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Corporate social responsibility and turnover intention at the hospitality industry: A strategy for employee retention by fostering stronger commitment and job satisfaction

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Department of Human Resources and Organizational
Behaviour

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Abstract

In an effort to increase retention rates, retain talent, and ensure the quality of service provided by employees, it is of the utmost importance for hotels and the hospitality industry in general to be able to prevent employees from leaving. This study aims to investigate the impact of hotel employees' perception of corporate social responsibility (CSR) on their turnover intention, as well as if this relationship is mediated by affective commitment and job satisfaction. Moreover, the employees' experience of participation in CSR practices was explored as a possible moderator with the objective of understanding its impact on the relationships being explored. Two theories often used to explain the relationship between employees and organizations, namely, Social Identity Theory and Social Exchange Theory, were used to theoretically frame the research model and explain the relationship between employees' perception of CSR and turnover intention. Data from a sample of 205 participants who work at hotels in Portugal were gathered through online questionnaires in order to analyse these associations. Results demonstrated the importance of employees' perception of CSR practices to foster employees' affective commitment and job satisfaction, as well as to reducing employee turnover intention, which reaffirms the importance of CSR in the performance and competitive advantage of hotels and the hospitality industry as a whole, or as a strategy to retaining employees. However, the importance of employee participation in CSR practices was not verified.

Key words: Corporate Social Responsibility; Affective Commitment; Job Satisfaction; Turnover Intention; Participation in CSR; Hospitality

JEL Classification Codes: Y40 Dissertations; O15 Economic Development: Human Resources; D23 Organizational Behaviour; L83 Tourism

Resumo

Numa tentativa de aumentar as taxas de retenção, reter talento e garantir a qualidade do serviço prestado pelos trabalhadores, é essencial que os hotéis e a indústria da hospitalidade consigam evitar a saída voluntária dos seus trabalhadores. Este estudo tem como objetivo investigar o impacto da percepção dos trabalhadores relativamente à responsabilidade social (RSO) dos hotéis na intenção de saída, bem como se essa relação é mediada pelo comprometimento afetivo e pela satisfação no trabalho. Além disso, a experiência de participação dos colaboradores em práticas de RSO foi explorada como um possível moderador com o objetivo de compreender o seu impacto nas relações estudadas. Duas teorias frequentemente utilizadas para explicar a relação entre trabalhadores e empresas, nomeadamente a Teoria da Identidade Social e a Teoria da Troca Social foram usadas para enquadrar teoricamente o modelo de investigação e as relações entre percepção de RSO e intenção de saída. De modo a analisar estas relações foram ainda recolhidos, através de questionários online, dados de uma amostra constituída por 205 participantes que trabalham em hotéis. Os resultados obtidos demonstram a importância da percepção dos trabalhadores sobre as práticas de RSO para a fomentar o comprometimento afetivo e a satisfação dos trabalhadores, bem como para reduzir a intenção de saída dos mesmos, o que reafirma a importância da RSO na vantagem competitiva dos hotéis e da indústria hoteleira no geral, ou como estratégia de retenção de trabalhadores. No entanto, a importância da participação dos trabalhadores nas práticas de RSO não foi verificada.

Palavras-chave: Responsabilidade Social; Comprometimento Afetivo; Satisfação no Trabalho; Intenção de Saída; Participação em RSO; Hospitalidade

JEL Classification Codes: Y40 Dissertations; O15 Economic Development: Human Resources; D23 Organizational Behaviour; L83 Tourism

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Introduction

The main research goals of this study consist of identifying the benefits of employees' perception of CSR practices and how it contributes to organizational commitment, employee satisfaction, and, consequently, to decreased employee turnover intention in the hospitality industry, more specifically at hotels.

At a global level, tourism is a sector of great importance as it has proven to be one of the largest economic activities (Sarmiento & Franco, 2023). The same applies to Portugal, where this sector presents itself as a significant activity for the country's economy and its population. For example, tourism represents more than 20% of GDP in areas such as the Algarve or the Azores and Madeira islands. Additionally, in Portugal, this sector was responsible for 18.6% of total jobs in 2021 (Espírito Santo et al., 2021).

Due to the Covid 19 pandemic, organizations faced several challenges, for instance, the difficulty of managing the relationship with internal stakeholders, and more relevant for this study, the case of employees (Cheng et al., 2022). Among the different industries, the hotel industry has suffered a significant decrease in sales, more specifically in the occupancy rate (Sobieralski, 2020). To illustrate this, hotels were faced with a sudden increase in booking cancellations. Moreover, during March 2020, Marriot International hotels in China had an occupancy rate near 15%. In Europe and North America, the occupancy rate was below 25% during March 2020. The occupancy rate of Marriot hotels in the regions mentioned above was around 70% during the same month of the previous year (PRNewswire, 2020). In the case of Portugal, the year 2020 was the year in which there was also a significant decrease in the occupancy rate, in the previous years it was around 47% and 48%, but in 2020, this value decreased to 24.1%, having increased to 31.1% in 2021 (Instituto Nacional de Estatística, 2021).

Many hotels had also suffered substantial financial losses and due to all these changes, many ended up facing management challenges, and many independent and group hotels had to be closed. This led to an increase in unemployment, particularly significant when compared to other industries with a significant reduction in the number of employees (PRNewswire, 2020). Furthermore, after the pandemic, the increasing demand for labour and the scarcity of supply have become a challenge for the Tourism industry (World Travel & Tourism Council [WTTC], 2022), including the hospitality industry. Due to all these factors, the hospitality industry was one of the sectors that took the longest and had the most difficulty to get back to normal (Baum et al., 2020), given that in many countries, and in response to what was happening, it was the first industry to dismiss employees and close its activity (Flaming & Burns, 2020).

All of these things occurred as a result of the pandemic and all of the changes that it brought, namely, the worldwide recessions, the creation and implementation of consistent travel bans around

the world (Garcia, 2022), the implementation of social distancing rules and lockdowns, which led to a reduction in the tourism activity and economic challenges for the hospitality industry (PRNewswire, 2020). Moreover, given that many individuals could no longer travel, several places were forced to close their businesses (Baum et al., 2020).

Considering that events such as downsizing or other types of shocks that affect the company often make workers engage in a comparison between their current company and a potential company they could work for when deciding whether to stay or leave their current company (Trevor & Nyberg, 2008), after the Covid 19 pandemic, many workers made the decision to leave and start working in industries that would be considered as more stable and secure, like is the case of sectors like retail, agriculture, and health and social care (Baum et al., 2020). To give an illustration, according to a report from Medallia (2021), two-fifths of global hospitality workers were planning to leave their jobs by the end of 2021, and, despite the increase in the activity after the pandemic, 59% of hospitality organizations were working with less employees. This can be explained by the existing relationship between job insecurity and turnover intention. According to Ashford et al. (1989), the perception that workers have of job security can influence their intention to find a new job, thus increasing their intention to leave their current company. All of these changes had consequences on employee's psychological well-being, such as job insecurity, job engagement, turnover intention (Jung et al., 2021) or organizational commitment (Filimonau et al., 2020).

In view of this and considering the existing critically high turnover intention at the hospitality industry (Xu et al., 2022), it is necessary for the hospitality industry to use a more competitive approach in the labour market (Baum et al., 2020) allowing companies to retain current employees and attract new ones, especially given the fact that this industry, that belongs to the service sector, is characterized as a labour-intensive industry (Aynalem et al., 2016; Dwesini, 2019; Kim et al., 2020). Nevertheless, in order to face the existing problem, policies and initiatives must be prioritized and put into action (WTTC, 2022).

An essential factor for the success of organizations is the management of human assets, especially regarding the hospitality industry, where employee retention has always been a challenge. This industry is known for its unpredictable characteristics, as well as its difficult working conditions, such as poor pay, long working hours, staff shortage, unstimulating work, work overload and polychronic behaviour, among others (Ghiselli et al., 2001; Baum et al., 2020; Aynalem et al., 2016; Jang & George, 2012). This can result in negative employee outcomes as workers have to do more with less work conditions (Lo & Lamm, 2005). Specific characteristics of this sector as well as its nature explain the preference of some employees to move from one industry to another (Dogru et al., 2023).

Studies have shown that the devaluing of retention strategies might lead to an increase in employee turnover, resulting in negative consequences for businesses. For instance, it prevents

growth and reduces productivity as it requires that new employees understand and learn about the job and the organization; other examples are the difficulty of replacing talent or the high costs associated with employee turnover (Curtis & Wright, 2001; Ghosh et al., 2013) like is the case of costs with the investment on recruitment, training, and development of both employees that leave the organization and new employees; another consequence for this industry is the reduced service quality. Considering that the implementation of CSR practices contributes to a workforce that is more oriented to customers' needs and a workforce that cares about providing higher quality services, which ensures customer satisfaction (Duarte et al., 2019; Bohdanowicz & Zientara, 2008), the non-implementation of these practices may lead to a reduction in the quality of service provided by employees, an essential factor for any hospitality business success. Therefore, it is crucial for organizations to manage and minimize costs associated with employee turnover (Morrell et al., 2004; Ongori, 2007).

In the specific case of the hospitality industry, due to its characteristics, understanding employee turnover is critical for organizations (Park & Min, 2020; Han, 2020). Taking into consideration all the direct and indirect costs associated with employee turnover, it is essential to understand what can be done to reduce employee turnover intention and create a more stable workforce, achieving, in that way, the primary reason for retention strategies, that according to James and Mathew (2012), is to prevent talented employees from leaving. Despite presenting itself as a problem for the hospitality industry, little attention is given to the development of strategies that enable the retention of workers, which results in a lower performance and sustainable growth for companies in this industry (Ghani et al., 2022).

Rhou and Singal (2020) stated that hospitality companies with corporate social responsibility (CSR) practices directed towards employees can better attract, motivate, and retain their employees, which, in turn, may contribute to a better performance of the company. However, CSR as a tool for employee retention has been largely overlooked in the academic literature (Bode et al., 2015; Guzzo et al., 2020). For instance, according to the systematic review done by Rhou and Singal (2020) on the study of CSR in the hospitality context, there is a gap in the research about the impact of CSR on employees' attitudes and behaviours. Guzzo et al. (2020), also stated that hospitality CSR study regarding employees is still in development. Besides that, in the case of workers' perception of CSR, this field has not been explored so much (Lee et al., 2013; Glavas, 2016; Bauman & Skitka, 2012). However, understanding how CSR can influence specific stakeholders, such as employees, can be essential for hospitality companies (Guzzo et al., 2020), especially when it is known that understanding how employees react to CSR might contribute to understanding the potential consequences of these practices on how employees perceive the company (Bauman & Skitka, 2012).

Furthermore, it is of great importance for hospitality companies to understand employee turnover as it influences the success of the business as well as its sustainability (Han, 2020). This highlights the

need to study the impact of CSR on the turnover intentions of workers from the hotel industry. In order to address this gap, the relationship between hotel employees' perceived CSR and their intention to leave their workplace will be studied, assessing potential intervening (i.e., affective commitment and job satisfaction) and boundary conditions (i.e., past participation in CSR activities).

With this in mind, the following research objectives are proposed:

- To examine how employees' perception of CSR practices contributes to reducing turnover intention.
- To ascertain whether employees' organizational commitment and job satisfaction help explaining the relationship between perceived CSR initiatives and turnover intention.
- To examine whether the participation of employees in CSR initiatives moderates the relationship between perceived CSR and both organizational commitment and job satisfaction.

Taking into consideration the previously established objectives and in order to provide a better understanding of this research, this dissertation is structured as follows. Firstly, the literature review that will present relevant concepts, the theoretical frameworks relevant for this research and the proposed hypotheses followed by the research model is presented. Subsequently, information on data collection method used to collect data, including the scales to measure the relevant variables of this research or sample characterization is provided. Finally, the analysis of the obtained results as well as the main conclusions, limitations and future research suggestions are discussed.

Chapter 1. Literature Review and Hypothesis Development

1.1. Employee Turnover and Turnover Intention

Over the past decades, there has been a need to study employee turnover in companies as it always presented itself as a problem for organizations, regardless of their industries or business sectors (Hinkin & Tracey, 2000; Holtom et al., 2008; Hom et al., 2017; Rubenstein et al., 2018). The need to study this phenomenon is due to the different consequences and costs that it presents to companies. Comprehending the causes underlying employee turnover helps companies reduce the costs associated with this phenomenon, such as financial costs or reduced service quality, allowing companies to improve their human resources management strategies (Hinkin & Tracey, 2000).

Mobley (1982) has defined employee turnover as the “cessation of membership in an organization by an individual who received monetary compensation from the organization” (p.10). In line with this, Allen et al. (2010), stated that the concept of turnover can be distinguished into two types, namely, voluntary turnover and involuntary turnover. Voluntary turnover occurs when employees decide to leave their workplace, and this can be influenced by the work environment. On the other hand, involuntary turnover consists of the employer’s decision to terminate the employment contract. The difference between both types of turnover is that the first is a decision made by the employees themselves, whilst the second consists of a decision made by the employer to terminate the contract with the worker.

In the case of turnover intention, it was “conceived to be a conscious and deliberate wilfulness to leave the organization” and is usually “measured with reference to a specific interval of time”, for instance, months (Tett & Meyer, 1993, p. 261). Gaertner and Nollen (1992), however, emphasized that this behaviour can be influenced by company-related factors, such as the company's norms and regulations, features of the labour market and an employee-related aspect, namely, employee’s perception. In short, turnover intention reflects the employee’s intention to leave a company and to start searching for new employment, significantly influencing employee turnover behaviour (Wang et al., 2020a; Allen et al., 2003).

Turnover intention is often considered as the best predictor of actual employee turnover (Griffeth et al., 2000; Hom et al., 2017; Lazzari et al., 2022), and according to Sun and Wang’s (2017) findings, that states that a higher turnover intention tends to increase the actual turnover rate, turnover intention can be considered as a reliable indicator of actual turnover. For this reason, behavioral researchers suggest that it is better to use turnover intention instead of actual turnover data. Even though many authors argue that there is a relationship between turnover intention and actual turnover, many question it. For instance, Jung (2010) argues that not all employees who report their

turnover intention end up by leaving their workplace. An essential aspect to consider is that, once an individual starts thinking about quitting their job, they consider two aspects. The first one refers to their beliefs regarding the probability of finding alternative employment. The second refers to the costs that are associated with leaving their current jobs to search for a new one, some examples of this are seniority and benefits (Mobley, 1977; as cited in Peters et al., 1981). Besides that, in the case of employees who have managerial positions, the costs and possible obstacles associated with leaving their current position tend to be higher. For that reason, even when they manifest an intention to leave, they could be reluctant to act in such a way (Sun & Wang, 2017). In this context, it is worthwhile considering that both turnover intention and actual turnover are influenced by different factors not only related to the company but also to the employee.

According to Allen et al. (2010), a prevalent misconception among managers is that they believe that the reasons that influence employees' willingness to leave their jobs are based merely on salary, the level of commitment or employees' satisfaction with their job and company. This misconception often led to the belief that influencing a workers' decision to leave is challenging. As a result of this, managers might overlook the importance of creating and implementing effective retention strategies that are not only related to employee benefits and employee satisfaction.

Among the stakeholders, employees are thought to be the most important and productive asset of an organization (Singh, 2019; Kossivi et al., 2016; Ghani et al., 2022; Mitchell, 1997). This happens because of their significant influence within the organization (Mitchell, 1997) as well as the negative impacts they can have on businesses and the labour market, as the ability of the company to survive and grow depends critically on its workforce (Singh, 2019). Furthermore, high employee turnover could harm the company's reputation by giving the impression that it is an insecure employer (Ghosh et al., 2013), alienating potential hires and inciting current employees to start thinking about leaving their jobs. However, one of the most difficult challenges for an organization is the management of its people, especially understanding the best way to reduce employee's intention to voluntarily leave (Kossivi et al., 2016; Hytter, 2007; Ployhart, 2006; Singh, 2019). Therefore, employee retention strategies are not only becoming important for the organization's business strategies (Ghosh et al., 2013), but also for the ability of the company to function and maintain competitiveness (Kyndt et al., 2009).

1.1.1. Employee Turnover in the Hospitality Industry

The causes of employee turnover have been the subject of several studies in the literature on hospitality (Ghani et al., 2022; Han, 2020; Karatepe & Kilic, 2007), as this continues to represent a significant challenge for the industry and given that the turnover rate is traditionally higher than in other sectors (Hinkin & Tracey, 2000). Nonetheless, insufficient emphasis is placed on developing

retention strategies for this industry, which has detrimental implications for hospitality organizations (Ghani et al., 2022).

Studying the negative consequences of turnover within the hospitality industry has become more important because of the need to retain qualified and competent workers in this industry (Kim et al., 2010). Similar to what occurs in other sectors, employee turnover can lead to lower productivity for companies in the hospitality sector, it can bring costs with the recruitment and selection process, as well as with the need to provide training to new employees who will replace former ones. Kim et al. (2010) also mentioned that employee turnover also decreases hotel profits. Regarding employee productivity, it is difficult to know if the new employees could have the same or at least 50 % of the productivity of the former employee, and it is also difficult to predict how much time the new employee might need to be able to reach a high level of productivity and competence (Simons & Hinkin, 2001).

However, it is worthwhile to consider that, in order to create effective human resources strategies, it is essential for hospitality companies to identify the causes behind high turnover (Dwesini, 2019). Several authors have found a wide variety of reasons that influence or lead to employee turnover and turnover intention in the hospitality industry. Some examples are low wages, long working hours and work overload that end up affecting employees' work-life balance, resulting in physical and emotional stress, lower work engagement and, consequently, poor job performance (Deery & Jao, 2015; Karatepe, 2012; Kim et al., 2005). In addition to this, since it is a service industry, it implies that employees in front-line positions, such as receptionists or food and beverage employees need to deal with emotional labour (Kim, 2005; Min et al., 2015). Another example is that workers in the hospitality industry do not receive enough job resources, which often leads them to think about quitting (Park & Min, 2020). In contrast to employees from other industries, to cope with all of these negative aspects of the industry and the job itself, hospitality employees are more likely to require greater resources (Min et al., 2015; Park & Min, 2020).

In a study done on employees from four and five-star hotels in Dubai, it was found that the reasons for turnover among these employees are linked to both the organization and employees. In what concerns the reasons related to the employees and their intention to leave the hotel, some of them are individual fulfilment or lack of work-life balance. Regarding the reasons related to the organization, some examples are the low wages or the lack of opportunity for career progression (Michael & Fotiadis, 2022).

Considering the several reasons behind high turnover as well as its implication in the hospitality industry and hotels, it is possible to verify that effective strategies are needed to tackle this problem.

1.2. Corporate Social Responsibility

1.2.1. CSR and its importance for companies and for the hospitality industry

CSR has been an important management topic and a prominent area of study and interest for business professionals during the past few decades, at least, since 1950 (Youn et al., 2018; Paul & Parra, 2021).

The concept of CSR has changed over the decades. When it first emerged, it included ideals like ethical and moral conduct, contributing to the welfare of society, and respect for stakeholders (Sheldon & Park, 2011) that have prevailed over the years. One of the most complete definitions of CSR is from Carroll (1979), one of the pioneers of CSR literature widely known for introducing the CSR Pyramid, a framework that explains the different dimensions of CSR, that is, the four responsibilities that companies have towards society. This author states that CSR encompasses the ““economic”, “legal”, “ethical”, and “discretionary” expectations that society has of organizations at a given point in time” (p. 499). Carroll (1979) also argues that to be considered socially responsible, organizations should take into account these four dimensions, meaning that the social obligations of any organization should align with all of the dimensions. According to Holcomb et al. (2007), the common aspect of the several definitions of social responsibility is that they all emphasize the importance of businesses incorporating socially responsible behaviour into their organizational strategies, which is consistent with the CSR definition of the European Commission (2011), that describes it as “the responsibility of enterprises for their impacts on society” (p. 7). According to the European Commission (2011), CSR principles give importance to matters such as “human rights”, “labour and employment practices” like employee well-being or diversity and “environmental issues” like climate change (p. 7).

Another concept that captures the essential aspects of CSR is the one from Aguinis (2011) which defines CSR as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (p. 855). Barnett (2007) also presents a definition that is more focused on stakeholders, defining CSR practices as “a discretionary allocation of corporate resources to improving social welfare that serves as means of enhancing relationships with key stakeholders” (p. 801). This concept stands out as the most pertinent CSR concept for this study because it places an emphasis on stakeholders. Furthermore, Hopkins (2004) stated that CSR involves treating the stakeholders of an organization in an ethical and responsible manner, given that the businesses' constant involvement in these types of initiatives may result in the development of stakeholders’ trust (Tang et al., 2012). With this in mind, it can be inferred that CSR consists in the responsible behaviour of companies towards society but also focuses on the different stakeholders of the company, both internal and external.

Another relevant definition of CSR is the one from Farooq et al. (2014) who suggest a definition only focused on employees. According to these authors, CSR initiatives for employees “represents a

firm's actions that ensure the well-being and support of its employees through good working conditions, including career opportunities, organizational justice, family-friendly policies and training and development" (Farooq et al., 2014, p. 917).

Many researchers believe that an organization's investment in CSR-related initiatives can positively influence a company and its stakeholders. To give an illustration, from a business perspective, CSR investments and initiatives can enhance a company's competitive advantage to grow (Carroll & Shabana, 2010). Some researchers also believe that it may be used as a proactive corporate strategy to establish and maintain competitive advantage, a way to create value, and a tool for differentiation (Sheldon & Park, 2011; Kaur & Dave, 2020; Brachle & Waples, 2022; El Akremi et al., 2018; Duarte et al., 2014b). Moreover, other researchers also believe that CSR is a tool that can be used to improve corporate reputation (González-Rodríguez, 2019). Others consider it as one of the key success factors to enhance the firm's performance (Kuo et al., 2016; González-Rodríguez et al., 2019).

For these reasons, companies that belong to competitive markets are more likely to engage in CSR (Du et al., 2015). Besides that, by investing in CSR, companies can comply with government laws and local regulations, achieving, in that way, the main characteristic of ethical CSR, which consists of conducting business morally and ethically (Lee et al., 2013; Palihawadana et al., 2016; European Commission, 2011). In addition to those benefits, these types of initiatives may also help to retain current customers and attract new ones as they influence customer loyalty positively (Aguinis & Glavas, 2012). Another key aspect relies on the fact that it is through CSR that companies create and express a culture that considers social consciousness (Rupp et al., 2006). Having into consideration all of the benefits associated with CSR practices, companies should not perceive the investment in these types of practices as additional costs for them but as an important sustainable strategy (Wang et al., 2020a).

Holcomb et al. (2007) claim that associations and organizations in the hospitality and tourism industries have been emphasizing behaviours that are socially responsible. For example, in the case of the travel industry, the importance of CSR has been increasing along with other issues like "climate change", "depletion of natural resources", and "human rights issues", among others (Sheldon & Park, 2011). In light of this, an increasing number of organizations are choosing to implement CSR strategies (Yoo & Chon, 2015).

In this context, it is worthwhile to highlight the significant role of entities that are dedicated to promoting socially responsible practices in the tourism industry, as well as creating guidelines and encouraging companies to prioritize socially responsible practices. An example is the World Tourism Organization (UNWTO) which, through the Global Code of Ethics for Tourism (GCET) that was approved in 1999, seeks to foster the sustainable development of worldwide tourism. According to UNWTO (2023a), sustainable development denotes "the environmental, economic, and socio-cultural aspects

of tourism development”, however, to be sustainable in the long term it is essential an appropriate balance of these aspects. This is accomplished through the maximization of the benefits of this sector and minimization of possible negative impacts on the environment, society, or cultural heritage worldwide (UNWTO, 2023a), which is consistent with what the European Commission (2011) considers as crucial for businesses to achieve sustainable development. The GCET provides guidelines to all the stakeholders involved in tourism development such as the government, enterprises, workers of the tourism industry and even to tourists and the community (UNWTO, 2023a). Another similar example is the Portuguese Code of Ethics and Professional Conduct for Tourism, which aims to provide guidance regarding practices in the tourism sector that ensure the socially responsible development of this sector in Portugal. The principles of this code are the respect and protection of human rights; the eradication of all forms of exploitation and discriminatory practices; eliminating all forms of corruption; the responsibility for defending and protecting the environment and the contribution to sustainable development (Turismo de Portugal, 2021).

In addition to the codes of conduct, there is also an action plan, which consists of 17 goals aimed at ensuring sustainable development by 2030. Despite being able to contribute directly or indirectly to all UNWTO’s initiatives to promote the sustainable development of tourism, this industry was included in three of the goals of the 2030 Agenda for Sustainable Development. Among them, goal number 8 is related to "decent work and economic growth", as it is a sector responsible for employing many individuals worldwide and for providing them with decent work opportunities. It is also included in the twelfth goal which refers to "responsible consumption and production" since the use of sustainable tourism practices may contribute to reduced negative environmental impacts related to this activity. The last goal in which the tourism sector has been included is the "life below water" (fourteenth goal) which refers to the sustainable use of marine resources to protect the ecosystem (UNWTO, 2023b). In this context, it is worthwhile to consider that the involvement of tourism and in this case hospitality businesses in CSR is of the utmost importance as it also contributes to achieving sustainable development goals.

Considering that CSR is seen as a crucial strategy for the hospitality industry, companies in this industry have been integrating CSR activities to enhance their brand reputation and competitiveness (Wut et al., 2022). Besides that, Wang et al. (2020b), noted that CSR has been frequently brought up as one of many hotels' goals that must be achieved. Although CSR initiatives, that are usually used by hotels, are mainly focused on the environmental, economic, and social aspects (Wang et al., 2020b), González-Rodríguez et al. (2019) found that hotels that choose to implement CSR practices related to employees and customers tend to strengthen their reputation which results in a better performance.

Given the many benefits CSR has for businesses, organizations have begun disclosing their CSR efforts and their outcomes more frequently over the last few years, but some still struggle to

accomplish this (Kuo et al., 2016). According to Kuo et al. (2016), by doing so, companies are able to enhance their reputation, create brand value, make employees aware of these types of initiatives, manage the company's culture, and show transparency to the government, among others. Considering all of the benefits that CSR can have on companies from the hotel sector and the hospitality industry, it is quite important for businesses to put this kind of initiatives in place, as the ones that do so might present a better performance when compared to the companies that do not, while creating positive value for society.

1.3. CSR and Employee's Outcomes

1.3.1. Perceived CSR and employee's outcomes

Studies have extensively explored the effects of CSR practices on employees. Besides focusing on the organizational level, researchers have also been focusing on the individual-level analysis that gives emphasis on the crucial importance of CSR as a predictor of individual-related outcomes, such as employee's attitudes, behaviours, and well-being within companies (Turker, 2009a; Aguinis & Glavas, 2019).

As mentioned before, workers' perception of CSR initiatives is used to measure the relationship between CSR and employee attitudes and behaviours in this study. The employee-perceived CSR is the "degree to which employees perceive a company supports the activities related to social cause" (Lee et al., 2013, p. 1717). Perceived CSR also indicates how well-informed employees are about the CSR practices of their organization towards stakeholders, government, and the environment (Turker 2009b). As the authors Rupp et al. (2006) stated, "individual employees, as members of the organization, are concerned about, contribute to, and react to an organization's evolving social consciousness" (p. 537). In other words, employees perceive, judge, and evaluate their organization's CSR efforts with regularity, because it contributes to the fulfilment of their psychological needs (Rupp et al., 2006). Similarly, CSR performs an important role in allowing employees to evaluate how their corporation administers justice (Khan et al., 2012; Duarte et al., 2014a). This can be justified by the value employees attribute to ethical programs (Valentine & Fleischman, 2008).

Furthermore, according to Rupp et al. (2006) the judgement that employees make regarding how their organization administers CSR can be divided into three. The first one concerns procedural CSR in which "employees judge social concern that is embedded in an organization's actions". The second concerns the distributive CSR in which employees judge "the outcomes that result from such actions". The last type of judgment that workers make in relation to CSR practices implemented by the company is interactional CSR which corresponds to "how individuals, both within and outside the organization, are treated interpersonally as a result of these actions" (p. 539). Taking this into account, it seems

reasonable to consider that employees tend to judge their employer's CSR actions, the outcomes of these actions and the impacts towards internal and external individuals.

In order to remain competitive, organizations need to attract the best talent, however, researchers like McDonnell (2011) believe that merely attracting talent is insufficient. Companies also need strategies that benefit their workers and, consequently, contribute to their intention to stay in the company in the long term (McDonnell, 2011; Kossivi et al., 2016; Kyndt et al., 2009), especially the ones that are well educated, skilled, talented, and motivated (Hytter, 2007; Brammer et al., 2007). As a result, organizations can have a competent and qualified workforce which is essential for the organizations' ability to be economically competitive (Kyndt et al., 2009). Considering that CSR initiatives not only add value to the company but can also contribute to creating a positive reputation, by integrating CSR into their business strategies, employee's attitudes and behaviours are impacted by their perception of CSR (Turner et al., 2019; Wang et al., 2020a; Rupp et al., 2006; Brow & Dacin, 1997), as individuals want to work for companies that are socially responsible and that operate in an ethical way (Duarte et al., 2014a,b). Companies that are highly engaged in CSR practices are also able to change the image that employees have regarding the company, as this leads them to perceive the company's corporate image more positively (Duarte et al., 2014b). Therefore, the company's socially responsible or irresponsible behaviour may influence employees' attitudes and behaviours towards their organizations (Rupp et al., 2006) as ethical programs are typically valued by employees and influence their behaviours at work (Valentine & Fleischman, 2008). As a result of working for a company with a good reputation and a company that cares about CSR, employees are more willing to display more positive attitudes (Aguinis & Glavas, 2012), being more dedicated to their workplace (Bayode & Duarte, 2022), and feeling more motivated to work, which, in turn, will improve their productivity (Wang et al., 2020a). Furthermore, Sun and Yu's (2015) findings suggest that there is a positive association between CSR and employee performance, given that employees who belong to socially responsible companies work in a more productive way.

Businesses that engage in CSR activities are also able to actively impact the social, ecological, and economic environment in which they operate, since this gives employees the chance to develop a favourable perception of themselves and to view the company they work for as a place that not only values but also promotes the well-being of other individuals (Raub & Blunschi, 2014), providing, in this way, information regarding the character of the organization, more specifically the level of fairness of the organization, helping employees understand if they identify themselves with the company or not (De Roeck et al., 2014). Similarly, this creates a sense of pride for belonging to an organization that cares about its stakeholders and is considered socially responsible, which in turn will affect the employee-organization relationship in a positive way (De Roeck et al., 2014; Aguinis & Glavas, 2019), encouraging employees to give more in return, and, as a consequence, helping companies to build

strong and long-lasting relationships with employees (Bhattacharya et al., 2009). To put it in another way, it is in the company's interest if workers know whether the company they work for is considered a moral company or not (Ellemers et al., 2011). Another relevant aspect related to the benefits that CSR can bring to employees is that those benefits may be different as they depend significantly on employees' individual characteristics and needs (Bhattacharya et al., 2007).

When it comes to employees from the hotel industry, Kim et al. (2017) stated that the employees' perception of CSR practices positively influences their attitudes at the workplace as well as their performance. Hotels that implement CSR initiatives are able to use it as a tool to improve the employees' quality of work life, as the implementation of these initiatives allows the fulfilment of stakeholder's needs, both physical and psychological (Kim et al., 2020).

Considering that employees contribute directly to the success of companies, Bauman and Skitka (2012) stated that understanding employees' reactions to CSR could potentially tackle issues related to the implications that CSR might have on companies. The perception that the employee has of CSR practices implemented by the organization has a significative influence on their perception of the morality of the organization and consequently on employees' behaviours and attitudes (Ellemers et al., 2011). Ellemers et al. (2011) suggested that by engaging in these types of initiatives companies might be able to enhance employee satisfaction as well as employees' affective commitment. Furthermore, employees who present basic needs tend to be more receptive to instrumental CSR activities that meet their economic and legal expectations, while those who present growth needs tend to be more receptive to voluntary CSR activities that fulfil their ethical and altruistic expectations (Kim et al., 2020).

Bauman and Skitka (2012) identified four psychological mechanisms through which CSR may influence the relationship that the employee has with their company and created a needs-based framework that highlights the different reasons (Table 1.1). In sum, CSR can satisfy the employee's need for a safe and secure work environment. Secondly, it can make employees view the company more favourably given that it reflects positively on their own identity and identification with the company. Moreover, CSR can make employees feel more connected and aligned with the company. Finally, CSR can also provide a sense of purpose because employees believe that their company is making a positive impact through socially responsible actions (p.65).

Table 1.1. *Mechanisms that influence the relationship between employees and organizations (Source: Bauman & Skitka, 2012)*

Employee need	CSR activities likely to satisfy need	Psychological mediators	Consequences of need fulfillment
Safety/security	Employee-centered CSR (e.g., competitive wages, health insurance coverage, employee development programs, positive union relations)	- Trust in the company - Perceived general fairness	- Decrease counterproductive work behavior - Facilitate employee recruitment and retention - Enhance organizational commitment
Distinctiveness	- Highly visible extra-organizational CSR efforts (e.g., philanthropy, community engagement) - Consumer-centered CSR (e.g., product and service quality) - Environmental stewardship	- Firm reputation (i.e., employees' estimation of how others perceive the firm) - Firm image (i.e., employees' perception of how the firm presents itself to others) - Pride in organizational membership	- Facilitate employee recruitment and retention - Enhance organizational commitment
Belongingness	- Symbols of values (e.g., specific philanthropic causes, environmental impact, diversity) - Values and mission statements	- Firm identity (i.e., employees' conceptualization of their firm) - Value affirmation - Perceived similarity and fit - Psychological ownership and sense of responsibility	- Improve extra-role performance - Increase organizational citizenship behavior - Encourage ethical behavior and decision making - Enhance organizational commitment
Meaning	Extra-organizational CSR efforts (e.g., volunteerism programs, pro bono services, philanthropic and community outreach programs)	- Feelings of authenticity - Perceived contribution to others' welfare, the community, or society - Generativity or sense that one has helped to build a positive legacy	- Increase employee life satisfaction and emotional well-being - Improve task persistence and in-role performance - Enhance organizational commitment

1.3.2. Social Identity Theory and Social Exchange Theory

Past studies have used several theories to explain the relationship between organizations and employee's attitudes and behaviours, including Social Identity Theory (Brammer et al., 2007; Hollingworth & Valentine, 2014; Stites & Michael, 2011; Wong et al., 2022; Wong et al., 2023) and Social Exchange Theory (Wong et al., 2023; Ko & Hur, 2014; Cropanzano & Rupp, 2008; Parzefall & Salin, 2010). Gaudêncio et al. (2021), for instance, have used both theories to understand the relationship between CSR and turnover intention. Besides that, regarding the hospitality industry, Guzzo et al. (2020) stated that hospitality research has developed a strong theoretical rationale for explaining the relationship between CSR attitudes and behaviours through Social Exchange Theory and Social Identity Theory.

According to Social Identity Theory (Tajfel & Turner, 1986), individuals identify themselves with groups that they perceive as meaningful and experience a strong sense of belonging. Through "social classification" individuals "locate" and "define" themselves in the "social environment" (Ashforth & Mael, 1989, p. 21). Employees who identify themselves with the organization may develop a favourable sense of identity when working for a company that possesses valued characteristics (Peterson, 2004), increasing employee commitment and satisfaction in the organization, as individual self-concepts are established through identification with the social groups to which they belong. A significant aspect of this theory relies on the fact that Social Identity Theory helps to understand and predict employees' attitudes and behaviours in a company (Ashforth & Mael 1989). In addition to this,

this theory is usually used to explain the reasons why employees respond favourably to societal investments made by the companies they work for (De Roeck et al., 2014).

On the other hand, Social Exchange Theory (Blau, 1964) has also been used to explain the employee-organization relationship (Cropanzano & Mitchell, 2005; Ko & Hur, 2014), such as understanding how organizations contribute to employees' feelings of obligation or positive attitudes and behaviours at their workplace (Coyle-Shapiro & Shore, 2007; Cropanzano & Mitchell, 2005). In sum, employees tend to reciprocate organizations with positive behaviours and attitudes when they feel that they belong to a favourable work environment that offers good work conditions. However, if the opposite is observed, employees will respond negatively (Blau, 1964; Robinson, 2008; Parzefall & Salin, 2010). Meaning that, when organizations invest in the creation of CSR projects, they invest more in their employees and surrounding communities to which these belong, which might result in favourable employee outcomes (Cropanzano & Rupp, 2008). This existing exchange emphasizes the need for cooperation and reciprocity that creates an obligation because, whenever benefits are exchanged between the parties involved, there is a need to return those benefits (Maon et al. 2019).

Considering that Social Identity and Social Exchange theories are essential to understanding the relationship between employee and the organization, as well as understanding outcomes related to employees, it can be contended that both of these theories can be used to explain the relationship between perceived CSR, organizational commitment, job satisfaction and turnover intention, supporting the development of this research.

1.3.3. Perceived CSR and Turnover Intention

One of the employee-related outcomes of CSR initiatives is the reduction of employee turnover (Bayode & Duarte, 2022; Du et al., 2015; Farooq et al., 2019; Lin & Liu, 2017). For instance, Wang et al. (2020b), found that perceived CSR is negatively correlated with employees' negative attitudes and behaviours, like is the case of turnover intention. On the contrary, favourable CSR perception influences, in a positive way, the employee intention to leave the organization (Hollingworth & Valentine, 2014). Lin and Liu (2017) and Bauman and Skitka (2012) also found that CSR plays a critical role on influencing turnover intention, because employees are more likely to remain in the company when they perceive that their company is highly involved in CSR, giving up on the thought of quitting their jobs. This happens because employees associate the involvement of their company in CSR activities with the affiliation to a company that is not only considered as good, but also ethical and socially responsible (Carnahan et al., 2017).

When employees know about the positive efforts of the company to contribute to a positive society, employees are more likely to experience a greater personal fulfilment, a sense of meaning and

purpose in their jobs, thereby developing a stronger identification with their company. Carnahan et al. (2017) place importance on the idea that giving workers opportunities for a more meaningful employment might prevent workers from leaving their jobs for alternative employment.

Besides that, as already discussed, when organizations invest more in CSR, employees tend to give more in return because it passes the image that the company is not only concerned with profits but also social and environmental issues, which, in turn, leads to a greater job satisfaction and organizational commitment (Glavas, 2016). Other scholars that defend this idea are Gaudêncio et al. (2021), which concluded that companies might be able to lower employee turnover intention through the implementation of CSR practices.

In the context of the hospitality industry, Kim et al. (2016) also noted that CSR initiatives have the potential to reduce the challenges of managing employee turnover, as it reduces the employees' intention to leave. Moreover, Nejati et al. (2021) findings suggest that employee's perception of CSR is associated to lower turnover intention. Taking into account the revised literature, the following research hypothesis is proposed:

Hypothesis 1 - There is a negative relationship between perceived CSR practices and employee turnover intention.

1.3.4. Perceived CSR, Affective Commitment and Job Satisfaction

Researchers have proposed a link between perceived CSR and employees' positive attitudes and behaviours, such as organizational commitment and job satisfaction (Duarte & Neves, 2009, 2012; Du et al., 2015; Kim et al., 2010; Brammer et al., 2007; Glavas, 2016; Aguinis & Glavas, 2019; Valentine & Fleischman, 2008). For instance, Wang et al. (2020b), identified that CSR, as a human resource framework, can lead to an increase in organizational commitment, work engagement and, consequently, increase employees' performance, because favourable work environments allow them to react favourably. This is consistent not only with Social Identity Theory but also with Social Exchange Theory.

In the specific case of the hospitality industry, Wang et al. (2020a) also argue that the perception of CSR practices by local Chinese employees had a significative influence on employee behaviours and attitudes like is the case of employee commitment, job satisfaction or organizational citizenship behaviours, among others. Duarte et al. (2019) also reported a positive relationship between CSR and job satisfaction in a sample of hotel workers from Angola.

1.3.5. Mediating role of Affective Commitment

One of the most significant concepts in the fields of organizational behaviour and human resource management is organizational commitment (Cohen, 2007). In their research, Meyer and Allen (1991), identified, in total, three different components of organizational commitment. The first, affective commitment, refers to the “emotional attachment to”, “identification with”, and involvement of an individual with the organization. Normative commitment refers to the felt obligation of the individual to remain in the company. Finally, the continuance commitment refers to the perceived costs that employees associate with the decision to leave the organization (Meyer & Allen, 1991, p. 67).

Despite of the fact that there are three types of organizational commitment, this study is solely focused on affective commitment since it was proven to have a stronger association with turnover (Meyer & Allen, 1997; as cited in Kang et al., 2015), particularly because employees who exhibit higher levels of affective commitment tend to feel more attached and tend to identify more with the organization they work for, displaying the desire to remain employed at that specific organization for those reasons (Meyer & Allen, 1991; Alves et al., 2020). This is a result of the positive feelings that employees tend to display towards their organizations as a response of being treated adequate and correctly (Alves et al., 2020). Besides that, employees desire to stay in organizations that allow them to have positive work experiences as it is one of the things employees tend to value in organizations (Meyer & Allen, 1991). However, the same does not happen when employee commitment is low, leading to a high turnover intention given that affective commitment mediates the relationship between perceived CSR and employee’s turnover intention (Cheng et al., 2022; Kang et al., 2015). Individuals often search for purpose in the work they do, and organizations that do not support this need tend to be more penalized (Rego et al., 2007).

With this in mind, it can be concluded that when employees perceive that their employer treats them in a fair and supportive way, or when they strongly identify with the values and actions of the company, as is the case of being socially responsible, they tend to demonstrate higher levels of affective commitment (Rego et al., 2007). Furthermore, Turker (2009a) found that there is a positive association between organizational commitment and the organization’s CSR practices directed at society, the environment, employees, and customers. This can be due to the fact that employees consider that they are also doing a significant contribution the society, allowing them to experience higher levels of joy at work (Rego et al., 2007).

Moreover, considering that organizational commitment creates a sense of belonging (Azim, 2016), when CSR initiatives are implemented, organizations might influence employees’ affective commitment, resulting in a more committed workforce, as employees usually identify with companies that have a good reputation (Peterson, 2004). Employees prefer to work in organizations that are

socially responsible, as it contributes to their identification with the company and their satisfaction with being part of the organization (Turker, 2009a). Hence, employees who have a positive perception of the CSR practices of their organization tend to experience higher levels of affective commitment (Chen et al., 2023). This is consistent with the findings of Duarte and Neves (2012), which suggest that the perceptions that employees have regarding the engagement of companies in CSR encourage the formation of favourable perceptions of the company among individuals, improving in this way affective and normative commitment. According to these researchers, this is a result of positive experiences and greater well-being at the workplace, created mostly through CSR practices directed to employees (e.g., work-life balance practices). This emphasizes the importance of businesses to engage in CSR practices.

Besides that, these types of initiatives allow organizations to fulfil employee's job needs (Du et al., 2015). For instance, researchers such as Turker (2009a) or Hollingworth and Valentine (2014) identified a strong link between CSR and employees' organizational commitment, as it is related to their career development, training opportunities or employees' rights. This is justified by the fact that the fulfilment of these needs along with receiving the expected support might increase employee commitment (Dhar, 2015). In a study about senior hotel managers' organizational commitment, during the Covid-19 pandemic, it was found that the investment in those employees' personal and professional development as well as their subjective well-being through CSR practices contribute to strengthening their organizational commitment (Filimonau et al., 2020). According to the authors, improved human, economic, social, and physical capital in these organizations may be the cause for that. Besides that, hotels that decide to invest in CSR are not only able to improve their employees' organizational resilience but also employees' perceived job security and organizational commitment.

Hospitality industry scholars also discuss that employees with a higher degree of turnover intention usually lack organizational commitment (Kang et al., 2015) as employees with low levels of organizational commitment tend to display lower performance and higher intention to leave the organization.

In light of this, it was possible to observe a significative influence of employee's perceived CSR practices on employee commitment, as well as the capacity of organizations to retain employees. However, Rodrigo et al. (2019), argued that the dimension of affective organizational commitment is strongly linked to lower turnover and absenteeism when compared to the other dimensions of organizational commitment. Moreover, according to the findings of a metanalysis on the relationship between organizational commitment and turnover intention in the tourism and hospitality industry from Guzeller and Celiker (2020), employees that present lower levels of affective commitment tend to have higher turnover intention, when compared to the ones with high levels of affective commitment. Meyer et al. (2002), also found a negative link between the three dimensions of

organizational commitment and turnover intention, being affective commitment the dimension that is more strongly related to turnover intention. In addition, according to Alves et al. (2020), affective commitment was proven to have a significative impact on the retention of employees, it is also considered an important variable in determining whether workers choose to leave their jobs (Blomme et al., 2010). The second hypothesis of this study was developed to reflect the above findings:

Hypothesis 2 - The relationship between perceived CSR practices and employee turnover intention is mediated by organizational commitment.

1.3.6. Mediating Role of Job Satisfaction

According to Judge and Klinger (2008), one of the most common definitions of job satisfaction is the one from the author Locke (1976) who defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 394). Besides that, Spector (1985) stated that Locke (1976) identified three main approaches that explain employee’s job attitudes. The first one is related to the differences that might exist between what employees receive from their jobs and what they expect to receive. The second explains whether employees' job-related needs are fulfilled or not. This last one consists of the individuals' values, such as goals, aspirations and desires being fulfilled or not. Notably, the level of individual satisfaction would play an important role in the decision of the employee to stay or leave his job and this happens because job satisfaction is a result of the relationship between the individual and the organization (Spector, 1985). This goes in line with Armstrong (2006) that stated that “the term job satisfaction refers to the attitudes and feeling people have about their work”. As a result of this, employees tend to display “positive and favourable attitudes” towards their jobs when they are satisfied or “negative and unfavourable attitudes” towards their jobs when they are not satisfied (p. 264).

With regards to the relationship between CSR and job satisfaction, researchers like Turban and Greening (1996), Duarte and Neves (2011), Gaudêncio et al. (2021) or Valentine and Fleischman (2008) found that CSR activities contribute to higher levels of employee’s satisfaction with their job. Furthermore, Kong et al. (2012) suggested that employee's positive perception of CSR is associated with increased levels of job satisfaction, with both intrinsic and extrinsic career aspects. Also, De Roeck et al. (2014) suggest that the investment of companies in CSR can generate benefits related to the relationship between employees and their employers. According to Duarte and Neves (2011), the relationship between the employee perception of CSR and employee satisfaction can be explained by the image they have of the company for which they work. Nevertheless, employee’s perception of CSR

may vary depending on their job position at the hotel where they work, as employees in higher positions tend to be more receptive to the CSR practices of their employer (Kim et al., 2020).

However, internal CSR practices that are directly related to employees' functional and psychological needs, such as training programs, recognition programs, career progression, and practices that improve employees' work-life balance, among others, tend to have a greater influence on employees' job satisfaction when compared to external CSR practices (De Roeck et al., 2014). Besides that, in order to satisfy "psychological needs for belonging and meaningful existence", employees want to be part of and identify themselves with an organization that has attractive qualities (De Roeck et al., 2014, p. 103). Hence, employees who feel proud to be part of an organization because of its qualities, in this case, the investment and involvement in CSR practices, tend to present a greater level of satisfaction towards their employers.

Similar to what happens with affective commitment, workers who have the perception of working for a company that is considered not only ethically but also socially responsible are more likely to be more satisfied with their jobs (Young et al., 2018). Researchers suggest that when employees perceive that the company they work for supports ethical behaviours they tend to experience higher levels of job satisfaction (Viswesvaran et al., 1998).

The same applies to the company's reputation, as employees that work in companies that have a positive reputation associated with their involvement in CSR practices tend to create a work environment that fosters employee job satisfaction and, in turn, reduces employee turnover intention (Nejati et al., 2021). Dhanesh (2014) also defends the existence of a positive and significant relationship between employees' perception of CSR practices and job satisfaction, this can be justified by this author's belief that the implementation of CSR can be considered as strategies that could improve the relationship between the company and its employees, which, in turn, might lead to positive employee's outcomes and higher retention rates. In view of these authors' findings and opinions, this implies that companies that implement ethical policies and practices might be able to effectively manage their employees (Valentine & Fleischman, 2008).

In the case of the relationship between this specific employee behaviour and the intention to leave, when employees job satisfaction is considered as well as prioritized, and managers are focused on increasing employees' job satisfaction, then there might be the possibility to reduce employee-related issues such as turnover intention, poor performance, intergroup tensions, or even low morale. Likewise, when companies enhance the work environment and demonstrate a willingness to invest on employee's welfare, they might be able to reduce employee's intention to leave the company, simply because satisfied employees have less intention to leave their current job and work for a different company (Duarte & Silva, 2023; Kim et al., 2005). Not to mention that the investment in employee welfare can significantly contribute to reduce or potentially eliminate challenges that could be related

to high turnover rates. Some examples of these challenges are lower self-efficacy or the employee's capacity to make decisions (Kim et al., 2005).

In the specific case of employees who work in the tourism industry, Mao et al. (2020) studied how CSR could influence these employees during the pandemic. This author found that CSR also contributes to employee satisfaction with corporate decisions that were used to cope with Covid-19. However, this influence might not always be direct but rather indirect through employees' perception of improved organizational resilience. Based on the above studies, a third hypothesis is proposed:

Hypothesis 3 - The relationship between perceived CSR practices and employee turnover intention is mediated by job satisfaction.

1.3.7. Moderating Role of Employee Participation in CSR

Considering the importance of perceived CSR to affective commitment and job satisfaction, this link can be moderated by employee CSR participation, that is, "the extent to which employees participate in CSR activities on a voluntary basis" (Supanti & Butcher, 2019). For instance, Im et al. (2016) found a positive association between CSR participation and employee outcomes such as organizational commitment, job satisfaction and organizational identification. When employees participate in CSR, they are able to have a better understanding of the organization's values, which allows the creation of a psychological connection between employees and their employers. Therefore, in order to achieve increased awareness regarding CSR, workers should also be invited to participate in these activities (Cheema et al., 2020).

Bhattacharya and Sen (2004) explained that CSR awareness or the lack of it might contribute negatively to the objective of companies to obtain strategic benefits from CSR initiatives. According to Brachle and Waples (2022), CSR involvement presents many potential benefits, as is the case of the promotion of stakeholder engagement with the organization or the enhancement of organizational attractiveness. With this in mind, involvement can improve or worsen the relationship between organizational CSR and employee outcomes. However, for this relationship to have a positive outcome it is necessary for employees to be involved in these activities, as higher levels of involvement have a stronger impact on employees (Bhattacharya et al., 2008; Im et al., 2016). Furthermore, employees that are more involved in these initiatives are more likely to be loyal to their employer (Du et al., 2015). Rodrigo and Arenas (2008) also argue that employee's attitudes regarding CSR can be influenced by their level of CSR awareness and involvement. These authors were able to identify distinct groups in their research, namely, the employee that is "committed" to CSR initiatives and is aware of and supports these types of initiatives. The employee that is "indifferent" to these types of initiatives. Considering that the involvement in CSR activities might create positive employee outcomes, it is

possible to assume that the employees who are more committed to these activities might as well have a higher participation when compared to the ones that are not interested in CSR initiatives.

On a study about the influence of CSR initiatives and employee retention, Bode et al. (2015) found a positive association between employee participation in corporate social initiatives and company's retention rate. Besides that, employee's participation in CSR activities can influence the satisfaction of psychological needs such as autonomy and competence (Hu et al., 2019).

Additionally, when employees participate in CSR practices, they tend to easily understand the positive effects that their action can have on other people lives, especially the ones in need, in turn this improves their subjective well-being, allows them to satisfy their needs for a life that is meaningful. Therefore, the employee participation in CSR can be an effective strategy to create positive work-related outcomes at the hospitality industry. Hence, the need for companies to create the possibility and allow employees to actively participate in these activities (Hu et al., 2019).

Likewise, in the hospitality industry, when companies are involved in CSR activities and allow employees to be aware of these practices, employees are more likely to have better work attitudes as well as a higher involvement in discretionary work behaviours like is the case of organizational citizenship behaviour. Moreover, employee's awareness of CSR initiatives is what leads to outcomes and what allows the active participation of employees in these initiatives. For that, hospitality organizations need to integrate these initiatives in their core business (Raub & Blunschi, 2014).

Considering the existing benefits of employee participation in CSR practices that are implemented by their employer, employee participation might have a significative influence on the relationship between perceived CSR and both job satisfaction and affective commitment, helping to strengthen the same. This significative influence can also be applied to perceived CSR indirect effect on turnover intention via increased job satisfaction and affective commitment. Therefore, the following hypotheses are proposed for this study:

Hypothesis 4 - Participation in CSR practices moderates the relationship between CSR and job satisfaction, being the effect of CSR on affective commitment stronger for employees that participate in this type of practices.

Hypothesis 5 - Participation in CSR practices moderates the relationship between CSR and job satisfaction, being the effect of CSR on job satisfaction stronger for employees that participate in this type of practices.

Hypothesis 6 - The indirect relationship between perceived CSR practices and turnover intention via affective commitment is moderated by the employee participation in CSR practices, being the effect stronger for employees that participate in this type of practices.

Hypothesis 7 - The indirect relationship between perceived CSR practices and turnover intention via job satisfaction is moderated by the employee participation in CSR practices, being the effect stronger for employees that participate in this type of practices.

Figure 1.1. presents the research model for the current study.

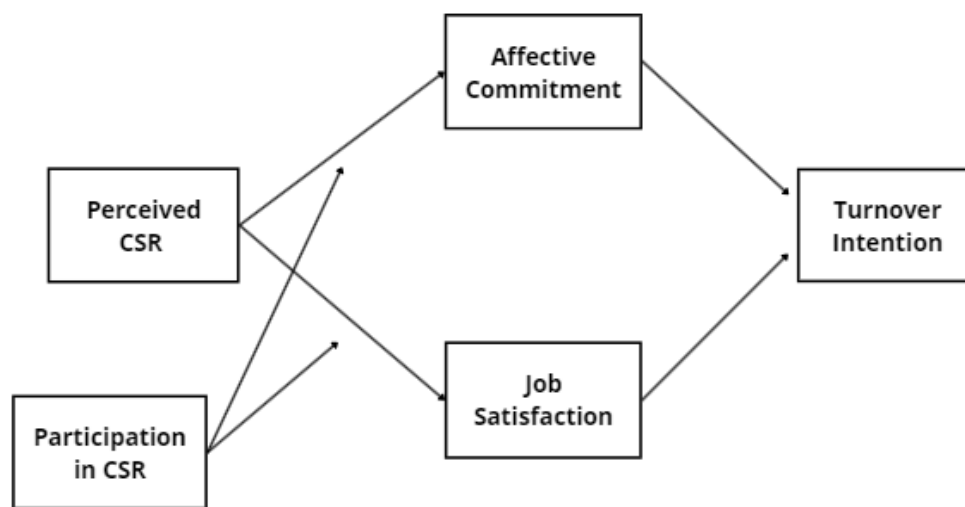


Figure 1.1. - Research model

Chapter 2. Methodology

As mentioned previously, the main goal of this research is to understand how perceived CSR can negatively influence employee's turnover intention, through improved affective organizational commitment as well as through increased job satisfaction, also examine whether employee's participation in CSR activities strengthens the relationships amongst these variables. For this, a quantitative correlational study was conducted.

2.1. Procedure

Data from employees working in the hospitality industry were collected, more specifically from employees who are currently working at hotels, in different job positions. Participants were selected based on a non-probabilistic snowball sampling technique, as the questionnaire was shared through emails and social media (LinkedIn). Besides that, some individuals were contacted to participate in this study and asked to share the questionnaire with other people, achieving, in this way, the established number of participants. In order to participate in this study, a link to the questionnaire was provided to participants. Data collection occurred throughout the months of March and July 2023, through anonymous questionnaires, to keep respondents' privacy and ensure the confidentiality of the data. Participants were also informed that the data would be used for academic purposes only.

The tool used for developing the questionnaire was Qualtrics, a program that allows the construction of online surveys for research purposes. This questionnaire was structured into five distinct sections. The first section was related to the informed consent. The second section addressed the hotel's characteristics and a question regarding employee participation in CSR. The third section encompassed the measures for assessing CSR perception and other variables being studied. The fourth section is related to the participants' situation at the hotel. Lastly, the fifth section gathered information about the respondents' demographic characteristics, such as gender, age, and years of experience, among others, which allowed to obtain information about each respondent's profile.

For this study, the established inclusion criteria were that the respondents had to be currently working in a hotel, for at least 3 months. Besides that, the respondent's ages had to be over 16 years, which is the legal working age in Portugal. All participants who did not meet the criteria were excluded from the sample. Additionally, in order to have more precise results, the questionnaire was also composed of a question that allowed to filter candidates that work for hotels that implement CSR initiatives, only participants who answered positively to this question were able to continue answering the questionnaire.

After data collection, all the data from the questionnaires was analysed using IBM Statistical Package for the Social Sciences (SPSS), a software that allows statistical analysis, and hypothesis

testing, assuring a good analysis of the data collected. Hypothesis testing was done with macro-PROCESS (Hayes, 2018).

2.2. Participants

The sample of this study consists of a total of 205 hotel workers that are aged between 18 and 58 years old (M [Mean] = 29.18; SD [Standard Deviation] = 7.26). Of these participants, the majority, that is, 51.2% ($n=105$), were females, with 69.3% having completed higher education and 30.7% having completed secondary education.

Regarding seniority, participants have worked in the respective hotels ranging between three months and 28 years. (M = 2.58; SD = 3.46). Regarding the contractual situation, most participants work with fixed-term contracts (48.3%; $n=99$) or with permanent contracts (47.3%; $n=97$). A large proportion of participants, i.e., 95.6% ($n=196$) work full-time, with only 4.4% ($n=9$) of participants working part-time. Regarding the type of schedule, most of them (54.6%; $n=112$) had rotating shifts, with the remaining having fixed shifts. In relation to the department, 46.3% ($n=95$) worked in Reception, followed by 14.1% ($n=29$) that worked in the Food and Beverage department, and 8.8% ($n=18$) that worked in the Sales, among other departments. Of these workers, 32.2% ($n=68$) were in a managing position.

With regard to the characteristics of the hotel units where the participants worked, 52.7% ($n=108$) worked for hotels with a classification of 5 stars, while 35.6% ($n=73$) worked for hotels with a classification of 4 stars, followed by 9.8% ($n=20$) of the participants that worked for a 3-stars hotel and 2% ($n=4$) that worked for 2-stars hotels. Besides that, in terms of the number of employees, a significant number of hotels have between 50 and 249 workers (50.2%; $n=103$). Additionally, the majority of these hotels have between 20 and 99 rooms (40.5%; $n=83$).

Questions regarding employee awareness and involvement in CSR were also asked. In terms of awareness of CSR practices, a majority of 62.9% ($n=129$) of workers indicated that the hotel they work for has CSR practices. However, 14.6% ($n=30$) of the participants stated that there are no CSR practices at their workplace, while an additional 22.4% ($n=46$) of the participants mentioned not having knowledge about the implementation of these practices at the hotel where they work. When asked whether the hotel holds any certification in terms of CSR, it was possible to observe an even higher percentage of individuals with a lack of awareness. More specifically, 45.4% ($n=93$) of the participants stated that they were not aware of any CSR-related certifications. Furthermore, among the participants, 37.6% ($n=77$) responded affirmatively, while 17% ($n=35$) responded negatively to the same questions. The lack of awareness is also evident when participants are asked whether they are aware of their hotel's affiliation with a CSR-promoting association. A majority of 54% ($n=111$)

mentioned having no knowledge in this regard. Furthermore, 29.3% (n=60) of the participants mentioned that their establishment is not a member of any association that promotes CSR, while only 16.6% (n=34) stated that their employer is indeed affiliated with these types of associations. Some examples of these associations include GRACE (Association of Sustainable and Responsible Companies) and APEE (Portuguese Association for Business Ethics).

Concerning the employees' involvement in CSR activities, 27.8% (n=57) pointed out that their respective hotels do not involve them in CSR activities. The remaining participants indicated that their hotel involved them in these activities. About the participation of the respondents in CSR activities, only 72.2% (n=148) of the participants answered this question, given that, in order to reply, it would be necessary for their employer to involve them in these initiatives. So, 54.2% (n=111) of the participants mentioned having participated in this type of activities organized by the hotel unit in which they work.

2.3. Instruments

All the scales chosen to measure the variables in this study are pre-existing variables derived from previous studies on CSR. The scales of employee turnover intention and perceived CSR had to be translated to Portuguese as the questionnaire was conducted in Portuguese.

2.3.1. Perceived CSR (predictor variable)

The employee's perception of CSR initiatives at their workplace was measured using the scale developed by the authors González-Rodríguez et al. (2019). This scale was adapted from a framework created by Turker (2009b) and assesses four crucial sub-dimensions considered essential for hotel employees' perception of CSR initiatives (Annex C). In total, this scale encompasses 15 items that evaluate employees' perception of CSR practices related to employees (e.g., "Our hotel treats our employees fairly and respectfully"), the environment (e.g., "Our hotel reports on the hotel's environmental performance"), the local community (e.g., "My hotel incorporates the interests of the community business decisions"), and customers (e.g., "Customer satisfaction is highly important for our hotel"). Participants were asked to provide their responses with a 7-point Likert scale ranging from 1 ("Strongly disagree") to 7 ("Strongly agree").

The obtained Cronbach's alpha coefficient indicates that this measure has a high level of internal consistency within the sample. Perceived CSR towards employees presented a Cronbach's alpha of 0.88, while perceived CSR towards the environment demonstrated a Cronbach's alpha value of 0.85. Moreover, perceived CSR towards the local community displayed a Cronbach's alpha of 0.85, and

perceived CSR towards customers presented a Cronbach's alpha of 0.76. A general indicator of CSR perception was calculated by averaging the answers to four CSR dimensions ($\alpha = 0.93$).

2.3.2. Affective Commitment (mediating variable)

In order to measure employee organizational commitment, the scale from Nascimento et al. (2008), adapted from the scale of Meyer and Allen (1997) was used (Annex D). This scale is composed of 3 sub-dimensions, namely the affective commitment scale, continuance commitment scale and normative commitment scale, and according to Nascimento et al. (2008), this scale is composed of affirmations that represent each one of the dimensions to be measured. In this study, only the affective commitment dimension, composed of 6 items, was selected. Notably, all the items were measured on a 7-point Likert scale, with 1 meaning "Strongly disagree" and 7 meaning "Strongly agree".

It is important to mention that 3 of the items of this scale had to be recoded as these items were inverted in a 7-point Likert inverted scale, namely, the items "I do not feel emotionally attached to this organization"; "I don't feel like 'part of the family' in this company"; "I don't feel like I belong to this company". This scale also presented a high level of internal consistency as Cronbach's alpha value is 0.88.

2.3.3. Job Satisfaction (mediating variable)

The scale of employee satisfaction (Annex E) used for this study was the one created by Lima et al. (1994). This scale is composed of 8 items that measure not only employees' overall satisfaction with their job (e.g., "All in all and considering all aspects of my work and life in this institution I would say that it is...") but also employee's satisfaction with the different aspects of their job that may influence it. For example, promotion perspectives, the way the organization functions, and remuneration, among others (e.g., "Regarding promotion prospects, I would say that I am..."; "Regarding the organization and functioning of the department, I would say that I am ..."; "Regarding the work I do, I would say that I am..."). The participants were asked to measure these items on a 5-point Likert scale, in which 1 means "Totally unsatisfied" and 5 means "Totally satisfied". This scale presented a high level of internal consistency as Cronbach's alpha value is equal to 0.81.

2.3.4. Turnover Intention (criterion variable)

To measure the variable turnover intention (Annex F), the scale that was used was the one from Peters et al. (1981), already translated by Rodrigues (2019). This scale is composed of 3 items, and, with the exception of the item "I intend to remain on this job" that had to be recoded, all of the items of this scale were measured with a 6-point Likert scale in which 1 represents "Strongly disagree" and 6

“Strongly agree”. According to the authors Peters et al. (1981), the higher the score, the greater the employee's intention to leave their company. This scale revealed a high level of internal consistency as the alpha value is 0.89.

2.3.5. Employee Participation in CSR (moderator variable)

Employee participation in CSR practices implemented by the hotel where they work was measured through the question “Do you usually participate in Corporate Social Responsibility related activities organized by the hotel you work for?” (Annex B). Participants had the opportunity to answer this question on a frequency scale that allowed to measure how often employees participated in CSR activities carried out by their hotels. This was measured in a 5-point Likert scale, with 1 meaning “Never” and 5 meaning “Always”. The objective of this question was to understand how often they participate in these types of activities.

It is important to note that this question was answered by a total of 148 participants given that all participants who mentioned that the hotel does not involve its employees in these activities were not questioned about it. Focusing, in this way, only on individuals who have participated in CSR activities at their workplace. The findings indicate a low frequency of participation in CSR activities organized by the hotel ($M = 2.64$; $SD = 1.23$).

2.3.6. Creative Self-efficacy (marker variable)

Creative self-efficacy, defined by Tierney and Farmer (2002) as “the belief one has the ability to produce creative outcomes” (p. 1138), in other words, the individual's belief in his/her own ability to be creative and to have creative ideas, was also used in this study. However, this variable had the role of marker variable, that according to Lindell and Whitney (2011), is considered as an approach that serves to identify common method variance. When selecting a marker variable, it is essential to consider that this variable should not be theoretically related to the remaining variables of the study, as the lower correlation of the marker variable with the other variables further supports its discriminant validity.

Nevertheless, there are some aspects that should be taken into account, for example, the marker variable needs to be perceptual and needs to be measured in the same way as the other variables of the study (Lindell & Whitney, 2011; Miller et al., 2023; Richardson et al., 2009). In addition, if there is a correlation between the marker and other variables of the study, then the existing correlation is not caused by a true relationship, but rather by another aspect that these variables might share (Richardson et al., 2009).

The scale created by the authors Tierney and Farmer (2002) was selected to measure this variable (Annex G). This scale is composed of 3 items that allows us to understand aspects such as the individual's confidence to solve problems in a creative way. These items are measured on a 5-point Likert scale, where 1 means "Strongly disagree" and 5 means "Strongly agree". In this study, the items revealed an adequate level of reliability given that Cronbach's alpha is 0.72.

Regarding the results, it was possible to observe that creative self-efficacy is not related to all variables of the study, which gives us some assurance regarding the absence of common method variance. Specifically, its relationships with turnover intention ($\rho = -.07$, n.s) and with CSR towards the local community ($\rho = 0.11$, n.s.) are not significant. Nonetheless, considering the association of the marker variable with the remaining variables of the study, a decision was made to control for it in hypotheses testing. But in what concerns same source bias the results allow us to be reassured about the occurrence of common method variance.

2.3.7. Sociodemographic and Hotels' Characteristics

As mentioned earlier, this questionnaire also included sociodemographic questions that were intended to provide a thorough characterization of the sample. Among them, are gender, age, educational qualifications, nationality, seniority, contractual situation, work schedule and type of shift.

A set of questions regarding the hotel units was also included (e.g., "What is the classification of the hotel you work at?"; "What is the size of the hotel in terms of approximate number of workers?"; "Indicate the number of rooms in the hotel where you work?"; "Does the hotel you work for have a Social Responsibility policy?").

Chapter 3. Results

3.1. Descriptive Statistics and Correlations

Before testing the proposed hypotheses, a descriptive analysis and Spearman's intercorrelations of the variables under study were performed. Table 3.1. presents the results, namely, the means, standard deviations, and correlations between the variables. In order to understand the existing association between the different variables, it was necessary to resort to the use of Spearman's correlation coefficient, which consists of a statistical measure used to evaluate the strength of the relationship between variables that are not only quantitative, like is the case of nominal and ordinal variables. This coefficient can range from -1 to 1 , meaning that when the value is close to 1 there is a strong positive association between the variables and when the value is close to -1 there is a strong negative association between the variables.

In relation to perceived CSR, based on the obtained results, it was possible to observe that participants have an overall moderate perception of their hotels' engagement in CSR practices ($M = 4.66$; $DP = 1.19$). In order to understand if the results regarding each CSR dimension are statistically distinct, t -tests were conducted. The results of paired sample t -tests indicate that the mean value is relatively lower for perceived CSR related to the local community ($M = 3.96$; $SD = 1.52$), followed by employee's perceptions of CSR towards employees ($M = 4.50$; $SD = 1.41$) and towards the environment ($M = 4.57$; $SD = 1.65$). Among the different dimensions, their perception of CSR practices towards customers ($M = 5.94$; $SD = 1.00$) shows a significantly higher mean value when compared to the other dimensions (all $p > .05$). The results of paired sample t -tests indicate that participants have a higher perception of CSR related to customers. Furthermore, the standard deviation value suggests that participant's responses are relatively concentrated around the mean, which demonstrates less variability in the responses.

Concerning employee's affective commitment, it was possible to observe that participants demonstrated a moderated level of emotional attachment to the hotels they work for ($M = 4.40$; $SD = 1.55$). Besides that, the value of standard deviation suggests that there are differences in how individuals feel emotionally connected to their workplace since some participants might present high values of affective commitment, while others might present lower values.

In what concerns job satisfaction, the mean is 3.41 ($SD = 0.77$), which indicates that, on average, the participants demonstrate a moderated level of satisfaction with their job and work environment. The low value of the standard deviation indicates a relatively low variability, implying that there is a certain degree of consistency between their responses.

Table 3.1. Means, Standard Deviations, Spearman's Correlations among variables and Cronbach's alphas.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Contractual situation ¹	-	-													
2. Leadership position ²	-	-	.25**												
3. Hotel involving employees on CSR activities	2.56	1.23	.01	.01											
4. CSR Participation	2.64	1.23	.08	.01	.53**										
5. Creative Self-efficacy (marker)	3.92	0.61	-.03	.13	.13	.16	(.72)								
6. Perceived CSR Employees	4.50	1.41	.07	.16*	.51**	.36**	.19**	(.88)							
7. Perceived CSR Environment	4.57	1.65	.07	.11	.62**	.40**	.14*	.61**	(.85)						
8. Perceived CSR Local Community	3.96	1.52	-.02	.03	.67**	.35**	.11	.62*	.70**	(.85)					
9. Perceived CSR Customers	5.94	1.00	.01	.03	.37**	.26**	.24**	.56**	.51**	.46**	(.76)				
10. Perceived overall CSR	4.66	1.19	.04	.10	.67**	.44**	.18*	.87**	.85**	.87**	.67**	(.93)			
11. Affective Commitment	4.40	1.55	.15*	.23**	.31**	.22**	.26**	.61**	.38**	.37**	.52**	.56**	(.88)		
12. Job Satisfaction	3.41	0.77	.09	.23**	.31**	.20*	.23**	.72**	.39**	.40**	.45**	.60**	.59**	(.81)	
13. Turnover Intention	3.35	1.44	-.17*	-.22**	-.27**	-.13	-.07	-.54**	-.33**	-.37**	-.27**	-.47**	-.59**	-.56**	(.89)

* p < 0.05; ** p < 0.01; ¹Contractual situation: 0= Fixed-term contract; 1= Other types of contracts; ²Leadership position: 0= No; 1= Yes

Regarding turnover intention, the value of the average is 3.35 ($SD = 1.44$), which suggests that, on average, participants show a moderate level of intention to leave their hotels. The value of the standard deviation indicates differences among participants' intentions to leave, as some express higher intentions to leave and others lower intentions.

When analysing the correlation between the main variables of this study, it is possible to verify that most of the variables are significantly associated with one another. For instance, taking into account the different dimensions of perceived CSR, there is a positive and significant correlation between affective commitment and the different dimensions: perceived CSR towards employees ($\rho=.61, p<.01$), perceived CSR towards the environment ($\rho=.38, p<.01$), perceived CSR towards the local community ($\rho=.37, p<.01$) and perceived CSR towards customers ($\rho=.52, p<.01$). The strongest correlation is found between affective commitment and the dimension of perceived CSR towards the employees. Regarding perceived overall CSR ($\rho=.56, p<.01$), a positive and significant correlation is also observed. This suggests that individuals who perceive their hotels as socially responsible are more likely to present higher levels of affective commitment.

A positive and significant correlation is also observed between the variables job satisfaction and perceived overall CSR ($\rho=.60, p<.01$) as well as with the different dimensions of CSR, especially the one related to employees: perceived CSR towards employees ($\rho=.72, p<.01$), perceived CSR towards the environment ($\rho=.39, p<.01$), perceived CSR towards the local community ($\rho=.40, p<.01$) and perceived CSR towards customers ($\rho=.45, p<.01$). This indicates that, when employees perceive that their hotel is socially responsible, their level of satisfaction with their job tend to be higher, especially when it comes to CSR practices related to the employees.

With regard to turnover intention, as expected, there is a negative correlation between this variable and the different dimensions of perceived CSR: perceived CSR towards employees ($\rho=-.54, p<.01$), perceived CSR towards the environment ($\rho=-.33, p<.01$), perceived CSR towards the local community ($\rho=-.37, p<.01$), perceived CSR towards customers ($\rho=-.27, p<.01$). This negative correlation can also be observed with perceived overall CSR ($\rho=-.47, p<.01$), which means that, when employees perceive their hotel as socially responsible, their levels of intention to leave the hotel are lower, particularly when it comes to perceived CSR towards employees, that presents the strongest negative correlation.

In what concerns the correlation between affective commitment and turnover intention ($\rho=-.59, p<.01$), as well as with employee satisfaction and turnover intention ($\rho=-.56, p<.01$), there is also a significant and strong negative correlation, meaning that, when employee's affective commitment and employee's satisfaction to the hotel are higher, their intention to leave the hotel presents lower levels.

The hotel involvement of employees in CSR activities is positively correlated with perceived overall CSR ($\rho=.67, p<.01$) and all dimensions of perception of CSR: perceived CSR towards employees ($\rho=.51, p<.01$), perceived CSR towards the environment ($\rho=.62, p<.01$), perceived CSR towards the local community ($\rho=.67, p<.01$), perceived CSR towards customers ($\rho=.37, p<.01$), as well as with the variables participation in CSR ($\rho=.53, p<.01$), affective commitment ($\rho=.31, p<.01$) and employee satisfaction ($\rho=.31, p<.01$).

In relation to the correlation between the variable participation in CSR activities and all of the main variables of this study, that is, overall perceived CSR ($\rho=.44, p<.01$), perceived CSR towards employees ($\rho=.36, p<.01$), perceived CSR towards environment ($\rho=.40, p<.01$), perceived CSR towards local community ($\rho=.35, p<.01$), perceived CSR towards customers ($\rho=.26, p<.01$), affective commitment ($\rho=.22, p<.01$) and employee satisfaction ($\rho=0.20, p<.05$) a significant and positive correlation was found, with the exception of turnover intention ($\rho=-0.13, n.s.$). This indicates that employees who participate in CSR activities are more likely to have an enhanced perception of the hotel's socially responsible efforts. Moreover, when it comes to the mediating variables, affective commitment and employee satisfaction, the results suggest that employees who participate in CSR activities tend to be more emotionally committed and satisfied with their jobs. Nevertheless, it is important to note that employees' turnover intention does not have a significant correlation with employee's participation in CSR activities.

Lastly, the sociodemographic variables that showed a significant and negative correlation with turnover intention were contractual situation ($\rho=-.27, p<.01$) and leadership position variables ($\rho=-.22, p<.01$). Regarding the variables about hotel characteristics, the one that showed a significant correlation was the one concerning the hotel involvement of employees in CSR ($\rho=-.17, p<.01$), being selected to be covariate variables in the regression.

3.2. Hypotheses Testing

To examine whether the suggested research hypotheses can be empirically supported or not, models 4 and 7 of the Macro-Process (Hayes, 2018) were used. The first model served to analyse the existing mediation effects between the variables of this study, and the second to analyse the moderation effect of the variable participation in CSR in the research model.

Hypothesis 1 of the research model suggests that there is a negative relationship between perceived CSR practices and employee turnover intention. Through the results, it was possible to observe that approximately 28% of the variance of turnover intention can be explained by the perception of workers regarding CSR practices (Table 3.2.). It was also possible to identify that there is a negative and significant relationship between these variables, indicating that a higher perception of

CSR by employees is associated with significantly lower levels of turnover intention ($B = -.59, p < .001$). This demonstrates that Hypothesis 1 is supported.

In the case of Hypothesis 2, which suggested that the relationship between perceived CSR practices and employee turnover intention is significantly mediated by organizational commitment, was also supported. The findings indicate that perceived CSR has a positive and significant relationship with affective commitment ($B = -.75, p < .001$). So, the higher the perception of hotel workers regarding the CSR practices implemented by their hotel, the stronger their level of affective commitment. This latter variable has a negative effect on turnover intention ($B = -.31, p < .001$), suggesting that stronger affective commitment induces a lower desire to leave the hotel. The indirect effect of perceived CSR on turnover intention via affective commitment confirms the existence of a mediation effect ($B = -.23, 95\% \text{ CI} = -.36; -.12$). Accordingly, employees' perception of CSR increases their affective bond to the organization, and, thereby, reduces their intention to leave the job in the near future.

Hypothesis 3, which proposed that the relationship between perceived CSR and turnover intention is mediated by employee job satisfaction, was also supported. The findings suggest that perceived CSR has a positive and significant association with job satisfaction ($B = -.75, p < .001$). This means that the higher the perception employees have of the CSR practices their hotel implements, the stronger their level of job satisfaction. When it comes to turnover intention, the effect of job satisfaction ($B = -.75, p < .001$) is also negative, indicating that stronger job satisfaction results in a lower intention to leave. Concerning the indirect effect of perceived CSR on turnover intention via job satisfaction a mediation effect is verified ($B = -.28, 95\% \text{ CI} = -.42; -.15$). Therefore, this indicates that employees' perception of CSR increases their level of satisfaction with the organization, which in turn, reduces their desire to quit their jobs.

Table 3.2. Total, direct and indirect effects on turnover intention.

Variables	Affective Commitment (AC)			Job Satisfaction (JS)			Turnover Intention (TI)		
Total effect	B	SE	t	B	SE	t	B	SE	t
Constant							5.49***	.65	8.38
PCSR							-.59***	.10	-6.03
Hotel involving employees in CSR							.05	.09	.52
Contractual Situation ¹							.28*	.13	2.16
Leadership Position ²							-.47	.19	-2.46
Creative Self-efficacy							.05	.14	.34
							R2=.28; F (5, 199) = 15.54; p<.001		
Direct effects							B	SE	T
Constant	-.28	.65	-.43	.99*	.31	3.18	6.04***	.59	10.29
PCSR	.75***	.10	7.7	.45***	.05	9.57	-.07	.11	-.69
Affective Commitment	-	-	-	-	-	-	-.31***	.07	-4.66
Job Satisfaction	-	-	-	-	-	-	-.64***	.14	-4.62
Hotel involving employees in CSR	-.07	.09	-.71	-.09*	.04	-1.94	.05	.08	-.33
Contractual Situation	-.12	.13	-.92	-.02	.06	-2.89	.77	.11	2.06
Leadership Position	.47**	.19	2.50	.22**	.09	2.45	.01	.17	-1.06
Creative Self-efficacy	.36**	.14	2.50	.13*	.07	1.93	.05	.13	1.92
	R2=.39; F(5,199) =25.46; p<.001			R2=.44; F(5, 199) = 31,11; p<.001			R2=.46; F(7,197)=24.28; p<.001		
Indirect Effects	B	Boot SE	95% LLCI	95% ULCI					
Total	-.52	.08	-.68	-.37					
PCSR > AC > TI	-.23	.06	-.36	-.12					
PCSR > JS > TI	-.28	.07	-.42	-.15					

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; PCSR = Perceived overall CSR; ¹Contractual situation: 0= Fixed-term contract; 1= Other types of contracts; ²Leadership position: 0= No; 1= Yes; B = non-standardized regression coefficients; LLCI = Lower limit confidence interval; ULCI = Upper limit confidence interval

For this study, it was further proposed a moderation effect of the participation in CSR activities of the hotel in the relationship between perceived CSR and both affective commitment (Hypothesis 4) and job satisfaction (Hypothesis 5). It was proposed that the effect of PCSR on both affective commitment and job satisfaction would be stronger for employees who participate in these practices. By analysing the results, it is possible to conclude that employees' participation in CSR practices does not moderate the relationship between perceived overall CSR and affective commitment ($B = -.07$, n.s.) or between perceived CSR and job satisfaction ($B = -.05$, n.s) (Table 3.3.). Therefore, Hypothesis 4 and Hypothesis 5 were not supported, given that the results of interaction are not statistically significant. In addition to this, employee's participation in these activities does not influence their emotional attachment or satisfaction with their job.

Table 3.3. Interaction effects on the relationship between PCSR, affective commitment and job satisfaction

Variables	Affective Commitment			Job Satisfaction		
	B	SE	T	B	SE	T
PCSR	.69	.13	5.42	.45	.60	7.47
Participation in CSR	.06	.09	.59	-.01	.04	-.21
PCSR X Participation in CSR	-.07	.09	-.84	-.05	.04	-1.25

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; PCSR = Perceived overall CSR

Hypothesis 6 predicted that the indirect relationship of perceived CSR practices on turnover intention via affective commitment is moderated by the employees' participation in CSR practices, being the effect stronger for employees who participate in these activities. Hypothesis 7 predicted a similar effect when job satisfaction is taken as the mediating variable. When analysing the effects of this study model, it was possible to verify that these hypotheses were also not supported (Table 3.4). The results showed that the indirect conditional effects are not statistically significant ($B_{\text{affective commitment}} = .02$, 95% $CI = -.03, .07$; $B_{\text{job satisfaction}} = .04$, 95% $CI = -.02, .12$).

Table 3.4. Index of moderated mediation

Variables	B	Boot SE	95% LLCI	95% ULCI
PCSR > Affective commitment > TI	.02	.02	-.03	.07
PCSR > Job satisfaction > TI	.04	.03	-.02	.12

Chapter 4. Discussion and Conclusions

Three essential objectives were outlined for the current study. The first one consisted of identifying if the perception of CSR practices of hotel workers contributed to reducing employees' turnover intention. The second was to ascertain the role that positive employee outcomes, more specifically, affective commitment and job satisfaction have in the previous relationship, namely if they help to explain the relationship between employee's perception of CSR and their diminished turnover intention. The last objective focused on determining whether the participation of employees in CSR initiatives could enhance this relationship.

Regarding the first hypothesis of this study, it was proposed that employee perception of CSR was negatively associated with employee turnover intention. This hypothesis was supported because of the existing negative relationship between how employees perceive their hotel CSR practices and their intention to leave the hotel. This goes in line with what authors in the field of CSR have portrayed, suggesting that employees are often provided with positive work experiences, when they work for organizations that are socially responsible, as a result of this, employees are more likely to have positive attitudes and behaviours at work as well as less negative behaviours (Bandura, 1986; as cited in Nejati et al., 2021; Meyer & Allen, 1991; Lee et al., 2012; Farooq et al., 2019; De Roeck et al., 2014). Companies that contribute to improving the work environment and invest in employee's well-being demonstrate their concern for employees and contribute to creating better working conditions (Kim et al., 2005). The fact that hotel workers' perception of CSR leads to a lower turnover intention indicates that, when they find the desired and necessary working conditions, they are unlikely to have the desire to leave their workplace and look for a new one. In addition, this may also indicate that employees' needs of "safety/security", "distinctiveness", "belongingness", and "meaning" are met, resulting in several benefits for companies (Bauman & Skitka, 2012, p. 65), and in the specific case of this research, for hotels (e.g., employee retention). This may be a result of the image they have of the hotel they work for, namely its reputation or the fact that they view the hotel as fair and supportive. In turn, it may also make them feel proud to be part of a hotel that has values, contributes to the well-being of society in general, and complies with local laws and regulations.

The second hypothesis proposes that the relationship between hotel employee's perception of CSR and intention to leave is mediated by affective commitment, similar to the third hypothesis that proposes a mediation of job satisfaction in this relationship. Both hypotheses were supported, given that, in both cases, a significative indirect association was verified. Whenever employees feel that the company they work for is willing to invest in socially responsible practices, they tend to present higher levels of affective commitment and job satisfaction. This is consistent with Glavas' (2016) findings, which state that the actions of the company provide workers with an image that the company is not

only concerned with profits or financial gain but also with social and environmental issues. As a result of this, employees experience greater levels of organizational commitment and job satisfaction. Accordingly, Wang et al. (2020a) defend that employees that have a positive perception of their hotel's involvement in CSR tend to have more positive feelings towards their workplace, experiencing higher levels of job satisfaction and commitment to their hotels. Also, this illustrates the statement of Rupp et al. (2006), which claims that employees' attitudes and behaviour are influenced by their constant judgement of their company's socially responsible behaviour.

In this research, the positive association between perceived CSR, affective commitment, and job satisfaction, or the negative association between perceived CSR and employee turnover intention was explained by two frameworks: Social Identity Theory (Tajfel & Turner, 1986) and Social Exchange Theory (Blau, 1964). According to the results, employees' perception of overall CSR practices implemented at their hotels was positive, which created a sense of belonging and attachment to their workplace, influencing in a positive way their affective commitment and leading to higher levels of job satisfaction. In what concerns Social Exchange Theory, by perceiving the hotels' CSR efforts, employees might view this behaviour as a positive treatment of the company to employees and other stakeholders. With this, they are more likely to reciprocate the company by demonstrating higher levels of affective commitment and job satisfaction. Consequently, employees are less likely to intend to leave their workplace. CSR practices are considered a representation of a company's values and norms, contributing to employee identification with the company and allowing them to have an active role in attaining the company's objectives (Park & Levy, 2014). Moreover, hotel employees' perception of CSR motivates them, increases their feeling of belongingness, and fosters their self-esteem, which is essential for them to accomplish personal growth, and a meaningful life, influencing their relationship with other stakeholders (Bibi et al., 2021). Furthermore, the existence of socially responsible practices in hotels not only allows employees to feel that they belong but also allows them to have positive feelings about the hotel, which may contribute to increasing employees' loyalty to their hotels (Wong et al., 2023). Similar to the present study, Wong et al. (2022) defend that the relationship between hotel employees' perception of CSR and their behaviours towards the workplace is explained by Social Identity Theory. These authors' findings further argue that this relationship can be explained by Social Exchange Theory.

The fourth and fifth hypotheses suggested that employee participation in CSR activities could moderate the effect of perceived CSR on affective commitment and job satisfaction, respectively. Contrary to what was expected, the participation of hotel workers in CSR activities did not affect the relationship between perceived CSR and affective commitment or job satisfaction, therefore, hypotheses 4 and 5 were not supported. This result goes against the findings of authors such as Bhattacharya et al. (2007) who sustained the importance of employee participation in CSR activities.

The fact that this hypothesis was not supported may be related to the number of respondents to this question, provided that out of the 205 participants, only 148 responded, as only participants whose hotels involved them in CSR activities could answer this question. This might also be a result of the lack of awareness among the participants regarding their company's CSR practices as throughout the literature review this has proved to be essential when it comes to the company's CSR efforts.

Remaining on the topic of the participation of employees in CSR activities, the potential impact that this could have on the indirect effect of perceived CSR on turnover intention when mediated by affective commitment (hypotheses 6) or by job satisfaction (hypotheses 7), was also examined. In the case of hypotheses 6 and 7, they were also not supported, as participation in CSR is not significant enough to influence these relationships. Therefore, these relationships are consistent and not affected by a higher or lower participation of employees in CSR activities implemented by the hotels they work at. This goes against authors that support the positive role of employee participation in CSR for positive outcomes, as is the case of Hu et al. (2019) who defend the importance of employee participation in these activities to foster the well-being and satisfaction of employees' psychological needs. Authors such as Wang et al. (2020b) also supported the importance of participating in CSR activities, for employee sense of fulfilment, motivation for having ethically social behaviours, be more dedicated to the companies.

Bhattacharya et al. (2007) suggested that despite the interest of employees to be actively involved in the CSR practices of the company they work for, a significant number of employees may not be well informed of these practices. These individuals may know that their company is socially responsible, but they are not aware of the company's specific CSR practices. Some employees are interested in learning more, but they lack the resources required to learn and to be involved in those practices. Accordingly, Lee et al. (2010) support that the extent to which employees are aware of CSR practices contributes to increase or decrease employee-related outcomes such as organizational commitment. Provided that CSR awareness and communication are important for employees' involvement in CSR, this might also be one of the reasons that resulted in a non-significant relationship between employees' perceived CSR, affective commitment, job satisfaction and employee turnover intention when moderated by employee participation in these initiatives.

Although participation was not a significant factor in this study, it is crucial to remember that perception of CSR practices significantly influences affective commitment and job satisfaction, which, in turn, reduces employee's intention to leave. Most importantly, hotels that are proactive and effectively embrace CSR practices tend to improve their competitive advantage, their reputation, and their resilience (Filimonau et al., 2020). The existing association between CSR practices used by hotels and their organizational resilience (Filimonau et al., 2020) is consistent with the idea that hotels should implement CSR as a strategy to improve their capacity to deal with future crises or challenges that

might arise in the future (Mao et al., 2020). The researchers Brown et al. (2019) also emphasized the importance of hotels proactively being involved in socially responsible initiatives as an effective way of being prepared to handle potential crises and events, given that it allows businesses to increase their resilience.

Additionally, considering that through CSR companies are able to achieve environmental, economic, and social goals, with the implementation of CSR initiatives hotels are able to comply with and influence the goals for sustainable development from UNWTO (UNWTO, 2023b) as well as developing sustainable human resources practices, addressing in this way matters related to the economic, social and environmental dimensions. The implementation of CSR-related practices might as well assist hotels with the contribution to a more sustainable and responsible tourism industry. Therefore, emphasis should be placed on the adoption of socially responsible behaviour. With this, hotels can reduce environmental and socioeconomic impacts related to the development of the tourism industry and, consequently, the sustainable development of the hotel industry (Serra-Cantallops et al., 2018). Moreover, these actions also enable the reduction of costs in hotel operations (Tzschentke et al., 2008b).

4.1. Theoretical and Practical Implications

Considering the study's objectives, it contributed to two essential streams of the literature, the one related to CSR and the one related to the strategic management of human capital, by providing insights on how employees' perceptions of CSR can contribute to positive employee behaviours and attitudes at hotels. Besides that, it also contributed to developing the investigation of CSR in hotels, helping to overcome the existing literature gap (Bode et al., 2015; Guzzo et al., 2020; Rhou & Singal, 2020; Wong et al., 2022; González-Rodríguez et al., 2019). Even though there are several studies that focus on CSR and its impact on organizations, external stakeholders such as customers have received more attention than internal stakeholders such as employees (Aguinis & Glavas, 2019), who are key elements for business value-creation (Brunton et al., 2017), especially when it comes to the hospitality industry, an industry that requires constant need to be in contact with customers, especially in the case of front-line employees (Lee et al., 2012; Kim et al., 2017; Lee et al., 2015). The same importance applies to CSR since employees are known to be key stakeholders in CSR (Kim et al., 2017).

Several researchers defended the importance of CSR initiatives and activities to strengthen the relationship between companies and employees (Dhanesh, 2014; Xu et al., 2022), which accentuates the relevance of understanding employees' perception of CSR, especially in the specific context of the hospitality industry, like is the case of hotels, that is even more limited. This study contributes to a better understanding of hotel employees' perceptions regarding CSR initiatives as well as the

importance of implementing CSR initiatives to generate improved employees' attitudes and behaviours, thus, tackling a problem that is common in the tourism industry, which is high turnover.

Throughout the dissertation, it was discussed that, the hospitality industry is often affected by higher turnover intentions, not only because of the characteristics of this industry but also because of the existing working conditions (Karatepe & Kilic, 2007; Kim et al., 2005; Deery & Jao, 2015). After the pandemic, the rate of employees leaving their positions for more secure ones increased considerably, resulting in a lower number of employees working in this sector (Baum et al., 2020; Filimonau et al., 2020). Hence, the need for hotels and other establishments that belong to the hospitality industry, to create and implement practices that not only improve the work environment in these establishments but also make them more attractive, being more effective in both retaining current employees and attracting new ones. As a result of this, hotels can be able to achieve business success and sustainability. However, for that to happen, it is essential for hotel managers to understand employee voluntary turnover, the reasons behind it, and how to overcome it.

Throughout this research, it was possible to demonstrate and reaffirm the important role that CSR practices may have in ensuring a good and positive working relationship between the organization and its employees. Another key point to remember is that authors defend the importance of CSR strategies for positive organization-related outcomes, such as the company's reputation (Turban & Greening, 1996; Nejati et al., 2021; Dhanesh, 2014) and the company's performance and overall competitive advantage (González- Rodríguez et al., 2019; Lee et al., 2013). Taking into account all of these advantages and considering that the use of CSR practices, in an industry known for its strong competitiveness, can also be an effective strategy for hotels to differentiate themselves and to stand out from their competitors. This difference may also affect customers' purchase decisions (Serra-Cantalops et al., 2018), for instance, by convincing them to choose a hotel that genuinely cares about these types of issues.

Xu et al. (2022) defend that one of the main objectives of an ethical hotel is to promote the welfare of its employees. Considering the importance that workers attribute to CSR practices, it is essential for hotels not only to place the same value on these practices but also adopt socially responsible behaviours. In light of this, hotels should not only use CSR practices as a branding strategy but rather as a key factor of the hotel business model (Bohdanowicz & Zientara, 2008), given that having socially responsible behaviours, not only for employees but also for society and environment bring positive consequences for hotels. Moreover, considering that "CSR has a particularly important role to play in hotel-based" human resources management policies (Bohdanowicz & Zientara, 2008, p. 289), these practices contribute to reducing some of the existing challenges in the hospitality industry, and, more specifically, hotels, as is the case of the ones related with human resources practices (e.g., challenges associated with employee turnover and employee retention that often results in reduced service

quality). In addition, this provides managers with better insights on how employees can be more bonded to the organization and more satisfied with their jobs, as perceived CSR was proven to be of great relevance for employee affective commitment and job satisfaction. This can also contribute to reengaging employees, who were already feeling bored or stagnated at their work, thus increasing their interest in their work, as they believe they are making a significant contribution to society (Aguinis & Glavas 2013; Aguinis & Glavas, 2019).

Challenges related to the quality of the service provided by employees to customers can also be positively influenced, as employees are more capable of providing continuous service quality (Duarte et al., 2019). Hence, the need for companies to coordinate CSR practices with their human resources practices (Wang et al., 2020b). However, given that employee characteristics such as socio-demographic ones tend to make employees perceive CSR differently, managers should be aware of these differences when creating and implementing CSR practices. For instance, in the case of workers with a lower perception of these practices, companies need to provide training programs on CSR or even motivate them to participate in these activities (Wang et al., 2020b). Farooq et al. (2019) believe that the more CSR initiatives companies have, the greater the chances of reducing workers' turnover intention and increasing benefits for the company. This implies that hotels may be able to reduce their employees' desire to leave by carefully planning their CSR programs and if employee sociodemographic characteristics are considered.

As already discussed, to foster employees' affective commitment and job satisfaction, reduce employees' desire to leave or minimize existent issues in the hospitality industry, it is essential for hotels to implement proper CSR practices. Some examples of CSR practices that foster employees' well-being and that can positively influence their outcomes are employee-related practices, namely competitive and fair wages, fair compensations, investment in employee development programs, career planning and progression, job security, work-life balance practices, health and insurance practices or practices that contribute to foster diversity and reduce inequality at work (Baum et al., 2020; Kim et al 2017; Cherapanukorn & Focken, 2014). These last two practices play an important role in the creation of equal opportunities for individuals. Other examples are practices that promote a safe workplace and a healthy work environment (Abaeian et al., 2014).

Hotels are also able to have positive impacts on local communities by improving their quality of life (Abaeian et al., 2014; Sheldon & Park, 2011). This can be accomplished by encouraging employees to take part in volunteer activities, the organization of charity events or the donation of food or items to charity organizations, schools, or orphanages (Abaeian et al., 2014; Bohdanowicz & Zientara, 2008). Another example of a community-related practice is the maximization of the local community products (local providers) used by hotels (Levy & Park, 2011).

Among the environmental practices that support the sustainable development of the hotel are cost-saving practices such as resource efficiency (e.g., energy, water), waste management programs by recycling products, providing training to employees regarding resource consumption, using local products, for example when it comes to food preparation products in the hotel (Levy & Park, 2011; Tzschentke et al., 2008b).

Regarding customers, some examples are the communication of practices to customers regarding recycling initiatives at the hotel (Tzschentke et al., 2008a), allowing customers to donate or participate in volunteering programs (Levy & Park, 2011), providing clear and accurate information, as well as providing high-quality services and products to customers (Öberseder et al., 2013).

However, in the opinion of researchers such as Bhattacharya et al. (2008), one of the biggest challenges for managers is to make employees aware of CSR practices. In addition to this, ineffective communication of companies' involvement in CSR is very common (Lee et al., 2012). However, to increase favourable perceptions of CSR, it is essential that hotels regularly communicate CSR initiatives and activities through the most diverse means of communication (Bibi et al., 2021). Only in this way can workers be aware of the new CSR practices and initiatives, as well as their impacts. According to Lee et al. (2012), some topics that should be communicated include the company's economic contributions to society, its ethical behaviours, and actions to improve social welfare. This might also be useful when it comes to improving the perception of employees regarding CSR at their workplace. Some examples of ways to do this presented by Wang et al. (2020a) are sharing CSR reports and CSR-related information annually, creating and conducting training and development programs, the conduction of surveys to examine employees' perceptions of the current CSR practices. Thereby, this emphasizes the importance of hotels communicating these practices to employees, allowing them to be more aware and possibly improve their perception regarding these practices.

In addition to the importance of CSR awareness, researchers also recommend the involvement of workers in the processes of creating and implementing CSR practices (Bhattacharya et al., 2007), mainly because workers may believe that their opinions are important. As a consequence, they may also feel that they are contributing to the development of the hotel where they work (Dhanesh, 2014; Park & Levy, 2014) and to the creation of the value that their employer delivers to other stakeholders (Bhattacharya et al., 2007). Once workers are involved and aware of CSR practices, it can be expected that they may possibly have greater perceptions regarding the hotel's support of responsible practices, not only directed to workers but also to the environment, the community, and customers. A representation of this would be to involve them in meetings about what they would consider as proper and effective CSR practices (Park & Levy, 2014; Abaeian et al., 2014). Yet, with regard to this topic, it is also important to address the different needs that employees in different positions may have (Kim et al., 2020; Bibi et al., 2021; Wong et al., 2023). If employees are involved in the process of development

and implementation of CSR practices it is easier for hotels to increase their well-being, given that those who are involved and affected by these practices have the possibility to share their opinion on how to improve the workplace. This supports the belief that “CSR is most effective when employees play the role of the actual enactor of CSR programs with the company acting as an enabler” (Bhattacharya et al., 2007, p. 24).

In sum, the investment in CSR practices contributes to increasing hotel employees’ job satisfaction and commitment, making them less willing to leave their workplace. These practices provide several benefits for hotels and employees, but in order for all of those benefits to be achieved there is a need for hotels to create a culture that fosters employees’ perception of CSR (Park & Levy, 2014; Peterson, 2004). Thus, “by making their staff feel better at their working environment, fostering the feeling of doing something worthwhile and, foster a sense of inclusiveness as well as loyalty to the organization” (Abaeian et al., 2014, p.429) the retention of employees at hotels is very likely guaranteed.

4.2. Limitations and Future Research

Despite the significant theoretical and practical implications previously discussed, this research has some limitations that might serve as a starting point for future research. Firstly, the small sample size, especially in the question regarding the participation of employees in CSR practices, does not allow the generalization of the results of the study to the larger population. In addition, provided that a considerable number of respondents work in the same department, more specifically the reception department, the sample may also not allow the accurate representation of the population. For instance, receptionists have a front-line role, that is, they are in constant contact with customers and what they experience at work might be different than what individuals working in the back-office experience, which might lead to a biased sample.

Furthermore, the fact that the questionnaire was shared through the social network LinkedIn or through emails, might have diffculted the participation of hotel workers who may not have access to the internet. An alternative to this would be the collection of data through pencil-and-paper format, thus enabling the collection of a larger and more diverse sample.

With regard to the data collection procedure, a correlational study was conducted, which means that the statistical association between variables was considered, without any causality being inferred from the statistical analyses that were performed (Podsakoff et al., 2003). A recommendation for future researchers is to consider conducting longitudinal studies, as this would allow conclusions about causality to be drawn.

Levy and Park (2011) stated that *“it is believed that the CSR movement in the lodging industry will continue to strengthen and gain prominence”* (p. 153) and this was also evident in the present research.

With this in mind, this section also provides some ideas that could be developed in future research. For instance, the sample of this study was collected in Portugal, therefore the findings cannot be generalized to a different geographic context. A pertinent suggestion would be to conduct this study in a country with a different cultural context from Portugal, like is the case of an African or Asian country, in order to examine their employees' perception of CSR practices and the outcomes of such perception.

Furthermore, the significant influence of the role of CSR initiatives for hotels demonstrates the importance of continuing to study the effect of these practices in the hospitality industry. Accordingly, future studies should focus on examining the contribution of CSR practices to other sectors of the hospitality industry, such as the entertainment or food and beverage sectors. Additionally, this study should consider other mediating variables such as employee identification, employee engagement and job security to fully understand the processes underlying the relationship between perceived CSR and employee turnover intention.

A comparative analysis of the perception of CSR in relation to affective commitment, job satisfaction and turnover intention, using generational groups as a moderator variable, would also be beneficial for hotels. The reason for this is that each generation has different expectations when it comes to work. For instance, Gen Z is the generation that demonstrates the greatest interest in world welfare, they also value the CSR practices of companies when choosing the place they want to work (Gomez et al., 2018; Nguyen Ngoc et al., 2022). As the youngest generation in the workplace, it is essential to know how hotels can use these practices to attract and retain this generation.

Lastly, given that the involvement of employees in CSR activities as well as their involvement in the processes of development and implementation of these practices by their hotels is highly supported by authors such as Dhanesh (2014), Park and Levy (2014), Abaeian et al. (2014), a suggestion is to investigate how this could moderate the relationship between perceived CSR and turnover intention at this type of establishments. Additionally, De Roeck et al. (2014) findings suggest that, among all dimensions of perceived CSR, those that are directly related to the employee presented greater importance, so another suggestion would be to examine the different dimensions of CSR to identify which practices of CSR would be most significant for hotels to invest in, being able to develop an effective human resources strategy and, consequently, develop a strong employer branding strategy. According to Backhaus and Tikoo (2004), the term employer branding refers to "the process of building an identifiable and unique employer identity" (p. 502), this strategy helps companies become more competitive. In addition to assisting hotels in becoming more attractive, this would be beneficial to fully understand the efforts hotels would have to make, allowing them to provide a unique and differentiated work experience to employees.

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Annexes

Annex A - Informed consent

Caro (a) Participante,

Gostaria de solicitar a sua colaboração para este projeto de investigação, no âmbito do Mestrado em Gestão de Recursos Humanos e Consultoria Organizacional (ISCTE- Instituto Universitário de Lisboa). A sua colaboração consiste em responder a um questionário com uma duração de aproximadamente 9 minutos.

O objetivo deste estudo é recolher a opinião de trabalhadores/as sobre a implementação de práticas de responsabilidade social em unidades hoteleiras e alguns aspetos da sua situação profissional incluindo a intenção de mudar de emprego.

De modo a participar neste estudo é necessário que se encontre a trabalhar numa unidade hoteleira há, pelo menos, 3 meses.

A sua participação é voluntária e pode interrompê-la a qualquer momento, no entanto, é necessário que responda a todas as questões com sinceridade para que possa considerar a sua participação.

Além disso, todas as respostas fornecidas no questionário serão tratadas de forma anónima e confidencial, assegurando a privacidade do/as participantes. Não existem respostas certas ou erradas, e toda a informação fornecida pelo/as participantes será usada apenas para fins estatísticos no contexto desta pesquisa.

Muito obrigada pela sua colaboração! Aucilene Antunes

Caso tenha alguma questão, pode contactar-me através do seguinte email: xxx@iscte-iul.pt

Ao carregar no botão para continuar, compreende a informação fornecida e aceita participar neste estudo.

Annex B - Hotel's social responsibility and involvement in CSR

As questões que se seguem têm como objetivo recolher informação sobre as práticas de Responsabilidade Social adotadas pelo hotel em que trabalha. Para cada questão apresentada, selecione a opção que melhor corresponde à sua situação.

O hotel onde trabalha possui uma política de Responsabilidade Social?

- ☐ Sim
- ☐ Não
- ☐ Não sei

O hotel onde trabalha possui alguma certificação em termos de Responsabilidade Social?

- ☐ Sim
- ☐ Não
- ☐ Não sei

O hotel onde trabalha é membro de alguma associação promotora de Responsabilidade Social (ex., GRACE, APEE)?

- ☐ Sim
- ☐ Não
- ☐ Não sei

O hotel onde trabalha envolve os seus trabalhadores/as em atividades de Responsabilidade Social?

1	2	3	4	5
Nunca	Raramente	Às vezes	Frequentemente	Sempre

Costuma participar em atividades de Responsabilidade Social organizadas pela unidade hoteleira em que trabalha?

1	2	3	4	5
Nunca	Raramente	Às vezes	Frequentemente	Sempre

Annex C - Percepção de Responsabilidade Social

As questões que se seguem dizem respeito a sua percepção relativamente a práticas e preocupações do hotel em que trabalha. Por favor, indique o grau em que concorda ou discorda com cada uma das afirmações apresentadas. Responsabilidade Social do hotel para com o/as trabalhadore/as:

1 Discordo totalmente	2 Discordo bastante	3 Discordo moderadam ente	4 Não discordo nem concordo	5 Concordo moderadam ent	6 Concordo bastante	7 Concordo totalmente
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RSO Trabalhadores							
O nosso hotel incentiva os trabalhadores a desenvolver as suas competências e carreiras.	1	2	3	4	5	6	7
O nosso hotel trata os trabalhadores de forma justa e respeitosa.	1	2	3	4	5	6	7
O nosso hotel oferece aos trabalhadores salários justos e razoáveis.	1	2	3	4	5	6	7
O nosso hotel incorpora o interesse dos trabalhadores nas decisões de negócios.	1	2	3	4	5	6	7
O nosso hotel proporciona a todos os trabalhadores um ambiente de trabalho seguro e saudável.	1	2	3	4	5	6	7
RSO Meio Ambiente							
O nosso hotel procura ativamente adquirir produtos e serviços que minimizem os impactos ambientais.	1	2	3	4	5	6	7
O nosso hotel incentiva os hóspedes a reduzir o seu impacto ambiental através de programas e iniciativas de responsabilidade social.	1	2	3	4	5	6	7
O nosso hotel dispõe de relatórios sobre o seu desempenho ambiental.	1	2	3	4	5	6	7
RSO Comunidade Local							
O nosso hotel apoia a contratação de pessoas em risco de exclusão social.	1	2	3	4	5	6	7
O nosso hotel apoia financeiramente instituições de caridade locais através de doações financeiras, patrocínio de eventos e fornecimento de bens e serviços.	1	2	3	4	5	6	7
O nosso hotel participa de projetos sociais junto à comunidade para melhorar a qualidade de vida na comunidade local.	1	2	3	4	5	6	7

O meu hotel incorpora os interesses da comunidade nas decisões de negócios.	1	2	3	4	5	6	7
RSO Clientes							
A satisfação do cliente é muito importante para o nosso hotel.	1	2	3	4	5	6	7
O nosso hotel fornece informações completas e precisas sobre os seus produtos aos seus clientes.	1	2	3	4	5	6	7
O nosso hotel incorpora os interesses dos nossos clientes nas decisões de negócio.	1	2	3	4	5	6	7

Annex D - Affective commitment

Considerando a sua relação com o hotel onde trabalha atualmente, indique o grau em que concorda ou discorda com cada uma das questões apresentadas.

1 Discordo totalmente	2 Discordo bastante	3 Discordo moderadam ente	4 Não discordo nem concordo	5 Concordo moderadam ent	6 Concordo bastante	7 Concordo totalmente
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Não me sinto “emocionalmente ligado” a esta empresa	1	2	3	4	5	6	7
Esta empresa tem um grande significado pessoal para mim	1	2	3	4	5	6	7
Não me sinto como “fazendo parte da família” nesta empresa	1	2	3	4	5	6	7
Na realidade sinto os problemas desta empresa como se fossem meus	1	2	3	4	5	6	7
Ficaria muito feliz em passar o resto da minha carreira nesta empresa	1	2	3	4	5	6	7
Não me sinto como fazendo parte desta empresa	1	2	3	4	5	6	7

Annex E - Job satisfaction

Considerando a sua situação de trabalho no hotel onde trabalha atualmente, indique o seu nível de satisfação com cada uma das afirmações apresentadas.

1 Muito insatisfeito/a	2 Insatisfeito/a	3 Nem satisfeito/a nem insatisfeito/a	4 Satisfeito/a	5 Muito satisfeito/a
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Em relação às suas expectativas de promoção, diria que está	1	2	3	4	5
Em relação à organização e funcionamento do departamento onde trabalha, diria que está	1	2	3	4	5
Em relação à colaboração e clima de relação com os seus colegas de trabalho, diria que está:	1	2	3	4	5
Em relação à remuneração que recebe, diria que está	1	2	3	4	5
Em relação à competência e funcionamento do seu superior imediato, diria que está	1	2	3	4	5
Em relação ao trabalho que realiza, diria que está	1	2	3	4	5
Em relação à competência e funcionamento dos seus colegas, diria que está	1	2	3	4	5
Tudo somado, e considerando todos os aspetos do seu trabalho e da sua vida nesta Instituição, diria que está	1	2	3	4	5

Annex F - Employee turnover intention

As seguintes perguntas dizem respeito a sua intenção de saída relativamente ao hotel onde trabalha.

Indique o grau em que concorda ou discorda com cada uma das afirmações apresentadas.

1	2	3	4	5	6
Discordo totalmente	Discordo bastante	Discordo parcialmente	Não discordo nem concordo	Concordo parcialment	Concordo bastante

Eu pretendo permanecer neste trabalho.	1	2	3	4	5	6
Estou ativamente à procura de um novo emprego.	1	2	3	4	5	6
Vou sair deste trabalho brevemente	1	2	3	4	5	6

Annex G - Creative self-efficacy

As próximas questões referem-se à sua autoeficácia criativa, ou seja, a sua capacidade de ser criativo/a.

Por favor, indique o grau em que concorda ou discorda com cada uma das afirmações apresentadas.

1 Discordo totalmente	2 Discordo parcialmente	3 Concordo	4 Concordo parcialmente	5 Concordo totalmente
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Tenho confiança na minha capacidade de resolver problemas de forma criativa	1	2	3	4	5
Tenho um talento especial para desenvolver ainda mais as ideias dos outros.	1	2	3	4	5
Sinto que sou bom/boa a criar ideias novas.	1	2	3	4	5

Annex H - Sociodemographic and hotels' characteristics

Peço-lhe que responda a algumas questões acerca do hotel onde trabalha e da sua posição em relação ao mesmo, para fins estatísticos. Indique há quanto tempo trabalha neste hotel (se trabalha há menos de 1 ano, use casas decimais; por exemplo, 3 meses = 0.25; 6 meses = 0.5; 9 meses = 0.75).

Qual a sua situação contratual neste hotel?

- ☐ Contrato por termo indeterminado / efetivo
- ☐ Contrato a termo certo / a prazo
- ☐ Trabalho temporário/ outsourcing
- ☐ Estágio
- ☐ Outra situação. Qual? _____

Indique o seu horário de trabalho.

- ☐ Tempo inteiro
- ☐ Tempo parcial

Trabalha em horário:

- ☐ Fixo
- ☐ Rotativo

Indique o departamento em que trabalha.

- ☐ Recepção
- ☐ Housekeeping/Serviço de Limpeza
- ☐ Alimentação e Bebidas
- ☐ Cozinha Manutenção
- ☐ Vendas
- ☐ Recursos Humanos
- ☐ Administração
- ☐ Outro. Qual? _____

Exerce um cargo de chefia?

- ☐ Sim
- ☐ Não

Qual a classificação do hotel em que trabalha?

- ☐ 1 estrela
- ☐ 2 estrelas
- ☐ 3 estrelas
- ☐ 4 estrelas
- ☐ 5 estrelas

Qual a dimensão do hotel em termos de número aproximado de trabalhadores/as.

- ☐ Micro (até 9 trabalhadores/as)
- ☐ Pequeno (10 a 49 trabalhadores/as)
- ☐ Médio (50 a 249 trabalhadores/as)
- ☐ Grande (250 a 499 trabalhadores/as)
- ☐ Muito grande (mais de 500 trabalhadores/as)

Indique o número de quartos existentes no hotel em que trabalha.

- ☐ Até 19 quartos
- ☐ Entre 20 e 99 quartos
- ☐ Entre 100 e 199 quartos
- ☐ Entre 200 e 299 quartos
- ☐ Mais de 300 quartos

Para concluir o questionário, por favor responda às seguintes questões sobre características pessoais.

Indique a sua idade

Indique o seu género.

- ☐ Masculino
- ☐ Feminino
- ☐ Não binário / terceiro género
- ☐ Prefere não responder

Indique a sua nacionalidade.

- ☐ Portuguesa
- ☐ Brasileira Inglesa
- ☐ Espanhola
- ☐ Francesa
- ☐ Outra. Qual? _____

Indique o seu nível de escolaridade.

- ☐ Ensino básico
- ☐ Ensino secundário
- ☐ Licenciatura
- ☐ Mestrado
- ☐ Doutoramento