implementing TQM, which is the strategy that supports the most a better CSR adoption.

The participation of managers and their staff is essential to implement the strategies analyzed and accomplish the hotels' competitiveness. To do so, managements have to develop a methodology that allows for measuring and qualifying each of the processes carried out in the firm. The result will enable selecting the processes that contribute the most to setting up EO, TQM, or CSR. In this way, resources that may be channeled to other areas are saved. On the other side, it is relevant that managers foster a culture based on quality, innovation, and the satisfaction of the needs of all the individuals involved. On the contrary, the adoption of the aforementioned measures will only be carried out to meet the standards and certifications, though not to accomplish an actual change of culture, oriented to the various stakeholders.

The social implication of the obtained results will allow hotels, to the extent they set up total quality management and corporate social responsibility measures following a strategy based on entrepreneurial orientation, to attain greater satisfaction of customers, employees, shareholders, and society at large. Therefore, hotels will have a better disposition to contribute to environmental sustainability, benefitting all of the foregoing actors.

Limitations and future research

The main limitation of the study was the difficulty to get in touch with the hotels as many of them were closed owing to the COVID-19 pandemic, which produced a low response rate. As future research lines, the following are proposed: analyze quality in the hotel sector from the standpoint of quality 4.0, where not only the use of information technologies shall be measured, but also administration, human aspects, customers, and of course, the products and services offered. It is considered important to approach this aspect due to the importance I4.0 has in society and industry, as stated by Balouei Jamkhaneh et al. (2022). Another future research line, but now methodologic, would be to select a group of hotels and apply Failure Modes and Effects Analysis (FMEA), as well as Quality Function Deployment (QFD) –this last has been already utilized in the hotel sector, however, scarcely. These are implemented in other industries such as automotive, aerospace, and medical. The goal is to identify processes that do not produce value for the client, do not meet needs, and therefore, waste valuable resources. In this way, alternatives to maximize resources may be generated, which at once, will help the

implemented EO, TQM, and CRS strategies to offer better results. Finally, it is proposed to develop another study where the TQM variable functions as a mediator between EO and CSR. This aims to analyze whether the relationship between EO and CSR is conditioned by the implementation of practices that improve the quality of all processes, strategies, and policies that aim to improve the performance and competitiveness of an organization.

REFERENCES

- Abbas, J. (2020), "Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility", *Journal of Cleaner Production*, Vol. 242, pp. 1-12. <https://doi.org/10.1016/j.jclepro.2019.118458>
- Abdulai Mahmoud, M. and Hinson, R.E. (2012), "Market orientation, innovation and corporate social responsibility practices in Ghana's telecommunication sector", *Social Responsibility Journal* Vol. 8, No. 3, pp. 327-346. <https://doi.org/10.1108/17471111211247910>
- Adomako, S. and Nguyen, N.P. (2020), "Interfirm collaboration and corporate social responsibility expenditure in turbulent environments: The moderating role of entrepreneurial orientation", *Corporate Social Responsibility and Environmental Management*, Vol. 27, No. 6, pp. 2668-2678. <https://doi.org/10.1002/csr.1991>
- Al-Ababneh, M.M. (2021), "The implementation of Total Quality Management (TQM) in the hotel industry", *International Journal of Tourism and Hospitality*, Vol. 1, No. 1, pp. 25-34. <https://doi.org/10.51483/ijth.1.1.2021.25-34>
- Al-Dhaafri, H.S. and Al-Swidi, A. (2016), "The impact of Total Quality Management and entrepreneurial orientation on organizational performance", *International Journal of Quality & Reliability Management*, Vol. 33, No. 5. <https://doi.org/10.1108/IJQRM-03-2014-0034>
- Al-Dhaafri, H.S., Al-Swidi, A. and Yusoff, R.Z.B. (2016), "The mediating role of total quality management between the entrepreneurial orientation and the organizational performance", *The TQM Journal*, Vol. 28, No. 1, pp. 89-111. <https://doi.org/10.1108/TQM-03-2014-0033>
- AHLA (2021), *American Hotel and Lodging Association*, viewed 11 March 2020, <https://www.ahla.com/our-industry>
- Al-Shourah, S. and Al-Shourah, A.A. (2020), "An examination between total quality management and hotel financial performance: evidence from Jordanian international hotels", *Journal of Management Information & Decision Sciences*, Vol. 23 (special issue), pp. 418-431. <https://www.abacademies.org/articles/an-examination-between-total-quality-management-and-hotel-financial-performance-evidence-from-jordanian-international-hotels-9582.html>
- Alsughayir, A. (2016), "Regulatory Role of TQM between the Marketing Orientation, Entrepreneurial Orientation and the Organizational Performance and Competitiveness", *American Journal of Industrial and Business Management*, Vol. 6, No. 5, pp. 655-664. <https://doi.org/10.4236/ajibm.2016.65061>
- Avelini Holjevac, I. (1996), "Total Quality Management for The Hotel Industry and Tourism", *Tourism Hospitality Management*, Vol. 2, No. 1, pp. 67-80. <https://doi.org/10.20867/thm.2.1.8>
- Bagodi, V., Thimmappa Venkatesh, S. and Sinha, D. (2021), "A study of performance measures and quality management system in small and medium enterprises in India", *Benchmarking: An International Journal*, Vol. 28, No. 4, pp. 1356-1389. <https://doi.org/10.1108/BIJ-08-2020-0444>
- Balouei Jamkhaneh, H., Shahin, A., Parkouhi, S.V. and Shahin, R. (2022), "The new concept of quality in the digital era: a human resource empowerment perspective", *The TQM Journal*, Vol. 34, No. 1, pp. 125-144. <https://doi.org/10.1108/TQM-01-2021-0030>
- Barney, J. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, Vol. 17, No. 1, pp. 99-120. <https://doi.org/10.1177/014920639101700108>
- Benavides-Velasco, C.A., Quintana-García, C. and Marchante-Lara, M. (2014), "Total quality management, corporate social responsibility and performance in the hotel industry", *International Journal of Hospitality Management*, Vol. 41, No. 1, pp. 77-87. <https://doi.org/10.1016/j.ijhm.2014.05.003>
- Bounds, G., Yorks, L., Adams, M. and Ranney, G. (1994), *Total Quality Management: Toward the Emerging Paradigm*, McGraw-Hill, Singapore.
- Bowen, H.R. (1953), *Social Responsibilities of the Businessman*, Harper and Row, New York.

- Hair, J.F., Sarstedt, M. and Ringle, C.M. (2019), "Rethinking some of the rethinking of partial least squares", *European Journal of Marketing*, Vol. 53, No. 4, pp. 566-584. <https://doi.org/10.1108/EJM-10-2018-0665>
- Carrol, A.B. (1979), "A three-dimensional conceptual model of corporate social performance", *Academy of Management Review*, Vol. 4, No. 4, pp. 497-505. <https://doi.org/10.2307/257850>
- Chin, W.W., Marcolin, B.L. and Newsted, P.R. (2003), "A partial least squares latent variable modeling approach for measuring interaction Effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/ adoption study", *Information Systems Research*, Vol. 14, No. 2, pp. 189–217. <https://doi.org/10.1287/isre.14.2.189.16018>
- Corrigan, J.P. (1995), "The art of TQM", *Quality Progress*, Vol. 28, No. 7, pp. 61-64.
- Covin, J.G. and Slevin, D.P. (1988), "The influence of organization structure on the utility of an entrepreneurial top management style", *Journal of Management Studies*, Vol. 25, No. 3, pp. 217-234. <https://doi.org/10.1111/j.1467-6486.1988.tb00033.x>
- Crosby, P.B. (1988), *La organización permanece exitosa*, Editorial McGraw-Hill, México.
- Daniel, C.O. and Musa, M.R. (2020), "Role of Total Quality Management on Entrepreneurial Orientation and SMEs Export Execution", *Asian Journal of Business and Management*, Vol. 8, No. 2, pp. 21-29. <https://doi.org/10.24203/ajbm.v8i2.6160>
- Davis, K. (1960), "Can business afford to ignore social responsibilities?", *California Management Review*, Vol. 2, No. 3, pp. 70-76. <https://doi.org/10.2307/41166246>
- Dean, J.W. and Bowen, D.E. (1994), "Management Theory and Total Quality: improving research and practice through theory development", *The Academy of Management Review*, Vol. 19, No. 3, pp. 392-418. <https://psycnet.apa.org/doi/10.2307/258933>
- Deming, W.E. (1989), *Calidad, productividad y competitividad: La salida de la crisis*, Ediciones Díaz de Santos, Madrid.
- Dessler, G. (2000), *Human Resource Management*, Englewood Cliffs, Prentice-Hall, NJ.
- Dijkstra, T.K. and Henseler, J. (2015), "Consistent partial least squares path modeling", *MIS Quarterly*, Vol. 39, No. 2, pp. 297-316. <https://doi.org/10.25300/MISQ/2015/39.2.02>
- Do, M.-H., Huang, Y.-F. and Do, T.-N. (2021), "The effect of total quality management-enabling factors on corporate social responsibility and business performance: evidence from Vietnamese coffee firms", *Benchmarking: An International Journal*, Vol. 28, No. 4, pp. 1296-1318. <https://doi.org/10.1108/BIJ-09-2020-0469>
- Dos Santos, L.I. and Vieira Marinho, S. (2018), "Relationship between entrepreneurial orientation, marketing capability and business performance in retail supermarkets in Santa Catarina (Brazil)", *Innovation & Management Review*, Vol. 15, No. 2, pp. 118-136. <https://doi.org/10.1108/INMR-04-2018-008>
- Falk, R. and Miller, N.A. (1992), *Primer para modelado suave*, The University of Akron Press, Akron.
- Famiyeh, S. (2017), "Corporate social responsibility and firm's performance: empirical evidence", *Social Responsibility Journal*, Vol. 13, No. 2, pp. 390-406. <https://doi.org/10.1108/SRJ-04-2016-0049>
- Faul, F., Erdfelder, E., Buchner, A. and Lang, A.-G. (2009), "Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses", *Behavior research methods*, Vol. 41, No. 4, pp. 1149-1160. <https://doi.org/10.3758/brm.41.4.1149>
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18, No. 1, pp. 39-50. <https://doi.org/10.1177/002224378101800104>
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*, Pitman, Boston.
- Ghaderi, Z., Mirzapour, M., Henderson, J. and Richardson, S. (2019), "Corporate social responsibility and hotel performance: A view from Tehran, Iran", *Tourism Management Perspectives*, Vol. 29, pp. 41-47. <https://doi.org/10.1016/j.tmp.2018.10.007>
- Ghobadian, A. and Gallear, D.N. (1996), "Total Quality Management in SMEs", *OMEGA- International Journal of Management Science*, Vol. 24 No.1, pp. 83-106. [https://doi.org/10.1016/0305-0483\(95\)00055-0](https://doi.org/10.1016/0305-0483(95)00055-0)
- Ghobadian, A., Gallear, D. and Hopkins, M. (2007), "TQM and CSR nexus", *International Journal of Quality & Reliability Management*, Vol. 24, No. 7, pp. 704-721. <https://doi.org/10.1108/02656710710774683>
- Gürlek, M., Düzgün, E. and Meydan Uygur, S. (2017), "How does corporate social responsibility create customer loyalty? The role of corporate image", *Social Responsibility Journal*, Vol. 13, No. 3, pp. 409-427. <https://doi.org/10.1108/SRJ-10-2016-0177>
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M.A. (2017), *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Sage Publications, Los Angeles.
- Hamrouni, A., Uyar, A. and Boussaada, R. (2020), "Are corporate social responsibility disclosures relevant for lenders? Empirical evidence from France", *Management Decision*, Vol. 58, No. 2, pp. 267-279. <https://doi.org/10.1108/MD-06-2019-0757>

- Hayes, A.F. (2009), "Beyond Baron and Kenny: Statistical mediation analysis in the new millennium", *Communication Monographs*, Vol. 76, No. 4, pp. 408-420. <https://doi.org/10.1080/03637750903310360>
- Henseler, J. and Fassott, G. (2010), *Testing moderating effects in PLS path models: An illustration of available procedures*, in Vinzi, V.E., Chin, W.W., Henseler, J. and Wang, H. (Eds), *Handbook of Partial Least Squares: Concepts, Methods and Applications*, Springer, Berlin, pp. 713-735.
- Henseler, J., Hubona, G. and Ray, P.A. (2016), "Using PLS path modeling in new technology research: updated guidelines", *Industrial Management & Data Systems*, Vol. 116, No. 1, pp. 2-20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Hernández Palma, H., Barrios Parejo, I. and Martínez Sierra, D. (2018), "Gestión de la calidad: elemento clave para el desarrollo de las organizaciones", *Criterio Libre*, Vol. 16, No. 28, pp. 169-185. <https://doi.org/10.18041/1900-0642/criteriolibre.2018v16n28.2130>
- Ibarra-Cisneros, M.A. and Hernández-Perlines, F. (2018), "Intellectual capital and Organization performance in the manufacturing sector of Mexico", *Management Decision*, Vol. 56, No. 8, pp. 1818-1834. <https://doi.org/10.1108/MD-10-2017-0946>
- Hernández-Perlines, F., Ibarra-Cisneros, M.A., Ribeiro-Soriano, D. and Mogorrón-Guerrero, H. (2020), "Innovativeness as a determinant of entrepreneurial orientation: analysis of the hotel sector", *Economic Research-Ekonomska Istraživanja*, Vol. 33, No.1, pp. 2305-2321. <https://doi.org/10.180/1331677X.2019.1696696>
- Hilman, H., Ali, G.A. and Gorondutse, A.H. (2020), "The relationship between TQM and SMEs' performance: The mediating role of organizational culture", *International Journal of Productivity and Performance Management*, Vol. 69, No. 1, pp. 61-84. <https://doi.org/10.1108/IJPPM-02-2019-0059>
- Ho, J.-Y. and Yoon, S. (2022), "Ambiguous roles of intermediaries in social entrepreneurship: The case of social innovation system in South Korea", *Technological Forecasting and Social Change*, Vol. 175. <https://doi.org/10.1016/j.techfore.2021.121324>
- Hopkins, M. (2005), "Measurement of corporate social responsibility", *International Journal of Management and Decision Making*, Vol. 6, No. 3-4, pp. 213-231. <https://doi.org/10.1504/IJMDM.2005.006549>
- Hu, L.-t. and Bentler, P.M. (1998), "Fit indices in covariance structure modeling: sensitivity to under parameterized model misspecification", *Psychological Methods*, Vol. 3, pp. 424-453. <https://doi.org/10.1037/1082-989x.3.4.424>
- Hulland, J. (1999), "Use of partial least squares (PLS) in strategic management research: A review of four recent studies", *Strategic management journal*, Vol. 20, No. 2, pp. 195-204. [https://doi.org/10.1002/\(SICI\)1097-0266\(199902\)20:2%3C195::AID-SMJ13%3E3.0.CO;2-7](https://doi.org/10.1002/(SICI)1097-0266(199902)20:2%3C195::AID-SMJ13%3E3.0.CO;2-7)
- Ibarra-Cisneros, M.-A., Demuner-Flores, M.d.R. and Hernández-Perlines, F. (2021), "Strategic orientations, firm performance and the moderating effect of absorptive capacity", *Journal of Strategy and Management*, Vol. 14, No. 4, pp. 582-611. <https://doi.org/10.1108/JSMA-05-2020-0121>
- Iqbal, Z. and Malik, M. (2019), "Entrepreneurial orientation and engagement of Pakistani small and medium enterprises in sustainable development practices: Mediating role of knowledge management", *Business Strategy and Development*, Vol. 2, No. 3, pp. 192-203. <https://doi.org/10.1002/bsd2.53>
- Jalilvand, M.R., Khazaei Pool, J., Balouei Jamkhaneh, H. and Tabaeian, R.A. (2018), "Total quality management, corporate social responsibility and entrepreneurial orientation in the hotel industry", *Social Responsibility Journal*, Vol. 14, No. 3, pp. 601-618. <https://doi.org/10.1108/SRJ-04-2017-0068>
- Kanji, G.K. and Chopra, P.K. (2010), "Corporate social responsibility in a global economy", *Total Quality Management & Business Excellence*, Vol. 21, No. 2, pp. 119-143. <https://doi.org/10.1080/14783360903549808>
- Kline, R.B. (2015), *Principles and practice of structural equation modeling*, Guilford publication, New York.
- Kocak, A., Carsrud, A. and Oflazoglu, S. (2017), "Market, entrepreneurial, and technology orientations: impact on innovation and firm performance", *Management Decision*, Vol. 55, No. 2, pp. 248-270. <https://doi.org/10.1108/MD-04-2015-0146>
- Kucharska, W. (2020), "Employee Commitment Matters for CSR Practice, Reputation and Corporate Brand Performance—European Model", *Sustainability*, Vol. 12, No. 3. <https://doi.org/10.3390/su12030940>
- Kunda, M.M., Ataman, G. and Kartaltepe Behram, N. (2019), "Corporate social responsibility and organizational citizenship behavior: The mediating role of job satisfaction", *Journal of Global Responsibility*, Vol. 10, No. 1, pp. 47-68. <https://doi.org/10.1108/JGR-06-2018-0018>
- Larrán Jorge, M., Herrera Madueño J., Lechuga Sancho, M.P. and Martínez-Martínez, D. (2016), "Development of corporate social responsibility in small and medium-sized enterprises and its nexus with quality management", *Cogent Business & Management*, Vol. 3, No. 1, pp. 1-15. <https://doi.org/10.1080/23311975.2016.1228569>

- Lumpkin, G.T. and Dess, G.G. (1996), "Clarifying the entrepreneurial orientation construct and linking it to performance", *Academy of Management Review*, Vol. 21, No. 1, pp. 135-172. <https://doi.org/10.5465/amr.1996.9602161568>
- Makhdoom, H.R. and Anjum, A. (2016), "Impact of CSR & TQM on employee's turnover intention: mediating role of organizational commitment", *International Journal of Academic Research in Business and Social Sciences*, Vol. 6, No. 9, pp. 210-229. <https://doi.org/10.6007/ijarbss/v6-i9/2306>
- Martin, S.L. and Javalgi, R.R.G. (2016), "Entrepreneurial orientation, marketing capabilities and performance: the moderating role of competitive intensity on Latin American international new ventures", *Journal of Business Research*, Vol. 69, No. 6, pp. 2040-2051. <https://doi.org/10.1016/j.jbusres.2015.10.149>
- McAdam, R. and Leonard, D. (2003), "Corporate social responsibility in a total quality management context: opportunities for sustainable growth", *Corporate Governance*, Vol. 3, No. 4, pp. 36-45. <https://doi.org/10.1108/14720700310497104>
- Mehralian, G., Nazari, J.A., Zarei, L. and Rasekh, H.R. (2016), "The effects of corporate social responsibility on organizational performance in the Iranian pharmaceutical industry: The mediating role of TQM", *Journal of Cleaner Production*, Vol. 135, pp. 689-698. <https://doi.org/10.1016/j.jclepro.2016.06.116>
- Miao, Y., Du, R. and Ou, C.X. (2022), "Guanxi circles and light entrepreneurship in social commerce: The roles of mass entrepreneurship climate and technology affordances", *Information & Management*, Vol. 59, No. 1. <https://doi.org/10.1016/j.im.2021.103558>
- Miller, D. (1983), "The correlates of entrepreneurship in three types of firms", *Management Science*, Vol. 29, No. 7, pp. 757-868. <https://doi.org/10.1287/mnsc.29.7.770>
- Nazar, N., Jahan, S., Amoozegar, A., Anjum, T. and Raju, V. (2019), "The effects of total quality management practices on corporate social responsibility using supply chain model: A review of Malaysian hotel industry", *International Journal of Supply Chain Management*, Vol. 8, No. 6, pp. 1217-1227. https://www.researchgate.net/publication/344491865_The_Effects_of_Total_Quality_Management_Practices_on_Corporate_Social_Responsibility_using_Supply_Chain_Model_A_Review_of_Malaysian_Hotel_Industry
- Nemec Rudež, H. (2010), "Integration of Corporate Social Responsibility into Loyalty Programs in the Tourism Industry", *Tourism and Hospitality Management*, Vol. 16, No. 1, pp. 101-108. <https://doi.org/10.20867/thm.16.1.8>
- Peña Miranda, D. and Serra Cantallops, A. (2013), "La práctica de la responsabilidad social empresarial. Estudio de caso en el sector turístico", *Innovar: Revista de Ciencias Administrativas y Sociales*, Vol. 23, No. 49, pp. 101-113. <http://www.scielo.org.co/pdf/inno/v23n49/v23n49a09.pdf>
- Powell, T.C. (1995), "Total Quality Management as Competitive Advantage: a review and empirical study", *Strategic Management Journal*, Vol. 16, No. 1, pp. 15-37. <https://doi.org/10.1002/smj.4250160105>
- Rigtering, J.P.C., Eggers, F., Kraus, S. and Chang, M.-L. (2017), "Entrepreneurial orientation, strategic planning and firm performance: The impact of national cultures", *European Journal of International Management*, Vol. 11, No. 3, pp. 301-324. <https://doi.org/10.1504/ejim.2017.083872>
- Saadat, S., Aliakbari, A., Alizadeh Majd, A. and Bell, R. (2021), "The effect of entrepreneurship education on graduate students' entrepreneurial alertness and the mediating role of entrepreneurial mindset", *Education + Training*. <https://doi.org/10.1108/ET-06-2021-0231>
- Sahoo, S. and Yadav, S. (2017), "Entrepreneurial orientation of SMEs, total quality management and firm performance", *Journal of Manufacturing Technology Management*, Vol. 28, No. 7, pp. 892-912. <https://doi.org/10.1108/JMTM-04-2017-0064>
- Sallis, E. (1993), *Total Quality Management in Education*, Kogan Page, London.
- Shahid, S.M. and Alarifi, G. (2021), "Social entrepreneurship education: A conceptual framework and review", *The International Journal of Management Education*, Vol. 19, No. 3. <https://doi.org/10.1016/j.ijme.2021.100533>
- Sik Cho, Y. and Y. Jung, J. (2014), "The verification of effective leadership style for TQM: a comparative study between USA-based firms and China-based firms", *International Journal of Quality & Reliability Management*, Vol. 31, No. 7, pp. 822-840. <https://doi.org/10.1108/IJQRM-04-2013-0065>
- Sit, W.-Y., Ooi, K.-B., Lin, B. and Yee-Loong Chong, A. (2009), "TQM and customer satisfaction in Malaysia's service sector", *Industrial Management & Data Systems*, Vol. 109, No. 7, pp. 957-975. <https://doi.org/10.1108/02635570910982300>
- Suárez-Barraza, M. and Miguel-Dávila, J. (2008), "Encontrando al Kaizen: un análisis teórico de la mejora continua", *Pecunia: Revista de la Facultad de Ciencias Económicas y Empresariales*, No. 7, pp. 285-311. <https://doi.org/10.18002/pec.v0i7.696>
- Sunil M.P, Suresh, G. and Shobharani, H. (2021), "The Influence Of Total Quality Management On Star Hotel Performance", *Journal of Contemporary Issues in Business and Government*, Vol. 27, No. 2, pp. 4476-4488. https://www.researchgate.net/publication/351022506_THE_INFLUENCE_OF_TOTAL_QUALITY_MANAGEMENT_ON_STAR_HOTEL_PERFORMANCE

- Tajeddini, K. (2010), "Effect of customer orientation and entrepreneurial orientation on innovativeness: Evidence from the hotel industry in Switzerland", *Tourism Management*, Vol. 31, No. 2, pp. 221-231. <https://doi.org/10.1016/j.tourman.2009.02.013>
- Tari, J.J. (2011), "Research into quality management and social responsibility", *Journal of Business Ethics*, Vol. 102, pp. 623–638. <https://doi.org/10.1007/s10551-011-0833-x>
- Uchenna Eze B., Sanjo, O.M. and Fayose, J. (2019), "Entrepreneurial orientation and micro, small and medium enterprises (MSMEs) performance in Abia State, Nigeria", *Covenant Journal of Entrepreneurship (Special Edition)*, Vol. 3, No. 1, pp. 19-35. <https://journals.covenantuniversity.edu.ng/index.php/cjoese/article/view/1294>
- Valdez-Juárez, L.E., Gallardo-Vázquez, D. and Ramos-Escobar, E.A. (2019), "Organizational Learning and Corporate Social Responsibility Drivers of Performance in SMEs in Northwestern Mexico", *Sustainability*, Vol. 11, No. 20. <https://doi.org/10.3390/su11205655>
- Valdez-Juárez, L.E., Gallardo-Vázquez, D. and Ramos-Escobar, E.A. (2021), "Entrepreneurial orientation and CSR: a dynamic capability in the corporate performance of Mexican SMEs", *Entrepreneurship and Sustainability Issues*, Vol. 8, No. 3, pp. 654-680. [https://doi.org/10.9770/jesi.2021.8.3\(41\)](https://doi.org/10.9770/jesi.2021.8.3(41))
- Venkatraman, S. (2007), "A framework for implementing TQM in higher education programs", *Quality Assurance in Education*. Vol. 15, No. 1, pp. 92-112. <https://doi.org/10.1108/09684880710723052>
- Waheed, R. (2020), "How Total Quality Management Stimulates the Relationship between Entrepreneurial Orientation and SMEs Performance: The Case of Pakistan", *European Online Journal Of Natural And Social Sciences*, Vol. 9, No. 2, pp. 328-338. <https://european-science.com/eojnss/article/view/6015/pdf>
- Wales, W., Gupta, V.K., Marino, L. and Shirokova, G. (2019), "Entrepreneurial orientation: International, global and cross-cultural research", *International Small Business Journal. Researching Entrepreneurship*, Vol. 37, No. 2, pp. 95–104. <https://doi.org/10.1177/0266242618813423>
- Wang, C.-H., Chen, K.-Y. and Chen, S.-C. (2012), "Total Quality Management, Market Orientation and Hotel Performance: The Moderating Effects of External Environmental Factors", *International Journal of Hospitality Management*. Vol. 31, No. 1, pp. 119-129. <https://doi.org/10.1016/j.ijhm.2011.03.013>
- Wang, Y. and Pala, B. (2021), "Communicating philanthropic CSR versus ethical and legal CSR to employees: empirical evidence in Turkey", *Corporate Communications: An International Journal*, Vol. 26, No. 1, pp. 155-175. <https://doi.org/10.1108/CCIJ-01-2020-0014>
- Watts, P., Holme, R. and World Business Council for Sustainable Development (1999), *Corporate social responsibility: Meeting changing expectations*, World Business Council for Sustainable Development, Geneva.
- Williams Jr. R.L., Smith, A., Aaron, J.R., Manley, S.C. and McDowell, W.C. (2020), "Small business strategic management practices and performance: A configurational approach", *Economic Research-Ekonomska Istraživanja*, Vol. 33, No. 1, pp. 2378-239. <https://doi.org/10.1080/1331677X.2019.1677488>
- Zairi, M. (2013), "The TQM Legacy—Gurus' Contributions and Theoretical Impact", *The TQM Journal*, Vol. 25, No. 6, pp. 659-676. <https://doi.org/10.1108/TQM-06-2013-0069>
- Zhuang, Y., Lee, Y., Chang, X. and Kim, R.B. (2020), "Entrepreneurial orientation and corporate social responsibility performance: An empirical study of state-controlled and privately controlled firms in China", *Corporate Social Responsibility and Environmental Management*, Vol. 27, No. 1, pp. 383-392. <https://doi.org/10.1002/csr.1872>

APPENDIX
Research Survey

Hotel

Hotel Presence	International chain National Chain Regional Local Family
Location (City & State)	_____
Operating Time	Under 10 year From 10 to 20 year More than 20 year
Number of STARS	Great tourism Hotel Hotel Boutique 5 stars 4 stars 3 stars
Number of Rooms	_____

Please answer on a scale of 1 to 5, where 1 is totally disagree and 5 totally agree

Human Resources Management

Our hotel has effective “top-down” and “bottom-up” communication processes.	1 2 3 4 5
Employee satisfaction is measured formally and regularly	1 2 3 4 5
Hotel management regularly conducts training and development sessions for its employees.	1 2 3 4 5
There is an effective work reward and recognition system to motivate employees.	1 2 3 4 5
The hotel management is concerned about the well-being of its employees (health, medicine and safety) and provides financial support.	1 2 3 4 5
The hotel has labor recognitions and / or certifications.	1 2 3 4 5
The hotel management conducts briefings that are in line with the daily activities of the staff.	1 2 3 4 5

Customer Focus

Customer requirements are effectively disseminated and understood throughout the workforce.	1 2 3 4 5
---	-----------

We have an effective process to resolve customer complaints.	1 2 3 4 5
Customer complaints are used as a method of initiating improvements in our current processes.	1 2 3 4 5
Managers and executives support employee initiatives to improve customer satisfaction.	1 2 3 4 5
The administration of the hotel is totally customer oriented.	1 2 3 4 5
Customer complaints are generally discussed at meetings to improve everyone as a team.	1 2 3 4 5

Strategy Planning

We have a comprehensive and structured planning process that sets and regularly reviews short- and long-term goals.	1 2 3 4 5
Our plans focus on achieving “Best Practices”.	1 2 3 4 5
We have a written strategy statement that covers all service operations, which is clearly articulated and accepted by our managers.	1 2 3 4 5
The hotel has a clear vision and mission statements supported by all employees.	1 2 3 4 5
The hotel’s policies and plans consider the needs of employees, customers and other interested parties.	1 2 3 4 5
The planning that we follow is according to the market trend.	1 2 3 4 5

Process Management

We work closely with our suppliers to improve each other’s processes.	1 2 3 4 5
We have the latest technology and equipment to serve our clients more effectively and efficiently.	1 2 3 4 5
Our system allows us to inspect and track key processes that are critical to the organization.	1 2 3 4 5
We have standardized operating processes that are clear and well understood by employees and customers.	1 2 3 4 5
In our processes, supervision is key to giving a better service.	1 2 3 4 5
At least once a year we receive training that allows improve our processes.	1 2 3 4 5

Corporate Social Responsibility

Our hotel always conducts business in accordance with legal principles.	1 2 3 4 5
Our hotel obeys the laws and regulations in all circumstances.	1 2 3 4 5
Our hotel verifies every commercial decision at the light of the ethical standards.	1 2 3 4 5
Our hotel has a clear policy for solving urgent problems and social and environmental issues.	1 2 3 4 5
Our hotel defines ethical standards and is faithful to them under any circumstance	1 2 3 4 5
Our hotel provides equal opportunities to all employees.	1 2 3 4 5
Our hotel offers a competitive salary to all employees.	1 2 3 4 5
Our hotel responds to customer complaints.	1 2 3 4 5
Our hotel regularly participates in programs to support community.	1 2 3 4 5

Entrepreneurial Orientation.

In relation to our competitors, our hotel has a better ease to assume risks.	1 2 3 4 5
In relation to our competitors, our hotel has a greater ability to identify the needs and wants of customers.	1 2 3 4 5
In relation to our competitors, our hotel has a higher level of innovation.	1 2 3 4 5
Our hotel has created services and products that no other competitor owns.	1 2 3 4 5
In the last 3 years, our hotel has launched new services and products to attract customers.	1 2 3 4 5
Our hotel makes significant changes in the services offered on a regular basis.	1 2 3 4 5

Our hotel responds quickly to the actions carried out by the competitors.	1 2 3 4 5
When our hotel faces a decision with a certain degree of uncertainty, we usually take a risk stance in order to obtain greater benefits despite the risk.	1 2 3 4 5
We prefer to undertake high risk investment projects since income expectations are higher.	1 2 3 4 5
It is common for the competition to try to match our rates in our different services.	1 2 3 4 5

Manuel Alejandro Ibarra-Cisneros, PhD. Titular Professor (*Corresponding Author*)
Autonomous University of Baja California,
Faculty of Administrative Sciences
Rio Nuevo and Eje Central, Mexicali, Mexico
Phone: +526868418222
e-mail: Manuel_ibarra@uabc.edu.mx

Juan Benito Vela-Reyna, PhD. Titular Professor
Autonomous University of Baja California,
Faculty of Administrative Sciences
Rio Nuevo and Eje Central, Mexicali, Mexico
Phone: +526868418222
e-mail: jbenitovela@uabc.edu.mx

Eric Israel Rios-Nequis, PhD. Titular Professor
Autonomous University of Baja California,
Faculty of Administrative Sciences
Rio Nuevo and Eje Central, Mexicali, Mexico
Phone: +526868418222
e-mail: eric.israel.rios.nequis@uabc.edu.mx

Please cite this article as:

Ibarra-Cisneros, M.A., Vela-Reyna, J.B., Rios-Nequis, E.I., (2022), The Link Between Entrepreneurial Orientation, Total Quality Management and Corporate Social Responsibility. *Tourism and Hospitality Management*, Vol. 28, No. 2, pp. 315-342, <https://doi.org/10.20867/thm.28.2.4>



Creative Commons Attribution – Non Commercial – Share Alike 4.0 International