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Understanding the link between the organization's social responsibility and employees' work attitudes in tourism industry setting

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Abstract

This paper aims to present Corporate Social Responsibility (CSR) as a possible way how to directly or indirectly influence employees' work attitudes, such as job satisfaction (JS) and turn over intentions (TI), using concepts from psychology (motivational theories) and social psychology (e.g. Social Exchange Theory, Social Identity Theory) as underlying theories. To examine the link between CSR and employees' work attitudes (JS, TI), empirical research was carried out in the tourism industry setting (hospitality subsector), employing a series of multiple regression analyses. The physical research location, Prague, the Czech Republic capital, was chosen on purpose, as it is one of the leading tourism destinations in the Central European and European region. Apart from the empirical research findings, the paper tries to present the tourism industry from a sustainable socio-economic regional development perspective and summarise the CSR concept's historical evolution by highlighting some of the most relevant academic literature contributions.

Key Words:

Corporate Social Responsibility; Employees; Job Satisfaction; Turn over Intentions; Tourism Industry.

JEL classification: M12 – M14

1. Introduction

1.1 Tourism Industry and its Sustainable Development

The tourism industry plays a significant role in regional development as its subsectors' services (e.g. transport, hospitality, natural and cultural attractions, or travel agencies and reservation services) are a prerequisite for tourism growth, which on the premises of sustainability has become a significant contributor to socio-economic development, natural (e.g. biodiversity and ecosystem) and cultural (tangible and intangible) heritage maintenance and preservation. According to the World Tourism Organization (WTO, 2020), sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing future generations' opportunities. It is envisaged to manage all resources so that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (WTO, 2020).

As claimed by the World Economic Forum (WEF, 2020), the tourism industry's fundamental importance derives from its essence and how various subsector service providers structure it. WTO (2020) defines twelve main subsectors, which by their very nature overlap the "boundaries" of tourism as an industry (air, rail, road, and water passenger transport; hospitality – accommodation for visitors, and food and beverage serving activities; transport equipment rental; travel agencies and reservation services activities; cultural and natural attractivity; sport and recreational activities; retail trade with tourism-related goods; and other specific tourism-related activities). Therefore consequently, tourism brings many benefits, including but not restricted to the following listed examples:

1. Growth and generation of new economic activities
2. Generation of the tourism industry and its subsectors revenues
3. Generation and growth of the local, regional or national economy
4. Infrastructure development
5. Country's/region's or location's improved brand image
6. Source of foreign exchange earnings
7. Source of employment
8. Connectivity and growth of local, regional and remote areas
9. Global connectivity
10. Maintenance and preservation of biodiversity and ecosystems

11. Cultural growth and cultural heritage conservation
12. Betterment of society and improvement of living standards
13. Introduction of new technologies

For example, in 2019, the tourism industry generated about 10 % of the world's overall employment and became one of the leading industries globally (WTO, 2020; WBCSD, 2020). Likewise, WTO (2020) reported that in the same calendar year, 2019, the tourism industry contributed to about 10 % of the world's GDP. For instance, in the Czech Republic, one of the Central European landlocked countries, the tourism industry contributed 4.4 % to national employment and generated 2.9 % of the country's GDP in 2018 (ČSÚ, 2020). Hence, staying with the case of the Czech Republic, tourism contributed to the country's overall GDP in 2018 more than e.g. forestry and fishing industry (2.97%) or mining industry (0.51%) and less than e.g. education (5.90%), health and social care (6.44%) or construction industry (7.49%) (ČSÚ, 2020).

Based on a yearly evaluation of three sets of sustainable development factors - 1. regulatory framework; 2. business environment and infrastructure; and 3. human, cultural, and natural resources (Travel and Tourism Competitiveness Index), WEF measures the tourism development and competitiveness of 140 countries (WEF, 2020). In particular, while the Czech Republic, with the index value 4.3 (scale ranging from the lowest value 1 to the highest value 7- representing the best result), ranked on the favourable 38th position for 2019, some of its "direct" geographical, historical, and cultural competitors such as Austria (with the index value 5.0 on the 11th position) or Germany (with the index value 5.4 on the 3rd position) ranked much higher, other "directly" competing countries, like e.g. Slovak Republic (with the index value 4.0 on the 60th position) or Poland (with the index value 4.2 on the 42nd position) scored lower (WEF, 2020).

Prague, the capital and one of the most visited tourist destinations in the Czech Republic (ČSÚ, 2020), in the post-Great Recession 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 (Tripadvisor, 2020) and in the Top 20 of the best world destinations to visit (Tripadvisor, 2020). The ongoing favourable trend together with the recent phenomenon of the "sharing economy" resulted in over-tourism, which might be the case of all Central European tourism predestined destinations - e.g. Berlin

(GER), Budapest (HUN) or Vienna (AUT) (ICCA, 2018; Kafkadesk, 2019; Statista, 2019; Tripadvisor, 2020; Eurostat, 2020). One solution to minimise the negative impact of overcrowding the touristic destinations might be adopting "stricter conditions" for inbound tourism and legalising the business conditions for those accommodation providers operating under the "sharing economy" concept. Such measures would undoubtedly stipulate the desired outcomes but simultaneously make tourism more expensive, calling for employees' high-quality performance, skills and overall excellence (Celma et al., 2018; Loke et al., 2018; Macke & Genari, 2019; Loke, 2020).

Likewise, in the case of economic slowdown, domestic tourism becomes a priority choice for tourists 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 accommodation 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 et al., 2018; Macke & Genari, 2019; Loke, 2020).

Thus, apart from "fulfilling tourists' needs and desires", which represents the primary source of tourism industry growth, the additional driving forces are presented by the progress and development in individual subsectors; edifying the value of the tourism industry service supply chain makes the tourism more desirable, easy, and attractive (e.g. communication advancement, infrastructure development, better and faster transportation facilities, increasing the hospitality industry attractiveness, creation of new tourist attractions and destinations, income growth, travel affordability, availability of more leisure time, development in international business and dealings) (WTO, 2020).

As such, the industry has the full potential to contribute to regional development by encompassing those sustainable growths and development practises as e.g. job creation, employment based on gender, generation or minority equity, promotion of economic and social needs of the host region, cultural and natural heritage protection and maintenance, while at the same time improving tourists' experiences (WTO, 2020; ILO, 2020).

1.2 Hospitality as a Subsector of the Tourism Industry and its Employees' Sustainable Retention

The hospitality sector is one of the key service providers in the whole tourism industry. Apart from deliberately depending on traditionally offered and recognised hospitality services such as accommodation and catering, and based on the length and the purpose of their travel, tourists or travellers increasingly seek and relate to all the "additionally" provided hospitality services, which make their stay and travel more pleasant and convenient (e.g. business and meeting facilities, entertainment, wellness, availability of sport and leisure activities, babysitting, car rental). This makes the hospitality sector (accommodation and catering services) one of the most significant socio-economic drivers of the whole industry (e.g. with the highest employment and revenue rate) (WTO, 2020). Yet, at the same time, it is one of those subsectors where waste and energy consumption are the most intense (WTO, 2020).

This might result from using obsolete technologies, lack of financial or human capital resources, or limited awareness of greener activities. Let alone the fact that although the backbone of local or regional economies, small- to medium-sized enterprises (SMEs) operating in the hospitality sector are usually less proactive about the environment in comparison to larger hospitality sector businesses or businesses operating under the chain concept. According to WTO (2020), SMEs can be more competitive in the product and labour market by minimising their environmental footprint. Hence, to foster socio-economic sustainability and green growth, and thereupon mitigate "green" socio-economic impact on a local or regional level (e.g. cutting energy and waste, cooperating with local farmers and producers, improving the employability and lively hood of women, young or ageing employees), hospitality industry SMEs need to foster business-cantered sustainability approach (ILO, 2020; WTO, 2020), which would call for managers' and staffs' awareness, knowledge, affection, and commitment.

Unfortunately, the hospitality sector has been continuously struggling with high employee turnover and a significant "within and out of the sector" labour mobility, regardless of the phase of the business cycle, time or geographical region (Kim et al., 2016; Yao et al., 2019; ČSÚ, 2020). This could be reasoned by employees historically viewing the offered jobs in hospitality as low paid, with little or no career opportunities, giving the employees little room for personal growth and self-actualisation, and thus disabling them to realise their full

potential; yet seasonal, stressful, time demanding, and monotonous (Yang et al., 2012; Robinson et al., 2014; Kim et al., 2016).

In addition, like any other service industry, the hospitality industry depends heavily on employees' performance (Kim et al., 2017; Youn et al., 2018). Employees interact directly with customers (guests), and their performance is often the only way to differentiate among almost identical services. Therefore, forasmuch as the level and quality of their work performance, the employees' attitudes 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 organisation and the current employees or the loss of organisational knowledge) but also the inevitable dawn-fall of overall economic organisational performance (Yang et al., 2012). For example, according to John et al. (2019), a higher rate of employees' organisational commitment and retention are key indicators of overall organisational performance.

Thereupon, increasing employees' affirmative work attitudes such as job satisfaction (JS), organisational commitment (OC) and reducing employees' turn over intentions (TI) by using tangible and intangible aspects of corporate social responsibility (CSR) seem like a potential solution for the improvement of employees' work performance (WP) and the maintenance of a desirable level of voluntary employees' retention (R) which are both the ultimate prerequisites for organisations' sustainability and green growth. Furthermore, the idea of using CSR as a prerequisite or a motivation driver to stimulate employees' desirable work attitudes or behaviour (JS, OC, and TI) lines up with the reasoning mentioned above and subsequently introduced empirical research findings (e.g. Kim et al., 2015; Kim et al., 2016; Kim et al., 2017; Yao et al., 2019). It considers all the hospitality industry's specific features and reduces their negative impact on both employees and employers alike. Moreover, it is fully compatible with the current trends and employees' demands, and therefore it makes the hospitality industry more competitive on the labour market (Donia & Tetrault Sirsly, 2016; Novácká et al., 2019; Navrátil et al., 2019).

According to Youn et al. (2018) or Yao et al. (2019), the academic literature gives little attention to employees as one of the organisation's stakeholders regarding CSR, it offers very fragmented or partial answers when addressing this issue. In addition, the majority of carried out empirical research has been geographically situated in Asia (e.g. Kim et al., 2015; Voegtlin & Greenwood, 2016), and thus the obtained results might be challenging to interpret and adopt in the Central European context. This might be the reason why the hospitality managers working in the Czech business environment seem not to have a complete understanding of the CSR concept, frequently diminishing its function to a purely "marketing tool", and thereafter not using the CSR concept to its full potential, especially when it comes to employer-employee relations (e-Vsudybíl, 2020).

1.3 CSR in Relation to Employees

CSR could be interpreted as an organisation's decisions beyond its economic and technical interests (Carroll, 2015). One of the most used and cited concepts of CSR in employee-related context (e.g. Bauman & Skitka, 2012; Farooq et al., 2014; Kim et al., 2016; Kim et al. 2017; Zhang et al., 2019) is the model defined for the first time in 1979 by Carroll (1991, 2015, 2016). Carroll (1991, 2015, 2016) proposed a four-level CSR model that includes the economic, legal, ethical, and discretionary (later referred to as philanthropic) level (dimension) of social responsibility. CSR's fundamental level is economic responsibility, which is based on the very nature of the organisation's existence. In its absence, all the other dimensions of social responsibility become irrelevant. The legal level reflects the societies' "legalised" ethical rules. By the ethical responsibility, society continually increases demands on the organisation's behaviour beyond the law's limits 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 organisations to contribute their monetary or other resources to humanitarian purposes or projects. According to CSR theory, an organisation must satisfy the needs and desires of different groups of people (stakeholders) who would otherwise stop supporting or could not support the organisation. The stakeholders' list may vary for each organisation (e.g. customers, suppliers, community, or owners), but it is widely accepted that employees belong among the organisation's key stakeholders. Their interest may be a legal claim, such as the fulfilment of contractual terms, at other times a moral claim, such as the employee's ability to

express his or her own opinion or fair and dignified behaviour of the organisation towards an employee (Carroll, 1991, 2015).

The premise for CSR functioning as a motivation driver or a prerequisite for desirable employees' work attitudes or behaviour (e.g. JS, OC, TI) lies in motivational theories (e.g. Maslow, 1943; Deci & Ryan, 1985, 2000, 2008) or theories from social psychology, such as Social Exchange Theory (SET), Social Identity Theory (SIT) or in Social Categorization Theory (SCT).

CSR and Employees' Job Satisfaction

Defining employees' JS as "meeting employees' different needs and desires through resources, activities, and outcomes from participation in the work process", as supported by motivational theories (Maslow, 1943; Deci & Ryan, 1985, 2000, 2008), the CSR activities provide "tangible" and "intangible" 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-realisation, and hence increase the number of employees with a high JS rate (Bohdanowicz & Zientara, 2009; Jakubczak & Gotowska, 2015; Kim et al., 2016; Kim et al., 2017). Even if CSR activities are not directly focused on employees, they influence employee satisfaction. In particular, the ethical and philanthropic activities of CSR have the potential to meet higher-level employee needs. In this respect, CSR activities that allow employees to make a meaningful contribution to addressing social issues appear to be the most influential (Cycyota et al., 2016; Kim et al., 2017), which is in line with the motivational theories (e.g. Maslow, 1943; Deci & Ryan, 1985, 2000, 2008). Hence, the direct causal relationship between CSR and JS could be suggested:

CSR → JS

CSR and Employees' Organisational Commitment

Scholarly literature recognises many forms of employees' "attachment" to an organisation (e.g. habitual – based on habit and routine, normative - based on obligation, or continuance commitment – based on employees' assessing "gains and losses" if leaving the organisation) (e.g. Kuvaas et al., 2018; Yao et al., 2019). According to Mercurio (2015), the most effective,

and therefore the most enduring is the "affective bond". Emotionally committed individuals believe in and accept organisational goals and values as theirs and are willing to provide considerable effort on their behalf and remain in their organisations (Mercurio, 2015; John et al., 2019). As claimed by the SCT, employees seek to integrate and become workers of such organisations that share compatible values enabling them to satisfy their psychological desires and meaningfully fulfil their existence (John et al., 2019). Seemingly, according to SIT, employees associate their own identity with the social identity of the organisation they work for (Maignan & Ferrell, 2001; Kim et al., 2017). Employees working in socially responsible organisations are more likely to be happy and proud to be members of a "reputable" organisation. They identify with and feel committed to the organisation's goals (Fu et al., 2014). Moreover, e.g. Youn et al. (2018), who found a causal relationship between employees' JS and OC, argue that while JS represents an appraisal or assessment of the particular job situation, OC is the emotional response to the outcome of this assessment, and as such JS causes affective OC. Thus, the direct and indirect causal relationship between CSR and affective OC could be suggested:

CSR → OC

CSR → JS → OC

CSR and Employees' Turnover Intentions

Employees' TI might be defined as employees' intentional plan to leave their current employing organisation voluntarily. Therefore, if hospitality managers want to diminish employees' TI, its "determinants" must be identified. Employees estimation, whether to leave or stay, might be based on organisations' socially responsible behaviour towards employees and other stakeholders (e.g. job security, remuneration system based on performance, competitive wages in the industry, antidiscrimination policies, overconsumption and waste reduction, local farmers support, engaging new technologies and systems) or employees' affirmative work attitudes such as JS and OC. This statement could be supported by SET, which says if the employee perceives the "cost" of his or her relationship with the employer as a higher than the perceived "rewards", the employer's hesitance to reciprocate likewise could lead to the employee's turn over (Peterson, 2004). Thus, based on the above-described underlying theories (motivational theories, SIT, SCT, and SET) and empirical research findings (Kim et al., 2016; Cychota et al., 2016; Kim et al., 2017; Youn et al., 2018), we can

deduce that CSR influences employees' voluntary retention directly and indirectly. Therefore, the direct and indirect relationship between CSR and TI could be suggested:

CSR → TI

CSR → JS → TI

CSR → OC → TI

CSR → JS → OC → TI

2. Objectives of the Paper and Hypotheses Development

Drawing upon Carroll's four-dimensional concept of CSR (1991, 2015, 2016), the purpose of this study is to identify those CSR dimensions (economic, legal, ethical, and philanthropic) which stipulate hospitality industry employees' desirable work attitudes or behaviour such as JS and TI in the Czech Republic's hospitality SMEs environment setting (precisely in the capital city Prague – the most visited destination in the country) (ČSÚ, 2020; Eurostat, 2020; Tripadvisor, 2020); as using the right CSR activities might be one of the ways how to directly or indirectly attract and retain enthusiastic, skilled, and committed employees who strive for excellence and represent a competitive advantage. Due to the editor's article-length limitation requirement and being under further investigation, the results on the relation between CSR dimensions (economic, legal, ethical, and philanthropic) and affective OC, and hereafter the relation between affective OC and employees' TI are not presented in this paper.

Hence this study proposes the following hypotheses (H):

H1: Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their JS.

H2: Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct negative influence on their TI.

H3: Hospitality industry employees' JS has a direct negative influence on their TI.

Additionally, this paper contributes to filling in the gap in academic CSR literature regarding employees in the Central European Context.

To fulfil these objectives, the paper is structured as follows: after an evaluation of CSR concept as viewed in academic literature (3.1 CSR Concept in Academic Literature) and a description of the relationship between CSR as a motivation factor and employee's desirable work attitudes or behaviour as perceived by scholars (3.2 CSR and Employee Work Attitudes and Behaviour in Academic Literature), the used concepts, research methods and hospitality sector employee sample are specified (4. Methods). The following section summarises the research findings (5. Results), which are further interpreted and discussed (6. Results Interpretation and Discussion). In addition, this section also offers conceptualised suggestions for human resources practitioners, while in the last section (7. Conclusion), the conclusions are being made.

3. Theoretical Background

3.1 CSR Concept in Academic Literature

This subchapter aims to provide a summary of the historical evolution of CSR as a conceptual paradigm by highlighting some of the most relevant contributions in academic literature written in English (searched in Web of Science – WOS and Science Direct database) as well as some of the most significant formal writings or events which helped to shape the definition and understanding of CSR (in global, European, and Czech environment context). It is also vital to point out that although most CSR concepts, constructs or definitions are of Anglo-American origin (Latapí Agudelo et al., 2019), CSR has gained growing attention from local, national, and international bodies. Thus, this summary cannot be considered comprehensive. The summary consists of seven sections, each representing one decade of CSR concept evolution, commencing from the 1950s.

Approach to CSR Concept in the 1950s

As we understand it today, the development of CSR construct can be traced back to the 1930s when the debates and discussions on the privately-owned business's social responsibilities began. However, it was not until 1953, when Bowen defined what these social responsibilities were, and thus probably specified CSR in academic writing for the first time (Latapí Agudelo et al., 2019). Bowen believed that the large corporations of the time concentrated great power and that their actions had a tangible impact on society. There existed

a need to change their decision-making to include considerations of their impact (Carroll, 1999; Latapí Agudelo et al., 2019). With this in mind, Bowen defined the social responsibilities of business executives as "the social responsibilities of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6).

Approach to CSR Concept in the 1960s

In the case of the USA, the period of the 1960s was marked by rapid population growth, pollution, and resource depletion, which led to "economic growth limitation" and "large scale corporations' environment and society impact" concerns (Carroll, 1999). Also, the anti-war protests (against American troops intervention in the Vietnam war dating from Nov 1, 1955, to Apr 30, 1975) put pressure on corporations; that is that the protesters viewed the large corporations as having a direct link to the war, and thus were considered an integral part of the "establishment" (Waterhouse, 2017). To balance the growing power of businesspeople, Davis (1960) argued that corporations have a relevant obligation towards society in terms of economic and human values and asserted that, to a certain extent, social responsibility could be linked to financial returns for the corporation (Davis, 1960; Carroll, 1999). For instance, Frederick (1960), McGuire (1963) and Walton (1967) were other notable examples of contributing authors of the time who acknowledge the importance of the relationship between cooperation and society (Latapí Agudelo et al., 2019).

Approach to CSR Concept in the 1970s

In the 1970s, the anti-war sentiment, recession accompanied by high inflation, and energy crisis (Waterhouse, 2017) resulted in the USA's federal government advancing social and environmental laws and regulations. The new rationale was brought forward by the Committee for Economic Development (1971) on the premise that the social contract between business and society was evolving and that the private sector was expected to assume broader social responsibilities than before (Latapí Agudelo et al., 2019). On an international level, The Club of Rome (formed in 1968 by a group of researchers that included scientists, economists and business leaders from 25 different countries) published in a 1972 report *The Limits to Growth* which questioned the viability of continued growth and its ecological footprint (Club

of Rome, 2020). As a result, CSR became increasingly popular (e.g. foundation of some of today's most renowned companies with respect to social responsibility in the USA - Body Shop or Ben & Jerry's) but remained discretionary and with a narrow focus on aspects such as waste management, pollution, product safety and human and labour rights (Carroll, 2008). According to Carroll (1979, 1991, 2008, 2015), the CSR concept became unclear by the end of the decade and meant something different for everyone. Thus, in 1979 Carroll (1979) presented perhaps the first unified CSR definition where he placed four specific responsibilities and expectations – economic, legal, ethical and discretionary (referred to as dimensions) upon corporations. The significance of Carroll's (1979) contribution lies in seeing the corporation's economic and social pursuits as compactible rather than as trade-offs. For example, a different CSR perception came earlier on from Preston and Post (1975), who argued that the corporation's responsibility extends only to its decision-making and activities' direct consequences. Breaching the "boundaries" leads to procrastination or deviation from original goal achievements and later could translate into an inefficient re-orientation of activities (Latapí Agudelo et al., 2019). Friedman (1962, 1970) went even further in his scepticism when addressing CSR. He viewed CSR initiatives or activities as an inappropriate use and waste of unique and specific corporation's resources for the general social interest (Carroll, 1991; Latapí Agudelo et al., 2019).

Approach to CSR Concept in the 1980s

Although in the 1980s, the federal government of the USA and the British government minimised their roles in corporate behaviour regulations as much as possible with the aim to reduce high inflation and to maintain a free market environment, according to Carroll (2008) or Wankel (2008), managers of that time still had to address the needs and requirements of various interest groups which expected the corporations do so. Thus, the term "stakeholder" in regard to CSR became operationalised (Carroll, 2008), and CSR started to be more looked upon as a "decision-making process" rather than a concept by itself. The most notable CSR scholar of that time was Jones (1980), who was arguably the first author viewing CSR from an operationalisation perspective. Some of the most significant events of this decade, which even though not directly linked to CSR, had an impact on shaping the international awareness of environmental protection and sustainable development issues, and as such, indirectly influenced the corporate behaviour were e.g. establishment of the European Commission's

Environment Directorate-General in 1981, the establishment of the World Commission on Environment and Development in 1983, the publication of the report *Our Common Future* which defined sustainable development (presented by the Brundtland Commission) in 1987 or the United Nations adoption of the Montreal Protocol in 1987 (Latapí Agudelo et al., 2019).

Approach to CSR Concept in the 1990s

The distinguishing feature for the era of 1990s was namely the massive expansion of globalisation processes which meant for the corporations many new business opportunities but at the same time reputational risk due to a growth in global visibility or pressure arising from conflicting demands and expectations of home and host countries (Carroll, 2015). Thus, many multinational corporations realised that being socially responsible could "balance" the globalisation processes' challenges and opportunities. As a result, the institutionalisation of CSR became stronger (Carroll, 2015). In 1992 the association Business for Social Responsibility (BSR) (initially included 51 corporations) was founded (BSR, 2021). Likewise, for example, the European Commission encouraged the implementation of CSR by making 20 business leaders adopt the European Business Declaration against Social Exclusion in 1995, which served as a stepping stone for launching the European Business Network for Social Cohesion (later renamed CSR Europe) in 1996 (CSR Europe, 2020). Globalisation processes intensified the ongoing struggle for sustainable growth, and thus events as e.g. the UN summit on the Environment and Development held in Rio de Janeiro which led to the Rio Declaration on Environment and Development, the adoption of Agenda 21 and the UN Framework Convention on Climate Change in 1992, followed by the adoption of Kyoto Protocol in 1997, took place. In 1990, the European Environment Agency was established (Latapí Agudelo et al., 2019). In regard to the Czech Republic, we can recall the foundation of Business Leaders Forum in 1992 or "Fórum dárců" in 1997 (BLF, 2020; Fórum dárců, 2020). From the contributing authors on CSR concept, it is vital to point out Carroll (1991), who further developed his four-dimensional CSR concept and renamed it as the Pyramid of CSR., where the economic dimension represented the foundation of the pyramid (economic activities are the core reason for corporation's establishment), followed by legal (corporation's actions need to be done within the legal boundaries) and ethical dimension (corporation behaves beyond the law-abiding duties). The last level represented the

philanthropic dimension (corporation's voluntary contribution to improving society's life quality as such) (Carroll, 1991).

Moreover, Carroll (1991) asserted that a corporation should be a good "corporate citizen", a concept that he would develop further at the end of the 1990s (Carroll, 1991; Carroll, 1998). Another notable contribution to the CSR concept development was The Triple Bottom Line, conceived by Elkington in 1994 as a sustainability framework that balanced the corporation's social, environmental, and economic impact (Elkington, 1998, 2018). By identifying five dimensions of strategic CSR (centrality – close fit of CSR to corporation's mission and objectives, specificity – a gain of specific benefits for the corporation, proactivity – creation of policies and anticipation of social trends, voluntarism, and visibility for different groups of stakeholders), Burke and Logsdon (1996) presented an innovative approach to CSR. Its strategic implementation could be translated into CSR support of the corporation's core business activities and the consequent improvement of its effectiveness in achieving its main objectives (Burke & Logsdon, 1996).

Approach to CSR Concept in the 2000s

In 2000 the United Nations initiated a global compact of shared values and principles, intending to insert universal values into the global markets (United Nations Global Compact, 2020). It was also in the same year when the United Nations adopted the Millennium Declaration with its eight Millennium Development Goals and set the international sustainable development plan for 15 years. In the European context, one year later, the European Commission presented Green Paper, referred to as Promoting a European Framework for Corporate Social Responsibility (European Commission, 2001), which could be considered the stepping stone for adopting the European Strategy on CSR in 2002 (European Commission, 2011), followed by the launch of the European Roadmap for Business – Towards a Competitive and Sustainable Enterprise in 2005 (CSR Europe, 2020). And in the national context of the Czech Republic, precisely in 2000, the initiative "Etické fórum ČR" was established (EF, 2020). The global recognition of CSR also influenced the Committee on Consumer Policy of the International Organization for Standardization (ISO) and in 2002 proposed the creation of CSR guidelines (completed and launched in 2010 as ISO

26000) to complement the quality and environmental management standards (ISO 26000, 2020).

And thus, as suggested by Latapí Agudelo et al. (2019), the scholarly definitions of the CSR concept of the 2000s reflected the globally accepted belief that corporations had a new role in society in which they needed to be responsive to social expectations and should be motivated by the search for sustainability. In practice, this meant that the corporations would have to make strategic decisions to do so. Lantos (2001) explained that CSR could become strategic only as a part of the corporation's management plans for generating profit which means that the corporation would take part in activities that can be understood as socially responsible only if they result in financial returns for the corporation and not necessarily fulfil a holistic approach, such as in the case of Elkington's (1998) Triple Bottom Line concept. Lantos (2001) defines strategic CSR, thus inherently linking the word "strategic" to the idea of CSR itself. This resulted in academic debates concerning the benefits of strategic CSR. By the early 2010's it was believed that corporations could generate shared value while improving the corporation's competitiveness through a holistic implementation of strategic CSR (Latapí Agudelo et al., 2019).

Approach to CSR Concept in the 2010s

In the following decade of 2010's, the concept of shared value creation was further developed by CSR scholars. For instance, Porter and Kramer (2011) suggested reconceiving products and markets, redefining productivity in the value chain, and finally creating supportive industry clusters that made for the corporations altogether three ways to create shared value. Drawing upon previous work (Chandler & Werther, 2013; Porter & Kramer, 2006, 2011), Chandler (2016) provided a new perspective on CSR's approach where generating sustainable value is one of the main objectives of strategic CSR. Chandler (2016) understood that incorporation of a holistic CSR perspective within a corporation's strategic planning and core operations (so that the corporation is managed in the interests of a broad set of stakeholders) optimises the value over the medium to long term. Complementing his CSR literature review of 1999 and 2010 (see Carroll, 1999; Carroll & Shabana, 2010), Carroll (2016) revised the CSR concept, but this time he focused on the comparison of CSR concept with competing or complementary concepts that had emerged since the 1990s (e.g.

stakeholder engagement and management, business ethics, corporate citizenship or corporate sustainability concept). He concluded that these concepts were interrelated and overlapping and incorporated into CSR, making CSR a benchmark and central point of socially responsible business movement (Carroll, 2015). From the international events, it is imperative to mention the United Nation's 2030 Agenda for Sustainable Development and the adoption of seventeen Sustainable Development Goals launched in 2015 (United Nations, 2020). In 2011, the European Commission published the renewed European Union Strategy for CSR for 2011-2014. In 2015, CSR Europe launched the Enterprise 2020 Manifesto, which aimed to set the direction for businesses and played a leading role in developing an inclusive, sustainable economy (European Commission, 2020; CSR Europe, 2020). From the Czech perspective, the most impacting national events to consider were the foundation of the "Asociace společenské odpovědnosti" in 2013 (Asociace společenské odpovědnosti, 2020) and the government endorsement of the National Action Plan for CSR in the Czech Republic for the first time in 2011 (and its consequent updates in 2014, 2016 and 2019) (MPO ČR, 2020). Likewise, we can mention the Strategic Framework for sustainable development in the Czech Republic, referred to as the Czech Republic 2030, adopted by the Czech government in 2017 as an update of the previous version from 2010 (Úřad vlády ČR, 2020). For example, the United Nation's Sustainable Development Goals or ISO 26000 guidelines do not represent any private sector commitment. It is relevant to draw attention to the European Union law. Through the Directive 2014/95/EU, European Union requires large corporations of public interest (listed corporations, financial houses, and other corporations designated by national authorities as public interest entities) to disclose non-financial and diversity information reports, commencing in 2018 and onwards (European Commission, 2014). This, as pointed out by Latapí Agudelo et al. (2019), could result in CSR reporting expansion within and out of the European Union context, affecting the business environment practises, regardless of the industry or business size.

Summary of CSR Concept Evolution

The above-outlined CSR concept evolution gives evidence that corporations' social responsibility has evolved from being purely acknowledged in the early scholarly literature to being explicitly defined by both the scholars and the authorities. However, what those responsibilities are has been debated to this very day. The CSR concept evolution process

shows that CSR's understanding has transformed from being recognised as the businessmen's personal decision in the 1950s to a decision-making process in the 1980s. And subsequently, it shifted from being perceived as a strategic necessity in the 2000s to being accepted as a generator of shared value in the 2010s (Latapí Agudelo et al., 2019). Thus, it is possible to conclude that understanding social responsibility is dynamic and responds to society's corporate behaviour expectations (Carroll, 2015; Latapí Agudelo et al., 2019).

3.2 CSR and Employee Work Attitudes and Behaviour in Academic Literature

This subchapter of the Theoretical Background (Chapter 3) deals with how scholars in academic writings perceive CSR regarding employees, mainly regarding employees' desirable work attitudes or behaviour, such as WP, JS, OC, TI, and voluntary Retention (R). Thus, academic papers written in English were searched in database WOS or Science Direct, using the above-mentioned employees' types of behaviour as keywords. Although the works on CSR and HR practises, CSR and internal marketing, or CSR and employer branding were also searched, due to this paper's scope (and the editor's paper length requirement limitation) are hereafter not being discussed.

Many works adopt a quantitative research approach and are situated in the service sector (e.g. tourism or health care industry), which, in the case of tourism (e.g. Kim et al., 2016; Youn et al., 2018; Yao et al., 2019) is significant for its labour intense nature. Geographically, most of the tourism industry-related research was carried out in Asia, which can be explained by a growing interest in this region as a tourist destination. This finding is supported by Voegtlin and Greenwood (2016), who, in their scholarly literature review on CSR and HRM, point to increasing interest in Asia as a research location.

The authors confirm the positive causal relationship between CSR (economic, legal, ethical and philanthropic dimension) and employee behaviour (e.g. Bauman & Skitka, 2012; Kim et al., 2016; Kim et al., 2017; Ong et al., 2018; Youn et al., 2018; John et al., 2019). In this context, employee behaviour is understood as JS, OC and R. The negative causal relationship was confirmed between CSR and employees' TI. Motivation theories, the signalling theory and SIT are most often used as theoretical bases for proving a direct or indirect causal relationship between CSR and employee behaviour individual types. Some

types of employee behaviour are used as a mediator to explain the indirect relationship between CSR and the resulting type of employee behaviour. The most commonly used mediator is JS, which, based on motivational theories (e.g. Maslow, 1943; Deci & Ryan, 1985, 2000), explains the employee's interest in individual aspects of CSR (e.g. Bauman & Skitka, 2012; Youn et al., 2018; Graves et al., 2019). Celma et al. (2018) use a three-level concept in place of the "simple" concept of JS, including JS, job stress and trust in management.

For example, Kim et al. (2017) use the Quality of Working Life (QWL) concept instead of the simple JS concept as a mediator between CSR and OC. Sirgy et al. (2001) defined QWL as "employee satisfaction with meeting different needs through resources, activities and outcomes from participation in the work process" (Sirgy et al., 2001, p. 242). Based on the hierarchy of human needs (Maslow, 1943), the "lower-order" QWL includes employee satisfaction with the satisfaction of needs such as health, security and tangible needs through organisational resources, while the "higher level" QWL includes employee satisfaction with social and aesthetic needs, or with the need for respect, self-realisation and self-education (again through organisational resources). Such a QWL construct undoubtedly assumes the importance of CSR in the organisation. We can arrive at a similar conclusion by interpreting the findings of Franklin (2008) or Kim et al. (2017).

Therefore, we can conclude that CSR organisational activities that provide "tangible" care to employees (e.g. fair pay, diversity, family support, fair compensation and employment security) create desirable working conditions for employees, increasing the number of employees with a high QWL rate, which in turn leads to increased employee loyalty and OC (Bohdanowicz & Zientara, 2009; Jakubczak & Gotowska, 2015; Kim et al., 2016; Kim et al., 2017).

Likewise, even if CSR activities are not directly focused on employees, they influence employee satisfaction with QWL. In particular, the ethical and philanthropic activities of CSR have the potential to meet higher-level employee needs. CSR activities that allow employees to make a meaningful contribution to addressing social issues appear to be critical to a higher level of QWL (Cycyota et al., 2016; Kim et al., 2017). This statement is confirmed by the results of Graves et al. (2019), who examined the impact of external and internal motivation

(also Deci & Ryan, 1985, 2000) on the pro-environmental behaviour of employees. Motivation, based on employees' internal values or efforts to avoid guilt, positively impacts their pro-environmental behaviour. On the other hand, external motivation has a negative impact but suggests that employee incentives to increase pro-environmental behaviour may be unnecessary (Graves et al., 2019).

Yao et al. (2019) utilise the concept of loyalty from marketing theories and see loyalty as a "higher" form of OC. Based on marketing principles, they identified two dimensions of employee loyalty: affective and behavioural. To increase long-term R, it is necessary to "build" a relationship between employee and employer based on mutual trust, with behavioural loyalty conditioned by affective loyalty.

Youn et al. (2018) also conclude that it is crucial how employees perceive their industry. Provided they know that the industry has little positive influence on a community or society's development and problem-solving, the organisation's involvement in CSR activities does not affect JS and OC. Therefore, according to Youn et al. (2018), it is essential for the organisation to continuously improve employees' overall awareness about the organisation's CSR activities, e.g. through effective communication and employees' continuous training.

Summary of CSR in relation to Employee's Work Attitudes and Behaviour

Based on the synthesis of individual results, it is possible to deduce a positive causal relationship between CSR and increased R - the organisation's ultimate employee behaviour. This causal relationship can be described as follows:

$V/N \rightarrow CSR \rightarrow JS \rightarrow OC \rightarrow R$

where

V – represents values recognised by an employee, N - represents employee needs,

CSR - represents each CSR dimension that serves as a motivation factor,

JS - represents employee satisfaction with work,

OC – represents employee commitment to an organisation, and

R - represents employee retention.

Although individual studies differ in the degree of strength of the relationships, it is not contrary to the theoretical background. This difference can be explained by the geographical, economic, cultural, and industry differences. E.g. Duthler and Dhanesh (2018) mention as a possible explanation for the strong positive relationship between the CSR philanthropic dimension and employee behaviour the Islamic culture that prevailed in the sample.

4. Methods

4.1 Construct Development

To analyse the relationship between perceived CSR by hospitality industry employees and their work attitudes such as JS, and TI, the four-dimension/factor (altogether 26 statements/items) CSR construct inspired by Carroll (2015, 2016), JS construct (altogether 8 statements/items) based on Bauman and Skitka (2012), and TI construct (6 statements/items) were developed. All constructs/concepts were adjusted for this research and included altogether 45 items converted into affirmative statements. The respondents' level of agreement with the individual affirmative statements was measured on the 7-point Likert scale, ranging from strong disagreement (1 point) to strong agreement (point 7).

CSR construct development (based on Carroll, 2015, 2016) (Tab. 2, see Chapter 5)

Carroll's four-dimensional concept embarrasses the true essence of doing business (economic and legal dimension) and at the same time depicts the holistic approach (ethical and philanthropic dimension), which makes the organisation contribute to enhancing the value for all relevant stakeholders. Carroll also pinpoints the ambiguity of CSR activities. As such, it might be difficult to place some of the CSR activities to the "right" dimension department, relying solely on one's subjective decision. Bearing this in mind, the four-dimensional CSR construct's individual items were carefully crafted after examining recent academic works on CSR in relation to employees. The CSR construct also tries to embrace the emerging trends in academic literature as e.g. digitalisation and new technologies, green activities or employee work-life balance.

The items/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.

Economic dimension (Tab. 2 – part one, see Chapter 5):

Statements 1 - 4 focus on employees' WP, which heavily depends on the organisation's tangible and intangible investment into human capital, represented by employees' physical and mental state condition, economic and social security need fulfilment, and employees' skills and knowledge development. Statements 5 – 7 focus on the organisation's productivity by endorsing new technologies and/or new work processes, resulting in increasing product/service quality, lowering operating cost, or simplifying work processes. Statements 8 and 9 question the organisation's attitudes towards guest (promoting guests' satisfaction and loyalty), as they are the ones who make the ultimate decision regarding the organisation's sustainable success. Statement 10 addresses the organisation's sustainable strategy, which is the pre-set for its sustainable growth and development.

Legal dimension (Tab. 2 – part one, see Chapter 5):

While the first two statements address the organisation's law abidance towards employees, the additional third statement considers all the remaining stakeholders. According to Tkalac Verčič and Sinčić Ćorić (2018), employees are sensitive to the organisation's dutiful behaviour towards different stakeholder groups as they expect the organisation to treat them likewise.

Ethical dimension (Tab. 2- part one and two, see chapter 5):

The first statement focuses on the fairness of work performance evaluation processes. The second statement tries to capture the very current issue of employees' work-life balance enablement and support. Statements 3 and 4 deal with the organisation's behaviour regarding employees beyond the organisation's legal duty. Statements 5 – 7 focus on communication (e.g. access to information, two-way symmetrical communication). Statements 8 and 9 point to organisation's behaviour to relevant stakeholders beyond their legal rights. Thus, the needs

of e.g. guests, environment, or sustainable use of resources are addressed, regardless of their economic advantage for the organisation in question.

Philanthropic dimension (Tab. 2 – part two, see chapter 5):

The four statements are designed to capture the organisation's voluntary willpower to contribute to the well-being of the local community or society as such, by offering its tangible or intangible resources, protecting its environment or supporting its community development, and thus, in essence, fulfil its social responsibility towards community and society as the whole (e.g. cooperation with non-governmental and governmental organisations, support of local entrepreneurs, employee volunteering, or monetary donation).

Employee Work Attitudes and Behaviour (JS and TI) Construct Development (Tab. 3, see Chapter 5)

JS construct development (based on Bauman & Skitka, 2012) (Tab. 3, see Chapter 5):

For the JS construct, to respect the hierarchy of employee's needs and work-life balance, statements on economic and security needs (statements 1 and 2), health and work safety needs (statement 3), development needs (statements 4 and 5), social needs and sense of belonging need fulfilment (statements 6 and 7), and the need of meaningful existence (statement 8) were employed. The JS construct development was consulted with the following scholars' works: Schwepker, C. H., 2001; Kara, D. et al., 2013; Belias, D. et al., 2015; Kim, H. L. et al., 2017.

TI construct development (Tab. 3, see Chapter 5):

The last construct involves six statements on employees' intentions to leave the organisation. Hence, the statements focus on intentions to leave for the organisation in the same or different industry (statement 1 and 2), probable turn over time vicinity (statements 3 and 4), and the proactive approach to seeking new job opportunities (statements 5 and 6).

The TI construct development was inspired and consulted with the following scholars' works: Lee, Y. K. et al., 2012; Robinson, R. N. S. et al., 2014; Kim, J. et al., 2016.

Apart from questions/statements on CSR, JS, and TI, respondents were asked to answer eight questions on demographics, using the best suitable option from the given alternatives (Tab. 1, see Chapter 5).

4.2 Sample and Data Collection Specification

As the paper aims to analyse the causal relationship between CSR perceived by hospitality industry employees and their work attitudes (JS and TI), small- and medium-size hotels (ranked by 4*) situated in Prague, Czech Republic, were considered the most suitable since these accommodation providers need to meet high-quality service standard requirements (HOTREC – Hospitality Europe, 2019) and challenge the financial disadvantages deriving from their size. Furthermore, the four-star hotels have been continuously ranked as the accommodation providers with the highest occupancy rate (ČSÚ, 2020). Thus, the final list of 24 enterprises was retrieved from the official web pages of Trivago.cz (Trivago, 2019) accommodation search engine.

The author of this paper carried out the data collection process between August 2019 and December 2019. 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 enterprise's management or owners. 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 was applied for factor/dimension reductions. Third, Cronbach's alpha was used to investigate factors' internal consistency reliability. Fourth, regression analysis was used to identify relations between variables and to test the hypotheses. Before conducting the research, the questionnaire statements clarity and analysis fit was tested on 20 respondents – university students majoring in the study field of "tourism industry".

5. Results

5.1 Demographic characteristics of respondents

The sample consisted of 411 respondents in total, with males representing 47.9 % (N = 197) and females representing 52.1 % (N = 214). Based on the age, the respondents were segmented into the following 5 subgroups: 1. less than 25 years of age - 34.8 % (N = 143), 2. between 25 and 35 years of age - 27.3 % (N = 112), 3. between 35 and 45 years of age - 19.5 % (N = 80), 4. between 45 and 55 years of age - 10.5 % (N = 43) and 5. 55 and above - 8.0 % (N = 33). Out of the total (N = 411), 175 respondents (42.6 %) were without partner or single and 236 respondents were married or with a partner (57.4 %). 175 respondents had one or more children (42.6 %), while 236 respondents, which is 57.4 % out of the total, had no children. 30 respondents (7.3 %) received primary education, 35.8 % (N = 147) received secondary education and 82 respondents (20.0 %) completed higher education with "DIS" degree. 99 respondents, which is 24.1 %, completed university education obtaining bachelor's degree, while 12.9 % respondents (N = 53) completed university education with master's degree. Majority of respondents, which is 303 (73.7 %), has a full-time working status, while 108 respondents (26.3 %) work part-time. Minority of respondents (N = 37, 9.0 %) works on managerial positions (department managers), 61 respondents (14.8 %) work as "team leaders" or shift managers and 313 respondents, which is 76.2 %, marked "staff" as their working position. Lastly, all respondents were sub-grouped into 13 categories based on the working field: 1. Human Resources - 21 respondents (5.1 %), 2. Economic/Operating Unit - 14 respondents (3.4 %), 3. Marketing - 22 respondents (5.4 %), 4. Food and Beverages Production - 64 respondents (15.6 %), 5. Restaurant and Bar Operations - 67 respondents (16.3 %), 6. Store - 15 respondents (3.6 %), 7. Customer Service and Reservations - 118 respondents (28.7 %), 8. Housekeeping - 15 respondents (3.6 %), 9. Laundry - 16 respondents (3.9 %), 10. IT - 25 respondents (6.1%), 11. Maintenance - 15 respondents (3.6 %), 12. Security - 10 respondents (2.4 %) and 13. Entertainment and Wellness - 9 respondents (2.2 %) (Tab. 1).

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
Total		411	100.0

Source: Author's work.

5.2 Variability and Reliability Test

To test the factor variability, factor analysis (Principal Components Analysis) was carried out for each construct separately, i.e., CSR construct and Employee Work Attitudes and Behaviour (JS and TI) construct. After extracting four latent factors for CSR and two latent factors for Employee Work Attitudes and Behaviour construct (using Varimax rotation

method with Eigenvalues set greater than one), the factor analysis (Principal Components Analysis) investigated the variability of 4 factors (composite variables) of the CSR construct, 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), and the variability of 2 factors (composite variables) of the Employee Work Attitudes and Behaviour construct, i.e. JS (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. Items not reaching the minimum factor loading of 0.63 were excluded from further research. To investigate the inter-item correlation of each factor, a correlation analysis was carried out. As instructed by Schermelleh-Engel et al. (2003), items outlying the interval of inter-item correlation strength between the value of 0.4 (minimum required strength) and 0.8 (maximum required strength) were excluded from further research.

Cronbach's alpha was used to investigate the internal consistency among the items of each factor. Cronbach's alpha for CSR's economic dimension after excluding five items equalled 0.865 (5 items). Cronbach's alpha for CSR's legal dimension after excluding 1 item equalled 0.845 (2 items). Cronbach's alpha for CSR's ethical dimension after excluding four items equalled 0.895 (5 items). Cronbach's alpha for CSR's philanthropic dimension after excluding two items equalled 0.828 (2 items). Cronbach's alpha for JS after excluding four items equalled 0.892 (4 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 are admitted as satisfactory (Kim et al., 2015); therefore, all the Cronbach's alpha coefficients are well above the minimum requirement and are thus satisfactory.

Table 2 (CSR construct description) and Table 3 (Employee's Work Attitudes and Behaviour construct description) show the results of variability and reliability tests. All the items/statements meeting the above-described criteria are in bold writing; the remaining items/statements were excluded from further research. The tables (Tab. 2, Tab. 3) also present the descriptive statistics for the seven factors and items under further investigation. All the carried-out tests were assessed on the level of statistical significance $p < 0.05$.

Table 2 CSR construct description (part one)

1. CSR: Economic dimension: 5 items, N = 411, alpha: .865, mean: 5.232, St. d.: .8897, variance: 4.021

1. The organisation, which I work for, has a remuneration system based on performance.
 2. The organisation, which I work for, strives for employee's job security (e.g. preference of full-time jobs, the guarantee of minimum working hours for part-time employees).
 3. The organisation, which I work for, provides promotion opportunism to its employees.
 - 4. 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).**
Factor loading: .70, mean: 4.822, median: 5.000, modus: 5.000, St. d.: 1.202, variance: 1.444
 - 5. 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).**
Factor loading: .74, mean: 5.015, median: 5.000, modus: 5.000, St. d.: 1.160, variance: 1.346
 - 6. The organisation, which I work for, strives to lower the operating cost (e.g. by engaging new technologies, systems, or work processes).**
Factor loading: .77, mean: 5.406, median: 5.000, modus: 6.000, St. d.: .974, variance: .949
 - 7. The organisation, which I work for, strives to reduce overconsumption and waste (e.g. food, water, energy).**
Factor loading: .67, mean: 5.844, median: 6.000, modus: 6.000, St. d.: 1.104, variance: 1.220
 8. Guests satisfaction is essential for the organisation for which I work.
 9. The organisation, which I work for, responds to every guest complaint.
 - 10. The organisation, which I work for, has established a long-term strategy, which is socially sustainable and supports economic growth.**
Factor loading: .66, mean: 5.071, median: 5.000, modus: 5.000, St. d.: 1.112, variance: 1.236
-

2. CSR: Legal dimension: 2 items, N = 411, alpha: .845, mean: 5.409 St. d.: .826, variance: 1.365

- 1. Employer-employee contractual obligations are always honoured by the organisation for which I work.**
Factor loading: .77, mean: 5.606, median: 6.000, modus: 6.000, St. d.: .873, variance: .761
 - 2. The organisation, which I work for, complies with all employment-related laws (e.g. recruitment, health and social insurance contribution, safety procedures).**
Factor loading: .76, mean: 5.212, median: 5.000, modus: 5.000, St. d.: .903, variance: .816
 3. The organisation, which I work for, applies fair and lawful behaviour towards all stakeholders (e.g. guests, business partners, local community).
-

3. CSR: Ethical dimension: 5 items, N = 411, alpha: .895, mean: 4.021, St. d.: 1.194, variance: 7.123

- 1. The organisation, which I work for, has a transparent performance evaluation.**
Factor loading: .83, mean: 3.993, median: 4.000, modus: 3.000, St. d.: 1.616, variance: 2.612
-

Source: Author's work.

Before running the factor analysis, data suitability assumption tests – sample size of minimum 300 and more respondent requirement (Schermelleh-Engel et al., 2003), Kaiser-Mayer-Olkin Measure of Sampling Adequacy with the result minimum value requirement of .600 (Schermelleh-Engel et al., 2003; Ong et al., 2018), and Bartlett's test of sphericity were assessed on the level of statistical significance $p < 0.05$, and as such considered satisfactory (Tab. 2 and Tab.3).

Table 2 CSR construct description (part two)

-
- 2. The organisation, which I work for, does its best to support employee's work-life balance (e.g. flexible working hours, leave of absence).**
Factor loading: .73, mean: 3.698, median: 3.000, modus: 3.000, St. d.: 1.322, variance: 1.748
- 3. The organisation, which I work for, supports employee's mental and physical welfare beyond the legal requirements (e.g. health benefits, vocation system, health insurance program).**
Factor loading: .78, mean: 3.895, median: 3.000, modus: 3.000, St. d.: 1.288, variance: 1.660
4. The organisation, which I work for, strives to help and support its employees in case of their financial and/or social needs beyond the organisation's legal duty (e.g. tangible help in long-term sickness, loans with no or favourable interest rate).
5. The organisation for which I work responds to every employee complaint.
- 6. The organisation, which I work for, presents the employees with adequate information and allows them to express their opinions freely (two-way symmetrical communication).**
Factor loading: .86, mean: 4.236, median: 5.000, modus: 5.000, St. d.: 1.443, variance: 2.083
- 7. In the organisation I work for, I am always fully introduced to my new work and/or get the necessary guidance from my direct supervisor.**
Factor loading: .83, mean: 4.285, median: 5.000, modus: 3.000, St. d.: 1.436, variance: 2.063
8. The organisation, which I work for, provides complete and accurate information about its products and services to its guests.
9. The organisation, which I work for, implements "everyday" practices and procedures to minimise its negative impact on the natural environment (e.g. waste sorting, usage of factory refurbished equipment and recycled materials – regardless of its cost).
-

4. CSR: Philanthropic dimension: 2 items, N = 411, alpha: .828, mean: 4.563, St. d.: 1.003, variance: 2.014

- 1. The organisation, which I work for, supports the local community's well-being and/or society (e.g., cooperating with privately-owned companies, governmental and non-governmental institutions).**
Factor loading: .84, mean: 4.674, median: 5.000, modus: 4.000, St. d.: 1.082, variance: 1.171
2. The organisation, which I work for, contributes to environmental protection by cooperation with companies, governmental and non-governmental institutions.
3. The organisation, which I work for, tries to fulfil its social responsibility by cooperating with local farmers and producers.
- 4. The organisation, which I work for, enables its employees to contribute and/or participate in various volunteering activities financially.**
Factor loading: .76, mean: 4.453, median: 4.000, modus: 4.000, St. d.: 1.091, variance: 1.190
-

CSR data fit: Kaiser-Meyer-Olkin Value: .900, Bartlett Significance Value: .000, Chi-Square Value: 788, df: 325

Source: Author's work.

Table 3 Employee's work attitudes and behaviour (JS, TI) construct description

-
- Job satisfaction: 4 items, N = 411, alpha: .892, mean: 4.704, St. d.: 1.132, variance: 5.070**
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.**
Factor loading: .81, mean: 4.903, median: 5.000, modus: 5.000, St. d.: 1.263, variance: 1.595
- 5. I feel I realise my full potential as an expert in my line of work.**
Factor loading: .78, mean: 4.608, median: 5.000, modus: 5.000, St. d.: 1.450, variance: 2.102
-

6. I enjoy working with my colleagues.

7. I am glad that I chose this institution to work for over the other institutions.

Factor loading: .72, mean: 4.895, median: 5.000, modus: 5.000, St. d.: 1.200, variance: 1.440

8. I feel my job allows me to realise my full potential as a person.

Factor loading: .67, mean: 4.418, median: 5.000, modus: 5.000, St. d.: 1.259, variance: 1.585

Turn over intentions construct: 6 items, N = 411, alpha: .903, mean: 3.250, St. d.: 1.322, variance: 10.483

1. I would like to leave this organisation and work for another organisation in the same industry.

Factor loading: .72, mean: 3.477, median: 3.000, modus: 3.000, St. d.: 1.588, variance: 2.523

2. I would like to leave this organisation and work for another organisation in a different industry.

Factor loading: .79, mean: 3.146, median: 3.000, modus: 3.000, St. d.: 1.720, variance: 2.959

3. I want to leave this organisation sometime in the next year.

Factor loading: .76, mean: 3.173, median: 3.000, modus: 2.000, St. d.: 1.735, variance: 3.012

4. I want to leave this organisation in three months.

Factor loading: .76, mean: 1.988, median: 1.000, modus: 1.000, St. d.: 1.492, variance: 2.227

5. I am actively looking for a new job opportunity.

Factor loading: .86, mean: 3.034, median: 3.000, modus: 2.000, St. d.: 1.803, variance: 3.252

6. If I were given a job opportunity in another organisation, I would consider the change.

Factor loading: .83, mean: 4.681, median: 5.000, modus: 24.000, St. d.: 1.255, variance: 1.574

JS and TI data fit: Kaiser-Meyer-Olkin Value: .907, Bartlett Significance Value: .000, Chi-Square Value: 382, df: 91

Source: Author's work.

5. 3 Hypotheses Test

Before running the regression analysis to test the hypotheses, to examine the link between the dependent and independent variables, correlation analysis was carried out. The strength of the correlation between the independent and dependent variable should be of value .300 (respectively of - .300 in case of a negative association) and above to demonstrate a medium to a strong relationship between the variables. The correlation between the dependent variables in the same equitation should not reach the value of .800 (respectively -.800) and above. The value in this interval represents multicollinearity (Schermelleh-Engel et al., Hendl, 2012). Table 4 below depicts the results for correlation analysis on the level of statistical significance $p < 0.05$. The results were considered satisfactory.

Table 4 Correlation matrix

	Economic	Legal	Ethical	Philanthropic	JS	TI
Economic	1.000	.573	.353	.535	.562	-.307
Legal	.573	1.000	.442	.325	.627	-.393
Ethical	.353	.442	1.000	.280	.571	-.387
Philanthropic	.535	.325	.280	1.000	.462	-.305

JS	.562	.627	.571	.462	1.000	-.645
TI	-.307	-.393	-.387	-.305	-.645	1.000

Source: Author's work.

After testing each hypothesis, the linear regression analysis model fit was assessed by employing the variance analysis – ANOVA on the level of statistical significance $p < 0.05$.

Results of Regression analysis - 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 .564 with F of 131.562 ($p < .001$) to be significant (Tab. 5).

The perceived economic dimension of CSR by hospitality industry employees significantly influences their job satisfaction with $\beta = .165$ ($p < .001$). CSR's perceived legal dimension by hospitality industry employees significantly influences their JS with $\beta = .336$ ($p < .001$). The perceived ethical dimension of CSR by hospitality industry employees significantly influences their JS with $\beta = .315$ ($p < .001$). The perceived philanthropic dimension of CSR by hospitality industry employees significantly influences their JS with $\beta = .176$ ($p < .001$) (Tab. 5, 6).

The high value of F ($F = 131.562$) on the level of significance $p < .001$ demonstrates a good linear regression model fit (Tab. 7). Thus, H1 "Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a direct positive influence on their JS" has been confirmed ($p < .001$).

Table 5 Regression analysis for CSR and JS

Regression analysis for dependent variable: JS R= .751 R ² = .564 Adjusted R ² = .560 F = 131.562 $p < .00000$ Standard error of the estimate: 2.98622780931						
N=411	β	b	Standard error of b	t	Tolerance	p-value
Constant		- 3.898	1.079	-3.614		0.000

Economic	.165	.173	.047	3.668	.533	0.000
Legal	.336	.916	.115	7.991	.606	0.000
Ethical	.315	.238	.028	8.488	.779	0.000
Philanthropic	.176	.395	.088	4.511	.704	0.000

Source: Author's work.

Table 6 Partial correlation coefficients: CSR and JS

Regression analysis for dependent variable: JS Independent variables: Economic, Legal, Ethical, Philanthropic dimension						
N = 411	β	Partial correlation	Semi part. correlation	Tolerance	VIF	t
Economic	.165	.179	.120	.533	1.875	3.668
Legal	.336	.369	.262	.606	1.650	7.991
Ethical	.315	.388	.278	.779	1.283	8.488
Philanthropic	.176	.218	.148	.704	1.420	4.511

Source: Author's work.

Table 7 Test of regression analysis model fit - ANOVA for CSR and JS

Regression analysis for dependent variable: JS Independent variables: Economic, Legal, Ethical, Philanthropic dimension						
N=411	Sum of Squares	df	Mean Square	F-value	p-value	
Regression	4692.859	4	1173.215	131.562	0.000	
Residual	3620.528	406	8.918		0.000	
Total	8313.387	410			0.000	

Source: Author's 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^2 of .234 with F of 30.985 ($p < .001$) to be significant (Tab. 8).

The perceived economic dimension of CSR by hospitality industry employees has an insignificantly negative influence on their TI with $\beta = -.003$ ($p < .954$). The perceived legal dimension of CSR by hospitality industry employees negatively influences their TI with $\beta = -.234$ ($p < .001$). The perceived ethical dimension of CSR by hospitality industry employees negatively affects their TI with $\beta = -.238$ ($p < .001$). The perceived philanthropic dimension of CSR by hospitality industry employees significantly negatively influences their TI with $\beta = -.160$ ($p < .002$) (Tab. 8, 9).

The high value of F ($F = 30.985$) on the level of significance $p < .001$ demonstrates a good linear regression model fit (Tab.10). Thus, H2 "Perceived CSR (economic, legal, ethical, and philanthropic dimension) by hospitality industry employees has a negative direct influence on their TI" has been partially confirmed ($p < .001$).

Table 8 Regression analysis for CSR and TI

Regression analysis for dependent variable: TI R= .484 R ² = .234 Adjusted R ² = .226 F = 30.985 p< .00000 Standard error of the estimate: 6.97593546322						
N=411	β	b	Standard error of b	t	Tolerance	p-value
Constant		43.927	2.520	17.435		0.000
Economic	-.003	-.006	.110	-.057	.533	0.954
Legal	-.234	-1.122	.268	-4.188	.606	0.000
Ethical	-.238	-.316	.065	-4.835	.779	0.000
Philanthropic	-.160	-.633	.205	-3.094	.704	0.002

Source: Author's work.

Table 9 Partial correlation coefficients: CSR and TI

Regression analysis for dependent variable: TI Independent variables: Economic, Legal, Ethical, Philanthropic dimension						
N = 411	β	Partial correlation	Semi part. correlation	Tolerance	VIF	t
Economic	-.003	-.003	-.002	.533	1.875	-.057
Legal	-.234	-.203	-.182	.606	1.650	-4.188
Ethical	-.238	-.233	-.210	.779	1.283	-4.835
Philanthropic	-.160	-.152	-.134	.704	1.420	-3.094

Source: Author's work.

Table 10 Test of regression analysis model fit - ANOVA for CSR and TI

Regression analysis for dependent variable: Turn over Intention Independent variables: Economic, Legal, Ethical, Philanthropic dimension						
N=411	Sum of Squares	df	Mean Square	F-value	p-value	
Regression	6031.297	4	1507.824	30.985	0.000	
Residual	19757.452	406	48.664		0.000	
Total	25788.749	410			0.000	

Source: Author's 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 .416 with F of 291.787 ($p < .001$) to be significant (Tab. 11). The employees' JS has a significantly negative influence on their TI with $\beta = -.645$ ($p < .001$) (Tab. 11).

The high value of F ($F = 291.787$) on the level of significance $p < .001$ demonstrates a good linear regression model fit (Tab. 12). Thus, the H3 "Hospitality industry employees' JS negatively influences their TI" has been confirmed ($p < .001$).

Table 11 Regression analysis for JS and TI

Regression analysis for dependent variable: TI						
R= .645 R ² = .416 Adjusted R ² = .415						
F = 291.787 p< .00000 Standard error of the estimate: 6.06627715454						
N=411	β	b	Standard error of b	t	Tolerance	p-value
Constant		40.893	1.288	31.756		0.000
Job Satisfaction	-.645	-1.136	.067	-17.082	1.000	0.000

Source: Author's work.

Table 12 Test of regression analysis model fit - ANOVA for JS and TI

Regression analysis for dependent variable: Turn over Intention						
Independent variables: Job Satisfaction						
N=411	Sum of Squares	df	Mean Square	F-value	p-value	
Regression	10737.665	1	10737.665	291.787	0.000	
Residual	15051.085	409	36.800		0.000	
Total	25788.749	410			0.000	

Source: Author's work

6. Result interpretation and discussion

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

56 % of hospitality industry employees' JS is explained by CSR ($R^2 = .564$, Adjusted $R^2 = .560$, $p < .001$, Tab. 5). Most of the influence could be explained by the legal ($\beta = .336$, partial correlation coefficient = .369, $p < .001$, Tab. 5, Tab. 6) and ethical ($\beta = .315$, partial correlation coefficient = .388, $p < .001$, Tab. 5, Tab. 6) dimension of CSR. These results are

in line with current research findings on CSR and employees (e.g. Kim et al., 2017; John et al., 2019). Employees appreciate the employer's adherence to contractual obligations and additional employer-employee relation related laws and regulations (e.g. work safety procedure regulations, compulsory social and health insurance contribution), which provides the employees with a job, and hereafter social and economic security. Likewise, employees like to be treated with fairness and dignity (e.g. transparent performance evaluation or application of antidiscrimination policies), having the opportunity to express themselves freely and take part in open discussions (e.g. presenting employees with adequate information or two-way symmetrical communication), or having space to incite work-home environment boundaries. Similar findings are presented by scholars on employees' motivation, who claim that e.g. transparent leadership and symmetrical communication together with feedback-seeking behaviour or unambiguous performance evaluation represent vital motivation drivers (Lutz et al., 2020; Li et al., 2021; Kim et al., 2021; Lee & Kim, 2021), especially for generation Y employees or employees with a higher form of education (Mládková, 2012; Mládková, 2013; Zámečník, 2014; Stewart et al., 2017; Wong et al., 2017; Xiong & King, 2019; Supanti & Butcher, 2019) who, based on the demographic analysis, make the majority of this paper researched sample, as the first two age categories comprise 255 respondents ($N = 255/411$), and the respondents with a higher form of education (higher and university form of education) represent 234 respondents ($N = 234/411$).

The philanthropic dimension has a significant positive influence on JS ($\beta = .176$, partial correlation coefficient = .218, $p < .01$, Tab. 5, Tab. 6), which is a finding resembling the results of other service sector management scholars (e.g. Cycyota et al., 2016; Graves et al., 2019; Kim et al., 2020). The lesser value of influence (in comparison to the legal or ethical dimension of CSR) could be probably explained by most 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; they might be driven by "extrinsic" rather than "intrinsic" motivation factors. Hence, 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 (4.56) 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/question on two-way symmetrical communication between the employees and organisation (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. As suggested by Tkalac Verčič and Špoljarić (2020), to improve the management of internal communication and hereafter employees' engagement in various activities, preferred communication channels need to be adopted.

The economic CSR dimension has a significant positive influence on JS ($\beta = .165$, partial correlation coefficient = .179, $p < .001$, Tab. 5, Tab. 6). Similar results are confirmed by most scholars (e.g. Kim et al., 2016; Kim et al., 2017). Therefore, based on the economic dimension item content, a sustainability-oriented approach must be adopted to stay competitive in the hospitality industry market (waste and consumption management, environment-friendly technologies adoption) (Goh & Jie, 2019; Amrutha & Geetha, 2020). While for the generation Y or employees with higher form education, new technology systems or work processes represent a welcomed opportunity for self-development (Wong et al., 2017), ageing employees or employees with a lower form of education might feel resistance (Pak et al., 2018). Thus, well-fitted training programmes and well-selected form and communication channels are required (Pak et al., 2018; Amrutha & Geetha, 2021).

The employees' TI amount to CSR by 23 % ($R^2 = .234$, Adjusted $R^2 = .226$, $p < .001$, Tab. 8), where the ethical ($\beta = -.238$, partial correlation coefficient = -.233, $p < .001$, Tab. 8, Tab.9), legal ($\beta = -.234$, partial correlation coefficient = -.203, $p < .001$, Tab. 8, Tab. 9) and philanthropic ($\beta = -.160$, partial correlation coefficient = -.152, $p < .002$, Tab. 8, Tab. 9) dimensions are of a statistical significance, while the economic dimension ($\beta = -.003$, partial correlation coefficient = -.003, $p < .954$, Tab. 8, Tab. 9) is of no statistical significance and hence does not influence the employee's intentions to leave. Thus, as in CSR and JS relation, ethical and legal CSR dimensions play a vital role in stimulating employees' voluntary retention. Employees like to relate to those organisations which are trustworthy, reputable, and compatible with their values. According to SIT or SCT, employees like to associate their own identity with the social status and reputation of the organisation they work for (Graves et al., 2019; John et al., 2019). Similarly, if the organisation treats its employees with dignity

and appreciation, they like to reciprocate likewise (Peterson, 2004). Consequently, the organisation's engagement in meaningful and substantive CSR activities, like e.g. addressing significant social and environmental issues (philanthropic CSR dimension), could determine the level of employees' voluntary retention. 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. high level of TI, shirking behaviour, or employee cynicism) (Donia & Tetrault Sirsly, 2016; Babu et al., 2020). Hence, this paper proposes that an organisation's fair and honourable behaviour, law compliance and pursuing meaningful philanthropic activities can diminish employees' intentions to leave and thus increase their voluntary retention.

Additionally, the results also indicate that CSR's economic dimension (e.g. organisation's development of sustainable long-term strategy, improvement of labour productivity and cost management) plays no major motivation in employees' intentions to resign. These findings follow the qualitative examination of employee TI carried out by Yang et al. (2012).

Based on the results, employees' TI are more directly affected by employees' JS (42 %, $R^2 = .416$, Adjusted $R^2 = .415$, $p < .001$, Tab. 11) rather than by CSR (economic, legal, ethical, and philanthropic dimension), which provides a lesser level of direct influence on employees' TI (23 %, $R^2 = .234$, Adjusted $R^2 = .226$, $p < .001$, Tab. 8, Tab. 9). However, the results on the direct causal relationship between CSR and JS also indicate (56 %, $R^2 = .564$, Adjusted $R^2 = .560$, $p < .001$, Tab. 5, Tab. 6) that CSR motivated employees are a premise for maintaining satisfied, and thereafter adherent employees.

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

CSR $\rightarrow$ JS (H1, $R^2 = 0.564$, Adjusted $R^2 = 0.560$, $p < 0.001$)

CSR $\rightarrow$ TI (H2, $R^2 = 0.234$ Adjusted $R^2 = 0.226$, $p < 0.001$)

and an indirect relationship between CSR and

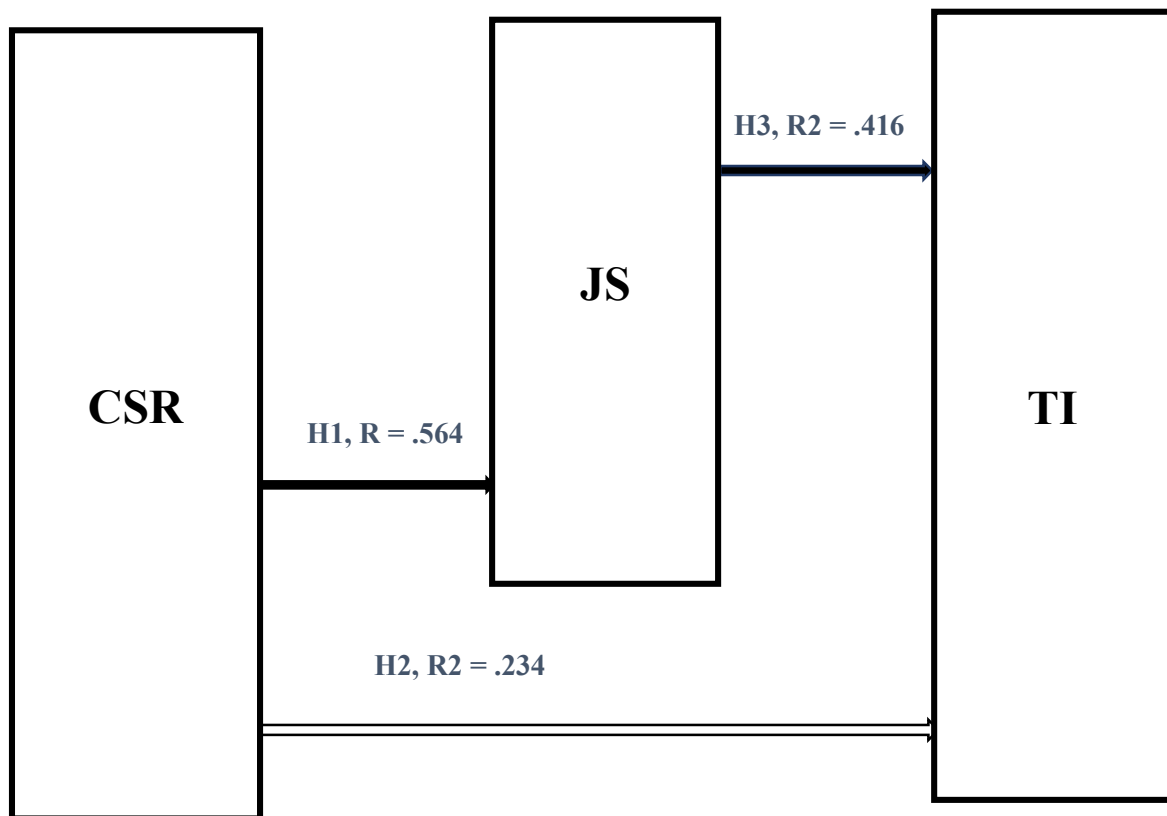
JS $\rightarrow$ TI (H5, $R^2 = 0.416$, Adjusted $R^2 = 0.415$, $p < 0.001$)

Therefore, the author of this paper proposes the following path:

CSR → JS → TI

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

Fig. 1 CSR and its relation to Employees' attitudes and behaviour



Source: Author's work.

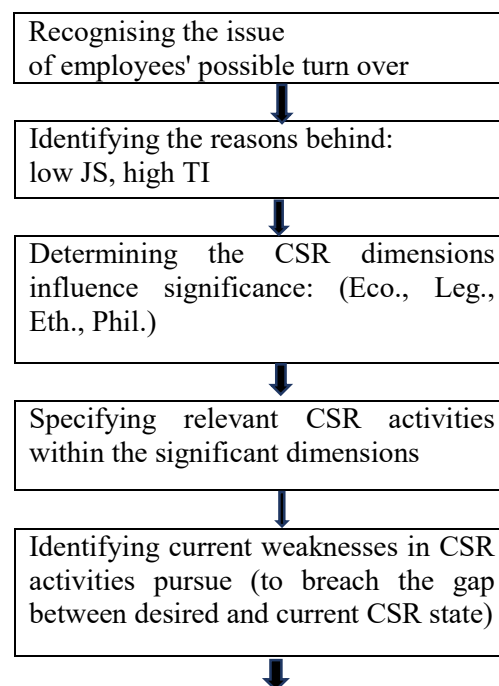
Reading the relationship between CSR (as a motivation driver) and employees' TI (with desirable none to low-rate value) in reverse order (consequence → cause), which is:

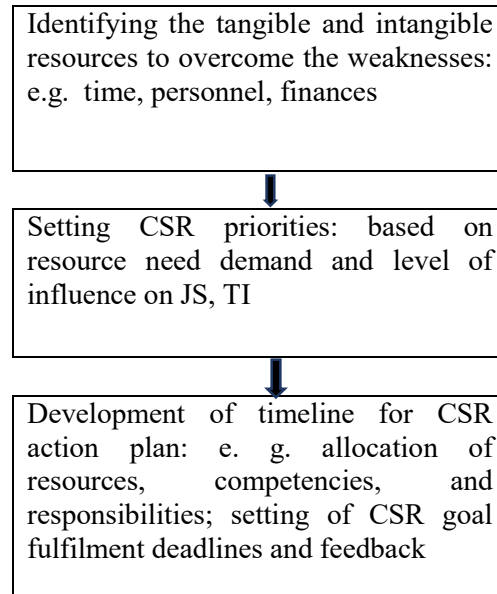
TI → JS → CSR,

we get functional hospitality industry managers' guideline to facilitate a desirable level of voluntarily retaining employees (Fig. 2). It is notable to point out that those CSR activities, which are functioning as motivation drivers (addressing the question "what"), might change due to the course of time (addressing the question "when"), leveraged by the shift in

employee's values or by the change in his or her micro and macro-level environment conditions (addressing the question "why"). Thus, regular checks on employee's need satisfaction fulfilment need to be carried out. CSR activities represent tangible and intangible investment from the organisation's perspective; hence, only productive employees with a low level of absenteeism need to be reinforced to voluntary retention by providing suitable CSR stimulus. To minimise the gap between employee work environment expectations and the day-to-day work reality, effective CSR employer branding strategy, appropriate CSR communication strategy, and CSR training programmes are suggested. Likewise, besides responsibility, the personnel in charge of CSR plan implementation into practice need to be given adequate competencies and both tangible and intangible resources in consideration. Reasonable CSR plan fulfilment timeline and suitable form of plan evaluation need to be addressed before the plan implementation. Conclusively it might be said that to make the causal relationship between CSR and desirable employee behaviour or attitudes (JS and voluntary R) functional, it needs to work on the premises of two-way symmetrical communication and mutual trust between the organisation and employees (ethical and legal dimensions of CSR). Otherwise, it only represents for the organisation a sunk cost.

Fig. 2 Relation between TI and CSR





Source: Author's work.

7. Conclusion

This paper aims to examine CSR's effect (economic, legal, ethical, and philanthropic dimension) on hospitality industry employees' JS and TI. The empirical research findings suggest that CSR is a significant predictor of employees' examined attitudes and behaviour, mainly regarding 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 for employees' decision-making whether to leave or stay. Hence, the results indicate the importance of increasing the level of CSR proximity. Organisations should find ways to communicate their CSR activities to their employees more effectively and explain the reasons underlying the organisation's CSR initiative choices, which enables the employees to form substantive attributions and view the employer in a more favourable light.

The research was carried out in upper scale SME accommodation providers, located in one of the leading travel destinations (Prague, Czech Republic) in the Central European and European context. The author of this paper thus believes that the findings are applicable for those upper-scale accommodation providers who face similar destination-related conditions (e.g. Central European capitals or land-locked European cities hosting business and government authorities and having similar tourism-related infrastructure). Moreover, in the EU context, large organisations' obligation to annually report on their CSR performance

might pressure the hospitality industry SMEs to do likewise and, grounded in a holistic approach to organisation, elucidate the overall tourism industry supply chain's value.

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 and TI). Thus, to use them to their best advantage (mainly the ethical and legal dimension of CSR), we propose the path "CSR → JS → TI" as the most beneficial in shaping the "employer-employee" relations.

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