

# **SOCIAL RESPONSIBILITY AS A SOLUTION TO SUSTAINABLE EMPLOYEE RETENTION IN THE HOSPITALITY INDUSTRY: EMPIRICAL EVIDENCE FROM PRAGUE, CZECH REPUBLIC**

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## **Abstract**

The hospitality industry plays a significant role in regional development as its services are a prerequisite for tourism growth, which on the premises of sustainability has become a major contributor to socio-economic growth. Unfortunately, the hospitality industry has been continuously struggling with high employee turnover and a significant "within" and "out of" labour mobility, regardless of the phase of the business cycle, time, or geographical region. This could be reasoned by employees historically viewing offered jobs in the hospitality industry as low-paid, with little or no promotion possibilities, giving the employees little or no room for self-development and realization of their full potential as human beings, and thus "labelled" as low social status jobs; yet seasonal, stressful, time demanding, and monotonous. Therefore, drawing upon Carroll's (2015, 2016) four-dimensional concept of corporate social responsibility, this study, using a set of multiple regression analyses, empirically examines the effect of each dimension (economic, legal, ethical, and philanthropic) on hospitality industry employees' attitudes and behaviour such as job satisfaction and organizational commitment, which eventually lead to lowering employees' turnover intentions. The sample under analysis (n = 411) was collected from employees of 24 small- or medium-size lodging enterprises located in Prague, as the small- to medium-size businesses are the "backbone" of local economies. Results indicate a significant influence of corporate social responsibility on the above-mentioned employees' attitudes or behaviour. However, not all four dimensions play the same role in stimulating the desired employees' behaviour outcome. This study also contributes to the literature on corporate social responsibility as scholarly literature gives it little room in relation to employees, especially in the Central European context.

**Keywords:** Corporate Social Responsibility, Employee Motivation, Hospitality Industry, Job Satisfaction, Organizational Commitment, Turnover Intentions.

## **INTRODUCTION**

### **The hospitality industry and sustainable regional development in the Central European context**

The hospitality industry plays a significant role in regional development as its services are a prerequisite for tourism growth, which on the premises of sustainability has become a major

contributor to socio-economic growth not only in such regions (destinations) which are traditionally recognized for having tourism potential - e.g., Berlin or Munich in Germany (DE), Vienna in Austria (AT), Budapest in Hungary (HU), Krakow in Poland (PL) or Prague in the Czech Republic (CZ) (ICCA, 2018; Kafkadesk, 2019; Statista, 2019; Trip Advisor, 2020; Eurostat, 2020) but also in such regions, which are economically underdeveloped - e.g., Lubelskie and Podkarpackie (PL), Eszak (HU) or East Slovakia (SK) (Eurostat, 2020). Thus, as a result, their "tourism development" key functions go beyond purely economy-driven ambitions. For instance, Prague, the capital of one of the Central European landlocked countries, CZ, in the post-Great Recession of economic recovery period (dated to the end of the first decade of the 21st century) and in the period of the subsequent economic growth ranked in the Top 10 of the best European destinations to visit (Trip Advisor, 2020) and in the Top 20 of the best world destinations to visit (Trip Advisor, 2020). The ongoing favourable trend together with the new phenomenon of the "shared economy" resulted in over-tourism, which might be the case of all Central European tourism predestined destinations - e.g., Berlin (DE), Budapest (HU) or Vienna (AT) (Kafkadesk, 2019; Statista, 2019; Trip Advisor, 2020). One of the solutions to minimize the negative impact of overcrowding the touristic destinations might be adopting "stricter conditions" for inbound tourism and legalizing the business conditions for accommodation providers operating under the "shared economy" concept. Such measures would undoubtedly stimulate the desired outcomes, but simultaneously make the tourism more expensive, calling for employees' high-quality performance, skills, and overall excellence (Celma, Martinez-Garcia & Raya, 2018; Loke, Kovács & Bacsí, 2018; Macke & Genari, 2019; Loke, 2020).

Likewise, domestic tourism becomes a priority choice for tourists in the case of economic slowdown as they are reluctant to spend more money on transport, which accounts for one of the most expensive travel expenditures (Kafkadesk, 2019; ČSÚ, 2020). And thus, those regions, which are "underestimated" by tourists, might be on the one hand "challenged" by improving their tourism-related infrastructure (domestic transport, catering, and lodging services), but on the other hand, in due course, supporting their local economy and contributing to their overall development (Kafkadesk, 2019). Such a regional development approach assuredly depends on reliable, skilled, and motivated employees (Celma, Martinez-Garcia & Raya, 2018; Macke & Genari, 2019; Loke, 2020).

### **The hospitality industry and its employees' sustainable retention**

Unfortunately, the hospitality industry has been continuously struggling with high employee turnover and a significant "within" and "out of industry" labour mobility, regardless of the phase of the business cycle, time, or geographical region (Kim, Song & Lee, 2016; Yao, Qiu & Wei, 2019; ČSÚ, 2020). This could be reasoned by employees historically viewing the offered jobs in the hospitality industry as low paid, with little or no promotion possibilities, giving the employees little or no room for self-development and realization of their full potential as human beings, and thus "labelled" as low social status jobs, yet seasonal, stressful, time demanding, and monotonous (Yang, Wan & Fu, 2012; Robinson et al., 2014; Kim, Song & Lee, 2016).

In addition, like any other service industry, the hospitality industry depends heavily on employees' performance (e.g., employees directly or indirectly dealing with customers, managerial employees) (Kim et al., 2017; Youn, Lee & Lee, 2018). E.g., the performance of the employees directly dealing with customers is often the only way to differentiate among almost identical hospitality industry services. Likewise, the managerial employees, by virtue of their job description need to meet or align with the pre-set organizational goals and employer's expectations. Therefore, both managerial and non-managerial employees' work attitudes, forasmuch as the level and the quality of their work performance are essential for customers' satisfaction, building customers' confidence, and eventually, long-term loyalty (Švec et al., 2012).

Conclusively, it might be said that the consequences of high employee turnover represent not only the direct and indirect staff turnover cost (e.g., the recruiting and training of new employees, weakening of the relationship between the organization and the current employees or the loss of organizational knowledge) but also the inevitable dawn-fall of overall economic organizational performance (Yang, Wan & Fu, 2012). Increasing employees' attitudes such as job satisfaction and organizational commitment seem like a potential solution for both the improvement of the work performance and the maintenance of the desired level of employees' retention. E.g., according to John et al. (2019), a higher rate of organizational commitment and retention are key indicators of overall organizational performance.

In line with the reasoning mentioned above and empirical research findings (e.g., Kim et al., 2015; Kim, Song & Lee, 2016; Kim et al., 2017; Yao, Qiu & Wei, 2019), we can deduce that corporate social responsibility can play a vital role in stipulating desired hospitality industry employees' attitudes or behaviour, such as work performance, job satisfaction or organizational commitment, and thus lead to sustainable voluntary employees' retention, taking into

consideration all the specific features of the hospitality industry and reducing their negative impact on both, employees and employers alike. Moreover, it is fully compatible with current trends and employees' employment demands, and therefore, it makes the hospitality industry more competitive in the labour market (Donia & Tetrault Sirsly, 2016; Novacká et al., 2019; Navrátil et al., 2019).

Unfortunately, the academic literature gives little attention to employees as one of the organization's stakeholders in regard to corporate social responsibility or offers very fragmented or partial answers when addressing this issue (e.g., Youn, Lee & Lee 2018; Yao, Qiu & Wei, 2019). Moreover, most carried out empirical research has been geographically situated in Asia (e.g., Kim et al., 2015; Voegtlin & Greenwood, 2016). Thus, the obtained results might be challenging to interpret and adopt in the Central European context. This might be why the hospitality managers seem not to understand the concept of corporate social responsibility entirely. Hence, they do not use it to its full potential, especially when it comes to employer-employee relations (e-Vsudybyl, 2020).

Therefore, this paper deals with increasing hospitality industry employees' organizational commitment and voluntary retention by stipulating employees' job satisfaction using corporate social responsibility as a motivation driver. To do so, the paper is structured as follows: after a brief description of the relationship between corporate social responsibility as a motivation factor and employee's work attitudes such as job satisfaction, organizational commitment, and voluntary retention, the used research methods are specified. The following section summarizes the research findings, which are further interpreted and discussed.

## **THEORETICAL BACKGROUND**

### **Corporate social responsibility and employees**

Corporate social responsibility can be understood as all decisions of an organization that go beyond its economic and technical interests (Carroll, 2015). According to the definition elaborated by the World Business Council for Sustainable Development (WBCSD, 2000) or the European Commission (2001), organizations are obliged to maximize their profits within the limits of the law with at least minimum ethical responsibility (Zhang, Oo & Lim, 2019). Using a content analysis of scientific papers published between 1980 and 2003, Dahlsrud (2008) collected 37 definitions of corporate social responsibility and defined 5 general dimensions: economic, environmental, social, philanthropic and stakeholder dimension.

The most commonly used and cited concept of corporate social responsibility (e.g., Bauman & Skitka, 2012; Farooq, Farooq & Jasimuddin, 2014; Kim, Song & Lee, 2016; Kim et al., 2017; Zhang, Oo & Lim, 2019) is the model defined for the first time in 1979 by Carroll (1991, 2015, 2016). Carroll (1991, 2015, 2016) proposed a four-level (dimension) model that includes the economic, legal, ethical, and discretionary (later referred to as philanthropic) level (dimension) of social responsibility. The fundamental level of corporate social responsibility is economic responsibility, which is based on the very nature of the organization's existence. In its absence, all the other dimensions of social responsibility become irrelevant. The legal level reflects the societies' "legalized" ethical rules. By the ethical responsibility, society continually increases demands on the organization's behaviour beyond the limits set by the law and at the same time "pushes" their expansion. The distinguishing feature between ethical and philanthropic responsibility is that society does not expect ethical or moral significance from philanthropic activities. Society wants organizations to contribute their monetary or other resources to humanitarian purposes or projects. However, organizations are not considered unethical if they do not provide the expected amount of their means or finances (Carroll, 1991, 2015, 2016).

According to the corporate social responsibility theory, an organization must satisfy the needs and desires of different groups of people (stakeholders) who would otherwise stop supporting or could not support the organization. Organizational stakeholders typically include customers, employees, investors, suppliers, and the community. The list of stakeholders may vary for each organization, but it is widely accepted that employees belong to the organization's key stakeholders. Their interest may be a legal claim, such as the fulfilment of contractual terms (legal dimension) or at other times, a moral claim, such as the employee's ability to express his or her own opinions (ethical dimension) (Carroll, 1991, 2015, 2016). Ultimately, well-managed corporate social responsibility towards employees supports inclusive economic growth, community coherence, and environmental sustainability (UNWTO 2020). HRM needs to operate under the premise of supporting both the organization's sustainable development and the long-term sustainability of HRM practices (Macke & Genari, 2019). Hence, this paper complements the existing findings on sustainable HRM practices, which prioritize e.g., respect for humanity at work, social equity, advocacy for employees and their communities or employees' health and wellness support as imbedded essentials of HR practices (e.g., Cleveland, Byrne & Cavanagh, 2015; Voegtlin & Greenwood, 2016; Celma, Martinez-Garcia & Raya, 2018; Amrutha & Geetha, 2020).

Such understanding of corporate social responsibility is undoubtedly in line with motivational theories (e.g., Maslow, 1943; Deci & Ryan, 1985, 2000, 2008); many scholars

confirm the important role of individual corporate social responsibility components or activities as motivation factors in meeting employees' needs and improving the quality of their working lives, which eventually leads to higher employee work performance (e.g., Cycyota, Ferrante & Schroeder, 2016; Kim et al., 2017; Graves, Sarkis & Gold, 2019; John et al., 2019). Motivation affects what employees do, how they do it, and with what effort (Diller, 1999; Mayer, Becker & Vanderberghe, 2004; Kim et al., 2017; Graves, Sarkis & Gold, 2019). Thus, defining employee's job satisfaction as "meeting employee's different needs and desires through resources, activities and outcomes from participation in the work process," the socially responsible activities provide "tangible" care to employees (e.g., fair pay, diversity, family support, fair compensation and employment security), create desirable working conditions, "fulfil" employees' desire for their social and aesthetic needs together with the need for respect and self-realization and hence increase the number of employees with a high job satisfaction rate, which in turn leads to increasing employees' loyalty and organizational commitment (Bohdanowicz & Zientara, 2009; Jakubczak & Gotowska, 2015; Kim, Song & Lee, 2016; Kim et al., 2017). Even if the activities are not directly focused on employees, they influence employee satisfaction. In particular, ethical and philanthropic activities have the potential to meet higher-level employee needs. In this respect, corporate social responsibility activities that allow employees to make a meaningful contribution to addressing social issues appear to be the most influential (Cycyota, Ferrante & Schroeder, 2016; Kim et al., 2017).

Seemingly, according to the Self Categorization Theory (SCT), employees seek to integrate and become workers of such organizations that share compatible values enabling them to satisfy their psychological desires and meaningfully fulfil their existence (John & al, 2019). Likewise, Social Identity Theory (SIT) argues that if people have positive feelings for a group, they tend to identify themselves with the social status of this particular group, and membership in that group affects their self-esteem and pride (Dutton et al., 1994; Maignan & Ferrell, 2001; Fu, Li & Duan, 2014; Kim et al., 2017). According to SIT, employees associate their own identity with the social identity of the organization they work for (Dutton, Dukerich & Harquail, 1994; Maignan & Ferrell, 2001; Kim et al., 2017). Employees working in socially responsible organizations are more likely to be happy and proud to be "reputable" organization members. They identify with and feel committed to the organization's goals (Fu, Li & Duan, 2014). At the organizational level, it has also been found that organizations have shown better economic performance over the long term if more employees show a higher organization commitment rate (Graves, Sarkis & Gold, 2019; John et al., 2019). This argument can be supported by Social Exchange Theory (SET); if one treats the other amicably, with kindness and appreciation, the

other will repay him or her equally. This behaviour is known as "limited" reciprocity (Peterson, 2004).

## DATA AND METHODS

### Paper objectives and hypotheses development

Based on the synergy of the above-described knowledge from the SCT, SIT, SET, and motivational theories (e.g., Maslow, 1943; Deci & Ryan, 1985, 2000, 2008), we can conclude that organization's involvement in socially responsible activities can therefore significantly strengthen an employer-employee relationship and lead to employees' job satisfaction and organizational commitment, which in turn leads to voluntary employee retention (e.g., Bohdanowicz & Zientara, 2009; Bauman & Skitka, 2012; Jakubczak & Gotowska, 2015; Kim, Song & Lee, 2016; Kim et al., 2017; Youn, Lee & Lee, 2018; Graves, Sarkis & Gold, 2019).

Thus, drawing upon Carroll's four-dimensional corporate social responsibility concept (Carroll, 1991, 2015, 2016), using a set of multiple regression analyses, the purpose of this paper is to identify those dimensions (economic, legal, ethical, and philanthropic) which play a significant role in hospitality industry staff job satisfaction and organizational commitment, as using the right corporate social responsibility components or activities might be one of the ways how to retain enthusiastic, skilled, and committed employees who strive for excellence and represent a competitive advantage.

Hence this paper proposes the following hypotheses:

- Hypothesis 1 (H1): Perceived corporate social responsibility (CSR) (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their job satisfaction (JS).

**CSR → JS**

- Hypothesis 2 (H2): Perceived corporate social responsibility (CSR) (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their organization commitment (OC).

**CSR → OC**

- Hypothesis 3 (H3): Perceived corporate social responsibility (CSR) (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct negative influence on their turnover intentions (TI).

**CSR → TI**

Hypothesis 4 (H4): Hospitality industry employees' job satisfaction (JS) has a direct positive influence on their organization commitment (OC).

**JS → OC**

- Hypothesis 5 (H5): Hospitality industry employees' job satisfaction (JS) has a direct negative influence on their turnover intentions (TI).

**JS → TI**

- Hypothesis 6 (H6): Hospitality industry employees' organizational commitment (OC) has a direct negative influence on their turnover intentions (TI).

**OC → TI**

### **Construct development**

To analyse the relationship between perceived CSR by hospitality industry employees and their work attitudes such as JS, OC, and TI, the four-dimension/factor (altogether 31 items) concept of CSR by Carroll (2015, 2016), JS concept (altogether 11 items) based on Bauman and Skitka (2012), OC concept (altogether 5 items), and TI concept (6 items) were used. All concepts/constructs were adjusted for this research and included altogether 53 items converted into affirmative statements.

### **CSR construct development**

The items/affirmative statements for the individual dimensions of the CSR construct were consulted with the works of the following CSR scholars: Schwepker, C. H., 2001; Lee, Y. K. et al., 2012; Kim, J. et al., 2016; Kim, H. L. et al., 2017. Hence, the CSR construct included items /affirmative statements like e.g. "The organization, which I work for, has a remuneration system based on performance", "The organisation, which I work for, strives to ease and/or improve employees' work performance (e.g. by adopting new technologies, work processes, systems, or training and education programs)", "The organisation, which I work for, strives to improve the quality of its products and services (e.g. by engaging new technologies, systems, or work processes)", or "The organisation, which I work for, strives to reduce overconsumption and waste (e.g. food, water, energy)" (CSR, economic dimension), "Employer-employee contractual obligations are always honoured by the organization which I work for", "The organisation, which I work for, complies with all employment-related laws (e.g. recruitment, health and social insurance contribution, safety procedures) ", or " The organisation, which I work for, applies fair and lawful behaviour towards all stakeholders (e.g. guests, business



partners, local community)" (CSR, legal dimension), "The organisation, which I work for, has a transparent performance evaluation", "The organization, which I work for, responds to every employee complaint", or "The organisation, which I work for, provides complete and accurate information about its products and services to its guests" (CSR, ethical dimension), and "The organization, which I work for, contributes to the well-being of the local community (society) by cooperating with governmental and/or non-governmental organizations", "The organisation, which I work for, contributes to environmental protection by cooperation with governmental and/or non-governmental organizations", or "The organisation, which I work for, enables its employees to contribute and/or participate in various volunteering activities financially" (CSR, philanthropic dimension).

### **JS construct development**

The JS construct development was consulted with the following scholars' works: Schwepker, (2001); Kara, et al. (2013); Belias, et al. (2015); Kim et al. (2017). For the JS construct, to respect the hierarchy of employee's needs and work-life balance, items (affirmative statements) on economic and security needs, health and safety needs, development needs, social needs and sense of belonging, and the need for meaningful existence were employed, e.g., "I am satisfied with my earnings from my current job," "I enjoy working with my colleagues," "I am satisfied with my immediate supervisor," "I am satisfied with my promotion opportunities," or "I feel my job allows me to realize my full potential as a person."

### **OC construct development**

The OC items/affirmative statements were inspired by the scholarly works of Lee et al. (2012); Robinson et al. (2014), and the work of Kim, Song, & Lee (2016). The construct on OC contained items/affirmative statements such as "I accept the organization's future fate as mine," "I am proud to be a part of the organization which I work for," or "I consider the organization, which I work for, as a workplace for my whole working life."

### **TI construct development**

The TI construct development was inspired and consulted with the following scholars' works: Lee et al. (2012); Robinson et al. (2014) and Kim (2016). Thus, the last construct (on TI) involved items/affirmative statements such as, e.g., "I am actively looking for a new job opportunity," "If I were given a job opportunity in another organization, I would consider the

change," or "I would like to leave this organization and work for another organization in the same industry."

Respondents were requested to "respond" to these affirmative statements by choosing an adequate level of their agreement on the 7-point Likert scale, ranging from strong disagreement (1 point) to strong agreement (point 7). Apart from questions on CSR, JS, OC, and TI, respondents were asked to answer 8 questions on demographics, using the best fitting option from given alternatives.

### **Sample and data collection description**

As the paper aims to analyse the causal relationship between CSR perceived by hospitality industry employees and their work attitudes (JS, OC, and TI), small- and medium-size hotels (ranked by 4\*) situated in Prague, Czech Republic, were considered as the most suitable since these accommodation providers need to meet high-quality service standard requirements and challenge the financial disadvantages deriving from their size. Thus, the final list of 24 enterprises was retrieved from the official web pages of Trivago.cz (Trivago, 2019) accommodation search engine.

The data collection process was carried out between the month of August 2019 and December 2019 by the authors of this paper. The paper-based questionnaire was selected as the best option for collecting data and was administered in-person to volunteering employees during their shift change after gaining the consensus from the management or owners of the particular enterprise. The approximate time for questionnaire completion was 20 minutes. Hence, the final sample consists of 411 respondents ( $N = 411$ ), which was considered satisfactory (Robinson et al., 2014; Hanaysha & Tahir, 2016; Kim et al., 2017).

For the analysis, the IBM SPSS Statistics program was used. First, descriptive statistics were employed to investigate the demographic characteristic of the respondents. Second, factor analysis (Principal Component Analysis) was applied for factor/dimension reductions. Third, Cronbach's alpha was used to investigate factors' internal consistency reliability. Fourth, multiple regression analyses were used to identify relations between independent and dependent variables and test the hypotheses. All the carried-out tests were assessed on the level of statistical significance  $p < 0.05$ . Data suitability assumptions (KMO, Bartlett's test of sphericity, correlation analysis) and linear regression analysis model fit (ANOVA, residuals statistics, correlation analysis, Shapiro-Wilk test of normality) were assessed on the level of significance  $p < 0.05$ . Before conducting the research, the questionnaire and analysis fit was tested on 20 respondents.

## RESULTS

### Demographic characteristics of respondents

**Table 1** Demographic characteristics of hospitality industry employees

Demographic	Characteristics of Employees	Number out of N = 411	% out of 100 %
Gender	Male	197	47.9
	Female	214	52.1
Age	Less than and 25	143	34.8
	25 – 35	112	27.3
	35 – 45	80	19.5
	45 – 55	43	10.5
	55 and above	33	8.0
Marital status	Single/without a partner	175	42.6
	Married/with partner	236	57.4
Children	One or more children	175	42.6
	No children	236	57.4
Highest achieved education	Primary	30	7.3
	Secondary	147	35.8
	DIS degree	82	20.0
	Bachelor	99	24.1
	Master	53	12.9
Working status	Full-time	303	73.7
	Part-time	108	26.3
Working position	Managerial position	37	9.0
	Shift managers	61	14.8
	Staff	313	76.2
Working field	Human Resources	21	5.1
	Economic Unit	14	3.4
	Marketing	22	5.4
	Food and Beveridge	64	15.6
	Restaurant and Bar	67	16.3
	Store	15	3.6
	Customer Service and Reservations	118	28.7
	Housekeeping	15	3.6
	Laundry	16	3.9
	IT	25	6.1
	Maintenance	15	3.6
	Security	10	2.4
	Entertainment and Wellness	9	2.2
<b>Total</b>		<b>411</b>	<b>100.0</b>

Source: Authors' work.

As depicted in table 1 (Tab. 1), demographic analysis reveals an almost proportional number of male and female respondents. 62% of respondents represent "young employees" (the first two age categories). 57% of respondents is married or has a partner, but at the same time, the same percentage of respondents has no children. A significant majority of respondents has a higher form of achieved education (DIS degree, bachelor, or master university degree) and works full-

time in non-managerial or non-supervising positions. The most frequented working field is the "Customer Service and Reservations," followed by "Restaurant and Bar" or "Food and Beveridge Preparation."

### **Variability and reliability test**

The factor analysis (Principal Components Analysis), using the oblimin rotation method, identified 7 latent factors (with Eigenvalues set greater than one), and as such, investigated the variability of 7 factors (composite variables), i.e., the economic dimension of CSR (independent composite variable), the legal dimension of CSR (independent composite variable), the ethical dimension of CSR (independent composite variable), the philanthropic dimension of CSR (independent composite variable), JS (dependent or independent composite variable - based on the hypothesis), OC (dependent or independent composite variable - based on the hypothesis) and TI (dependent composite variable). Tabachnick and Fidell (2007) follow Comrey and Lee (1992) in suggesting using more stringent cut-offs for factor loadings going from 0.32 (**poor**), 0.45 (**fair**), 0.55 (**good**), 0.63 (**very good**) to 0.71 (**excellent**). Thus, the threshold for all factor loadings was set at 0.63. Individual items not reaching the minimum factor loading of 0.63 were excluded from further research. The inter-item correlation strength of each factor lies in the value interval between 0.4 and 0.8, and therefore according to Tabachnick and Fidell (2007), is considered satisfactory.

Cronbach's alpha was used to investigate the internal consistency among the items of each factor. Cronbach's alpha for the economic dimension of CSR after excluding five items equalled 0.875 (7 items). Cronbach's alpha for the legal dimension of CSR equalled 0.850 (4 items). Cronbach's alpha for the ethical dimension of CSR after excluding three items equalled 0.902 (7 items). Cronbach's alpha for the philanthropic dimension of CSR after excluding two items equalled 0.891 (2 items). Cronbach's alpha for JS after excluding three items equalled 0.886 (8 items), while Cronbach's alpha for OC after two items' reduction equalled 0.936 (3 items). Lastly, Cronbach's alpha for the 6-item factor TI was 0.903 (with no need for item reduction). In social scientific research, Cronbach's alpha coefficient of 0.600 and higher is admitted as satisfactory (Kim et al., 2015); therefore, all the Cronbach's alpha coefficients are well above the minimum requirement and are thus satisfactory. The finalized set of items for all constructs, that is to say for the Economic, Legal, Ethical, and Philanthropic dimensions of CSR, JS, OC, and TI (after running the variability and reliability tests), is presented in the Appendix.

### **Hypotheses test**

The effect of perceived CSR by hospitality industry employees on their job satisfaction:

The effect of the independent variables (economic, legal, ethical, and philanthropic dimension of the CSR) upon the dependent variable (JS) has  $R^2$  of .760 with F of 321.99 ( $p < .001$ ) to be significant (Tab. 2). The perceived economic dimension of CSR by hospitality industry employees has a significantly positive influence on their job satisfaction with  $\beta = .193$  ( $p < .001$ ). Hospitality industry employees' perceived legal dimension of CSR has a significantly positive influence on their JS with  $\beta = .148$  ( $p < .001$ ). Hospitality industry employees' perceived ethical dimension of CSR has a significantly positive influence on their JS with  $\beta = .625$  ( $p < .001$ ). Hospitality industry employees' perceived philanthropic dimension of CSR has an insignificantly positive influence on their JS with  $\beta = .037$  ( $p < .211$ ) (Tab. 2).

Thus, H1 "Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their JS" has been partially confirmed ( $p < .001$ ).

**Table 2** Regression analysis for CSR and JS

Regression analysis for dependent variable: JS R = .87196563 R <sup>2</sup> = .76032406 Adjusted R <sup>2</sup> = .75796272 F (4.406) = 321.99 p< .00000 Standard error of estimate: 4.0888							
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	Tolerance	p-value
Constant			-3.87302	1.475832	-2.62430		0.009010
Economic	0.193279	0.039602	0.28740	0.058886	4.88060	0.376420	0.000002
Legal	0.148850	0.035637	0.38609	0.092436	4.17682	0.464826	0.000036
Ethical	0.625687	0.030662	0.67224	0.032943	20.40593	0.627908	0.000000
Philanthropic	0.037378	0.029898	0.15460	0.123665	1.25016	0.660392	0.211961

Source: Authors' work.

The effect of perceived CSR by hospitality industry employees on their OC:

The effect of the independent variables (economic, legal, ethical, and philanthropic dimension of the CSR) upon the dependent variable (OC) has  $R^2$  of .392 with F of 65.476 ( $p < .001$ ) to be significant (Tab. 3). The perceived economic dimension of CSR by hospitality industry employees has an insignificantly negative influence on their OC with  $\beta = -0.025$  ( $p < .691$ ). Hospitality industry employees' perceived legal dimension of CSR has a significantly positive influence on their OC with  $\beta = .220$  ( $p < .001$ ). Hospitality industry employees' perceived ethical dimension of CSR has a significantly positive influence on their OC with  $\beta = .356$  ( $p < .001$ ). Hospitality industry employees' perceived philanthropic dimension of CSR has a significantly positive influence on their OC with  $\beta = .238$  ( $p < .001$ ) (Tab. 3).

Thus, H2 "Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their OC" has been partially confirmed ( $p < .001$ ).

**Table 3** Regression analysis for CSR and OC

Regression analysis for dependent variable: OC R = .62620271 R <sup>2</sup> = .39212983 Adjusted R <sup>2</sup> = .38614097 F (4.406) = 65.476 p< .00000 Standard error of estimate: 2.9852							
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	Tolerance	p-value
Constant			-1.78694	1.077498	-1.65842		0.098005
Economic -	0.025107	0.063068	-0.01711	0.042992	-0.39810	0.376420	0.690768
Legal	0.220332	0.056754	0.26200	0.067487	3.88222	0.464826	0.000121
Ethical	0.356546	0.048831	0.17562	0.024052	7.30166	0.627908	0.000000
Philanthropic	0.238528	0.047615	0.45230	0.090287	5.00955	0.660392	0.000001

Source: Authors' work.

The effect of perceived CSR by hospitality industry employees on their TI:

The effect of the independent variables (economic, legal, ethical, and philanthropic dimension of the CSR) upon the dependent variable (TI) has R<sup>2</sup> of .258 with F of 35.392 (p < .001) to be significant (Tab. 4). The perceived economic dimension of CSR by hospitality industry employees has an insignificantly positive influence on their TI with  $\beta = 0.064$  (p < .353). The perceived legal dimension of CSR by hospitality industry employees has a significantly negative influence on their TI with  $\beta = -0.287$  (p < .001). The perceived ethical dimension of CSR by hospitality industry employees has a significantly negative influence on their TI with  $\beta = -0.224$  (p < .001). The perceived philanthropic dimension of CSR by hospitality industry employees has a significantly negative influence on their TI with  $\beta = -0.186$  (p < .001) (Tab. 4).

Thus, H3 "Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct negative influence on their TI" has been partially confirmed (p < .001).

**Table 4** Regression analysis for CSR and TI

Regression analysis for dependent variable: TI R = .50847015 R <sup>2</sup> = .25854189 Adjusted R <sup>2</sup> = .25123689 F (4.406) = 35.392 p< .00000 Standard error of estimate: 6.8627							
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	Tolerance	p-value
Constant			44.25068	2.477060	17.86419		0.000000
Economic -	0.064708	0.069654	0.09182	0.098834	0.92900	0.376420	0.353442
Legal -	0.287464	0.062681	-0.71152	0.155145	-4.58615	0.464826	0.000006
Ethical -	0.224935	0.053930	-0.23062	0.055293	-4.17085	0.627908	0.000037
Philanth. -	0.186846	0.052587	-0.73748	0.207561	-3.55309	0.660392	0.000425

Source: Authors' work.

The effect of hospitality industry employees' job satisfaction on their OC:

The effect of the independent variables (JS) upon the dependent variable (OC) has  $R^2$  of .527 with  $F$  of 457.588 ( $p < .001$ ) to be significant (Tab. 5). The employees' JS has a significantly positive influence on their OC with  $\beta = 0.726$  ( $p < .001$ ) (Tab. 5).

Thus, H4 "Hospitality industry employees' JS has a direct positive influence on their OC" has been confirmed ( $p < .001$ ).

**Table 5** Regression analysis for JS and O

Regression analysis for dependent variable: OC R = .72665950 $R^2$ = .52803403 Adjusted $R^2$ = .526880008 F (1.409) = 457.59 $p < .00000$ Standard error of estimate: 2.6208						
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	p-value
Constant			0.497699	0.560111	0.88857	0.374756
JS	0.726659	0.033970	0.333133	0.015573	21.39130	0.000000

Source: Authors' work.

The effect of hospitality industry employees' JS on their TI:

The effect of the independent variables (JS) upon the dependent variable (TI) has  $R^2$  of .343 with  $F$  of 214.33 ( $p < .001$ ) to be significant (Tab. 6). The employees' JS has a significantly negative influence on their TI with  $\beta = -0.586$  ( $p < .001$ ) (Tab. 6).

Thus, the H5 "Hospitality industry employees' JS has a direct negative influence on their TI" has been confirmed ( $p < .001$ ).

**Table 6** Regression analysis for JS and TI

Regression analysis for dependent variable: TI R = .58638849 $R^2$ = .34385146 Adjusted $R^2$ = .34224718 F (1.409) = 214.33 $p < .00000$ Standard error of estimate: 6.4321						
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	p-value
Constant			39.08099	1.374681	28.4291	0.000000
JS	-0.586388	0.040053	-0.55957	0.038222	-14.6402	0.000000

Source: Authors' work.

The effect of hospitality industry employees' OC on their TI:

The effect of the independent variables (OC) upon the dependent variable (TI) has  $R^2$  of .719 with  $F$  of 1049.7 ( $p < .001$ ) to be significant (Tab. 7). The employees' OC has a significantly negative influence on their TI with  $\beta = -0.848$  ( $p < .001$ ) (Tab. 7).

Thus, H6 "Hospitality industry employees' OC has a direct negative influence on their TI" has been confirmed ( $p < .001$ ).

**Table 7** Regression analysis for OC and TI

Regression analysis for dependent variable: TI R = .84830427 R <sup>2</sup> = .71962014 Adjusted R <sup>2</sup> = .71893461 F (1.409) = 1049.7 p< .00000 Standard error of estimate: 4.2046						
N=411	$\beta$	Standard error of $\beta$	b	Standard error of b	t (406)	p-value
Constant			40.96298	0.694189	59.0084	0.000000
OC	-0.848304	0.026183	-1.76577	0.054500	-32.3996	0.000000

Source: Authors' work.

## DISCUSSION

The above-outlined results indicate a significant influence of CSR on employees' attitudes or behaviour, such as JS, OC, and TI. However, not all four dimensions of CSR (economic, legal, ethical, and philanthropic) play the same role in stipulating the desired employees' behaviour outcome.

76 % of hospitality industry employees' JS is explained by CSR (Tab. 2). The majority of the influence could be explained by the ethical dimension of CSR ( $\beta = .625$ ,  $p < .001$ , Tab. 2). This result is in line with current research findings on CSR and employees (e.g., Kim et al., 2017; John et al., 2019). In general, employees like to be treated with fairness and dignity (e.g., transparent performance evaluation or application of anti-discrimination policies), having the opportunity to express themselves freely and participate in open discussions (e.g., presenting employees with adequate information or two-way symmetrical communication). Likewise, the economic CSR dimension has a significant positive influence ( $\beta = .193$ ,  $p < .001$ , Tab. 2). Most scholars confirm similar results (e.g., Kim, Song & Lee, 2016; Kim et al., 2017). Therefore, such practices as a remuneration system based on performance, competitive wages, employees' security, or promotion opportunities need to be considered when adopting human resources management policies.

Surprisingly, the philanthropic dimension has an insignificant positive influence on JS ( $\beta = .037$ ,  $p < .212$ , Tab. 2), which is a finding contradicting the results of other service sector management scholars (e.g., Cycyota, Ferrante & Schroeder, 2016; Graves, Sarkis & Gold, 2019). This could be probably explained by the majority of respondents (N = 255/411) representing the first two age categories and thus having the urge to satisfy their economy and security needs before "contributing" to improving the environment or helping the community. 177 employees (N = 177/411) represent respondents with primary and secondary education, thus might be driven by "extrinsic" rather than "intrinsic" motivation factors. Hence, although



contrary to other research findings, the presented results on the philanthropic CSR dimension are in line with motivational theories (e.g., Maslow, 1943; Deci & Ryan, 1985, 2000, 2008). Seemingly, it could be reasoned by employees' little or no awareness of philanthropic activities as the philanthropic dimension's mean score (4.65) and median score (4.50) represent an "I neither agree, nor disagree" answer on the 7- point scale. Accordingly, these findings are supported by the results for item/affirmative statement on two-way symmetrical communication between the employees and organization (ethical dimension), as the employees scored low on this item (mean = 4.23, median = 5.00, the cumulative percentage for score 1 to 4 = 45.70 %). Thus, to enhance the employees' JS, selection, design, and communication of CSR discretionary initiatives should be considered.

The findings of this paper also claim that the legal dimension of CSR (practices such as, e.g., organization's compliance with employment-related laws and regulations - safety procedures, health, and social insurance contribution) has a significant positive influence on JS ( $\beta = .148$ ,  $p < .001$ , Tab. 2), which is in line with the results presented by other researchers (e.g., Kim et al., 2017; John et al., 2019).

39% of employees' OC could be explained by ethical ( $\beta = .356$ ,  $p < .001$ , Tab. 3), philanthropic ( $\beta = .238$ ,  $p < .001$ , Tab. 3) and legal ( $\beta = .220$ ,  $p < .001$ , Tab. 3) dimensions of CSR. Thus, as in the case of CSR and JS relation, ethical and legal CSR dimensions play a vital role in stimulating employees' loyalty or commitment. Employees like to relate to those organizations, which are trustworthy, reputable, and compatible with their values. According to SIT or SCT, employees like to associate their own identity with the organization's social status and reputation (Graves, Sarkis & Gold, 2019; John et al., 2019). Similarly, if the organization treats its employees with dignity and appreciation, they like to reciprocate likewise (Peterson, 2004). Consequently, an organization's engagement in meaningful and substantive CSR activities, such as, e.g., addressing significant social and environmental issues (philanthropic CSR dimension), could determine the level of employees' organizational engagement and OC, fulfil their psychological desires and meaningful existence (Maslow, 1943; Deci & Ryan 1985, 2000). In contrast, employees' viewing the CSR activities as symbolic, superficial, or insincere (e.g., greenwashing, social washing) leads to no positive or negative individual behaviour outcomes (e.g., low level of OC, shirking behaviour, or employee cynicism) (Donia & Tetrault Sirsly, 2016).

The employees' TI amount to CSR by 25 %, where the legal ( $\beta = -0.287$ ,  $p < .001$ , Tab. 4), ethical ( $\beta = -0.224$ ,  $p < .001$ , Tab. 4) and philanthropic ( $\beta = -0.186$ ,  $p < .001$ , Tab. 4) dimensions are of a statistical significance, while the economic dimension ( $\beta = 0.064$ ,  $p < .353$ , Tab. 4) is

of no statistical significance and hence does not influence the employees' intentions to leave. This paper proposes that an organization's fair and honourable behaviour, law compliance, and pursuing meaningful philanthropic activities have the potential to diminish employees' intentions to leave and thus increase their voluntary retention. Additionally, the results also indicate that the economic dimension of CSR (e.g., tangible benefits, competitive wages, or organization's long-term strategy) plays no major motivation in employees' intentions to resign. These findings follow the qualitative examination of employee TI carried out by Yang, Wan, and Fu (2012).

Employees TI are the most affected by employees' bond or OC (71 %, Tab. 7) while, based on the results, employees' satisfaction with their job tangible and intangible opportunities provides a lesser level of influence on employees' TI (34 %, Tab. 6). Thus, satisfied employees might not necessarily voluntarily retain in the organization they are working for. However, the direct causal relationship between JS and OC also indicates (52 %, Tab. 5) that satisfied employees are a premise for maintaining loyal and adherent employees.

Conclusively, based on the synthesis of the individual results, it is possible to deduce a direct causal relationship between:

**CSR → JS (H1,  $R^2 = 0.76$ , Adjusted  $R^2 = 0.75$ ,  $p < 0.001$ )**

**CSR → OC (H2,  $R^2 = 0.39$ , Adjusted  $R^2 = 0.38$ ,  $p < 0.001$ )**

**CSR → TI (H3,  $R^2 = 0.25$ , Adjusted  $R^2 = 0.25$ ,  $p < 0.001$ )**

and an indirect relationship between CSR and

**JS → OC (H4,  $R^2 = 0.52$ , Adjusted  $R^2 = 0.52$ ,  $p < 0.001$ )**

**JS → TI (H5,  $R^2 = 0.34$ , Adjusted  $R^2 = 0.34$ ,  $p < 0.001$ )**

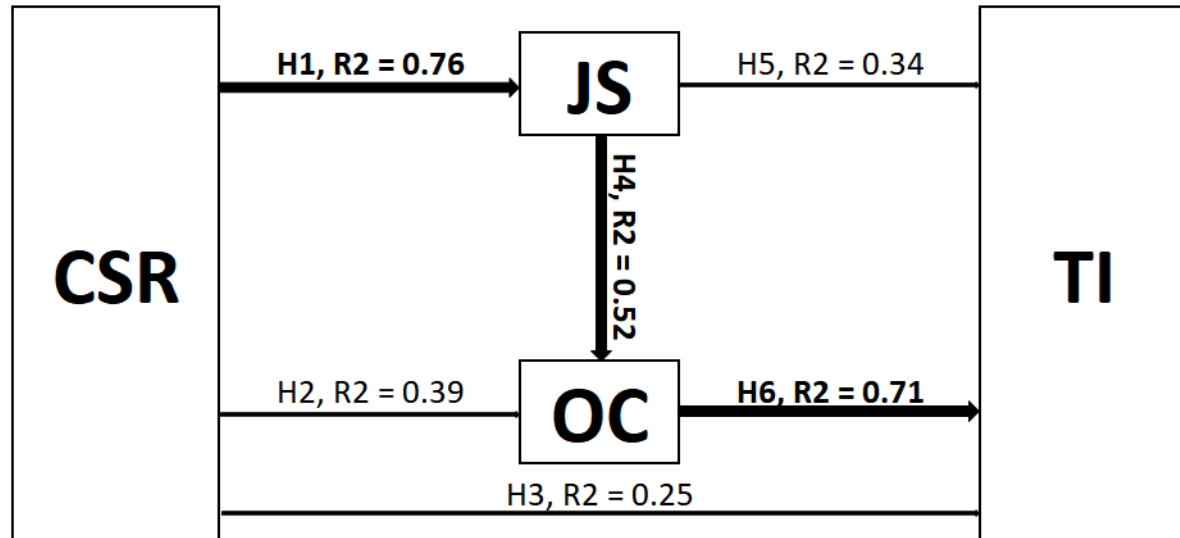
**OC → TI (H6,  $R^2 = 0.71$ , Adjusted  $R^2 = 0.71$ ,  $p < 0.001$ )**

Therefore, the authors of this paper propose the following sequential causal relationship path:

**CSR → JS → OC → TI**

where CSR plays a significant role as a motivation driver in stipulating hospitality industry employees' JS, and thereafter indirectly contributes to employees' OC and voluntary Retention. This path is illustrated in Fig. 1.

**Figure 1** CSR and its relations to employees' attitudes and behaviour



Source: Authors' work.

According to motivation theories (e.g., Deci & Ryan, 2000), different groups of employees are motivated by different motivation factors. This paper does not confirm this statement as the results for 8 subgroups of respondents do not show any deviation from the results of 411 respondents in total, which is in line with other academic research findings on CSR and employees (e.g., Kim et al., 2017; John et al., 2019).

## CONCLUSION

The objective of this paper was to examine the effect of CSR (economic, legal, ethical, and philanthropic dimension) on hospitality industry employees' JS, OC, and TI. The empirical research findings suggest that CSR is a significant predictor of employees' examined attitudes and behaviour, mainly in regard to JS. In particular, CSR's ethical and legal dimensions play a vital role in stimulating employees' desirable behaviour. Interestingly, the economic dimension contributes to employees' JS but has no relevance when it comes to employees' commitment to the organization or decision-making whether to leave or stay. Likewise, the philanthropic dimension of CSR influences employees' commitment or intentions to leave the organization but plays no role in employees' JS. Hence, the results indicate the importance of increasing the level of CSR proximity. Organizations should find ways to communicate their CSR activities more effectively to their employees and explain to them the reasons underlying the organization's CSR initiative choices, which in return enables the employees to form substantive attributions and view the employer in a more favourable light. A better understanding of the organization's CSR initiatives and eventual homogenization of shared

values could be achieved by adopting various educational and training techniques or better employer-employee fit. Hence, to use the CSR initiatives as a motivation driver to stimulate employees' desirable work attitudes and behaviour (JS, OC, or TI) to their best advantage, we recommend the practising hospitality managers to increase the level of CSR proximity by using the right communication channels, focusing on substantive CSR initiatives, educating employees on socially responsible behaviour, and attracting the matching type of employees by using favourable employer branding techniques.

Conclusively, based on the summary of knowledge from the SCT, SIT, SET, motivational theories (e.g., Maslow, 1943; Deci & Ryan, 1985, 2000, 2008) and this paper's findings, we can conclude that the individual CSR practices directly or indirectly "fuel" the desirable employees' behaviour (JS, OC, TI). Thus, to use them to their best advantage (mainly the ethical and legal dimension of CSR), we propose the sequential causal relationship path "CSR → JS → OC → TI" as the most beneficial in shaping the "employer-employee" relations. We believe that the above-outlined findings might be found especially useful by upper-scale accommodation providers who challenge similar destination-bound conditions (e.g., Central European capitals or land logged cities with similar tourism-related infrastructure).

### **Paper limitations and future research suggestions**

Notably, the relationship between CSR and employees' work attitudes and behaviour is mutual (CSR → employees, employees → CSR). Hence, further research might focus on how hospitality industry employees shape the organization's CSR and contribute to sustainable regional development in line with a holistic approach to organization. Likewise, as mentioned earlier in the text (see Introduction), CSR has the potency to boost employees' desirable work attitudes regardless of the business cycle phase. As the empirical part of the presented research was carried out in the period of economic growth in 2019, it would be interesting to see if there is any change in the strength of the causal relationship between CSR and JS, OC, or TI in the phase of the economic slowdown (e.g., in the Covid-19 pandemic restriction period). The sole objective of this paper was to demonstrate the potential of CSR functioning as a motivation driver in the hospitality industry setting. Hence, the additional possible motivation drivers on employees' micro and macro environment level (mathematically speaking independent variables) were omitted from the empirical research (linear regression analysis). Therefore, practising hospitality managers should consider this; in reality, employees base their work decisions and choices on multiple stimuli.

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## APPENDIX

### **Finalized set of items for Economic, Legal, Ethical, and Philanthropic dimensions of CSR, JS, OC, and TI (after running variance and reliability tests).**

**CSR – 4 factors (Results of the factor analysis with the KMO Value:.900, Bartlett Significance Value:.00, Chi-square Value: 788, df: 325, and the Cronbach alpha analysis)**

**1. Economic dimension: 7 items, min. factor loading: .63, mean: 5.281, variance: 4.021,  $\alpha$ : .875**

1. The organization I work for has a remuneration system based on performance.
2. The organization I work for offers competitive wages in the lodging industry.
3. The organization I work for strives to ease and/or improve employees' work performance (e.g., by adopting new technologies, work processes, systems, or training and education programs).
4. The organization I work for continuously improves the quality of its products and services.
5. Guest satisfaction is essential for the organization I work for.
6. The organization I work for strives to reduce overconsumption and waste (e.g., food, water, energy).
7. The organization I work for has established a long-term strategy that is socially sustainable and supports economic growth.

**2. Legal dimension: 4 items, min. factor loading: .63, mean: 5.218, variance: 1.444,  $\alpha$ : .850**

1. Employer-employee contractual obligations are always honoured by the organization I work for.
2. The organization I work for complies with all employment-related laws (e.g., recruitment, health and social insurance contribution, safety procedures).
3. The organization I work for applies fair and lawful behaviour towards all stakeholders (e.g., guests, business partners, local community).
4. The organization I work for applies anti-discrimination policy to all stakeholders (e.g., minority, gender, or age anti-discrimination).



**3. Ethical dimension: 7 items, min. factor loading: .63, mean: 3.983, variance: 7.123,  $\alpha$ : .902**

1. The organization I work for has a transparent performance evaluation.
2. The organization I work for responds to every employee complaint.
3. The organization I work for presents the employees with adequate information and allows them to express their opinions freely.
4. In case of employees' redundancy and/or organizational changes, the organization, which I work for, always strives to find the best solution for its employees, even if it is beyond its legal duty (e.g., helping the employees to find a new job out of the organization).
5. The organization I work for does its best to support employees' work-life balance (e.g., flexible working hours, leave of absence).
6. The organization I work for provides complete and accurate information about its products and services to its guests.
7. The organization I work for protects the guests' rights beyond the legal requirements.

**4. Philanthropic dimension: 2 items, min. factor loading: .63, mean: 4.653, variance: 2.014,  $\alpha$ : .891**

1. The organization I work for supports the well-being of the local community and/or society by cooperation with governmental and non-governmental organizations.
2. The organization I work for enables its employees to contribute and/or participate in various volunteering activities financially.

**Employees' working attitudes and behaviour JS, OC, TI – 3 factors ((Results of the factor analysis with the KMO Value:.907, Bartlett Significance Value: 00, Chi-square Value: 382, df: 91, and the Cronbach alpha analysis)**

**1. Job satisfaction: 8 items, min. factor loading: .63, mean: 4.374, variance: 5.070,  $\alpha$ : .886**

1. I am satisfied with my earnings from my current job.
2. I am satisfied with my promotion opportunities.
3. I feel physically safe at work.
4. This job allows me to sharpen my professional skills.
5. I enjoy working with my colleagues.
6. I am satisfied with my immediate supervisor.
7. My job gives me enough time to fulfil my personal needs and accomplish my family tasks.
8. I feel my job allows me to realize my full potential as a person.

**2. Organizational commitment construct: 3 items, min. factor loading: .63, mean: 4.052, variance: 3.152,  $\alpha$ : .936**

1. I am proud to be a part of the organization I work for.
2. I consider the organization which I work for as a workplace for my whole working life.
3. I accept the organization's future fate as mine.

**3. Turn over intentions construct: 6 items, min. factor loading: .63, mean: 3.250, variance: 10.483,  $\alpha$ : .903**

1. I would like to leave this organization and work for another organization in the same industry.
2. I would like to leave this organization and work for another organization in a different industry.
3. I want to leave this organization sometime in the next year.
4. I want to leave this organization in three months.
5. I am actively looking for a new job opportunity.
6. If I were given a job opportunity in another organization, I would consider the change.