

The Impact of Corporate Social Responsibility on Employees in the Hotel Sector

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Abstract

The concept of corporate social responsibility (CSR) has gained much attention in recent years. It provides companies with a significant approach for achieving performance excellence and considered a source for enhancing competitive advantage. This paper comes to investigate CSR within the context of five-star hotels in Hurgada, Egypt and assess its impact on employees' job engagement, retention, attraction, and organizational commitment. Data was collected using multiple research methods, including: questionnaire survey, semi-structured interviews, and content analysis. This research found that the majority of hotels did not consider their CSR to society but tackled their CSR to environment undertaking various measures to conserve resources. Hotels provided little support to most internal CSR practices identified in this study. The study showed that internal CSR could be used as an important driver for enhancing employee job engagement and organizational commitment. However, CSR still not considered a significant tool to attract and retain high potential candidates. This research concluded that hotels should show more commitment to serve the community and formulate their core business strategies accordingly. The governmental and environmental organizations' intervention is essential to provide more awareness to hotel businesses regarding tackling their CSR.

Keywords

Corporate social responsibility, Environment, Employees, Retention, Organizational commitment, Hotels, Egypt.

Introduction

Corporate social responsibility (CSR) has become increasingly more important as a strategic focus in today's workplaces (Lockwood, 2004). CSR is also called corporate responsibility, corporate citizenship, and responsible business. It is a concept whereby businesses consider a responsibility to society and environment by taking into account the impact of their activities on suppliers, employees, customers, shareholders, communities, and other stakeholders (Ismail, 2009). Many leading companies in the hospitality industry (i.e., Hilton) have showed a growing interest in CSR. Foote et al. (2010) identified four common obligations that encourage companies participation in CSR activities, including: (1) Moral obligation: The duty of the company to show good social conscience and do the right things, (2) sustainability obligation: The ability of the company to operate sustainably and support the environment and community, (3) legal obligation: The company's responsibility to operate in a licensed way and conduct business with the approval of stakeholders in the community, and (4) marketing obligation: CSR initiatives can improve firm's reputation and lead to better business conditions. Affirmatively, Matten and Moon (2008) showed that organizations have increasingly adopted CSR initiatives to be able to compete in the market and meet the growing and dynamic expectations of their stakeholders. Examples of CSR initiatives include donations to charities, community programs, efforts to encourage employee diversity, and reduce environmental impact (Albinger and Freeman, 2000).

The relation between CSR and employee issues has gained a great importance in the last decades. "A major challenge for enterprises today is to attract and retain skilled workers" (European Commission, 2001. p. 9). In this regard, socially-responsible organizations should provide various kinds of

support to their employees and thus minimizing the negative outcomes for the enterprises themselves and for their employees (Stropnik, 2010). For the hospitality sector, the inter-relationship between CSR and human resource management (HRM) is of particular relevance. The hospitality industry is characterized by certain features. It is distinguished by high staff turnover and relatively flat organizational structures in which employees are less likely to be promoted and/or critically change positions (Furunes and Mykletun, 2005). Aguilera et al. (2007) showed a positive relationship between CSR initiatives undertaken by the organization and employee satisfaction, morale, retention, and commitment.

Research Rational and Hypotheses

In the last few decades, CSR has become an important issue in business, research, and communities. The growing emergence of CSR has put a driver over businesses to contribute and respond directly to the social challenges such as poverty lessening, protection of human rights, and protection of natural environment (Tamm et al., 2010). CSR is considered a new topic in hospitality literature and relatively little research have been undertaken into this area (Holcomb et al., 2007). Previous studies considering CSR have not fully explored how organizational social performance impacts employee behaviors (Aguilera et al., 2007). This paper comes to explore CSR initiatives adopted by five-star hotels in Hurgada and investigate CSR effects on employees' job engagement, organizational commitment and employees' retention and attraction. This paper hypothesizes that:

Hypothesis 1: Hotels that implement internal CSR practices will enhance employees' motivation and job engagement.

Hypothesis 2: Hotels that adopt internal CSR actions will improve employees' organizational commitment.

Hypothesis 3: There is a positive relationship between the implementation of CSR actions for environment/society

and the attraction and retention of high quality potential candidates.

Hypothesis 4: The majority of five-star hotels in Hurgahda implements and makes CSR reporting.

Literature Review

The World Business Council for Sustainable Development (WBCSD) stated that “CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large” (WBCSD, 2002). Further, The WBCSD declared that CSR was considered an essential part of sustainable development. It divided CSR into three main categories the same as those of the main dimensions of sustainable development: Environment, economy, and society. Turker (2009, p. 413) defined CSR as “corporate behaviors that aim to affect stakeholders positively and that go beyond its economic interest.” Mosley et al. (1996) pointed out that CSR refers to the management’s obligation to set policies, make decisions and follow-up courses of action beyond their legal requirements. CSR actions are desirable in terms of the values and objectives of the society. Mohr et al. (2001) indicated that CSR can be viewed as “a company’s commitment to minimizing or eliminating any harmful effects and maximizing its long run beneficial impact on society.” Indeed, all these definitions associated in the same concept and principles. The core issue is that organizations are motivated to undertake CSR initiatives for producing good quality products, enhancing consciousness for a better environment, treating employees fairly and providing philanthropic activities to achieve sustainability in business markets.

The theoretical framework developed by Carroll (1991) provides the base for the conceptualization of CSR. Carroll’s framework involves four dimensions of CSR: Economic, legal, ethical, and philanthropy. The first component is the economic responsibility which refers to the business responsibility to make a profit. The second component is the legal responsibility which means that business must comply with the law and work within the legal framework of society. The third component is the ethical responsibility which implies that businesses have to respect communities, value the rights of others and do what is right. Ethical CSR includes issues that go beyond contractual or regulatory compliance such as fair wages and women’s rights (Blowfield and Murray, 2011). The last component is philanthropic responsibility which means a business should add to and support the wider community and improve the quality of society. According to Carroll (1991), the philanthropic responsibility is the highest level of CSR. It is measured in terms of various practices, among these: Charitable donation to society, assistance provided to performing arts, managers and employees’ voluntary participation in charitable activities organized by community, and assistance provided by organizations to the projects that enhances the quality of life.

Stakeholder theory represents one of the original approaches to CSR, which provided within the framework of organizational planning (Freeman, 1984) and business ethics (Carroll, 1991). Stakeholder theory proposed that the long-term value of a company rests primarily on the commitment and abilities of its

employees and the relationships with stakeholders (customers, suppliers, and investors) (Wheeler and Sillanpää, 1997). Stakeholders act as the resource base for companies. Hence, maintaining good quality relationships with stakeholders can act as an indicator of the company’s capability to access valuable resources (Wheeler et al., 2001). Managers have widely recognized the importance of satisfying stakeholders who can influence firm outcomes. From the stakeholder perspective, it is necessary for the company to provide certain activities of CSR in which its stakeholders perceive to be important otherwise the firm may lose their support. Consequently, it is important for firms’ managers to provide socially responsible initiatives as these provide real opportunities for more efficient management of their human resources (Tamm et al., 2010).

Greenwood (2007) indicated that employees are considered one of the key stakeholders for companies. They have the capability and legitimacy to influence the firm. Employees of an organization need a good motivation so that employee can do their best. It is important to note that providing external motivation is not enough for enhancing employee motivation (e.g., competitive salary, benefits, and rewards). Internal motivation is also important to maintaining and improving employee enthusiasm which is about enhancing the excitement and confidence of employee to their job (Insyirani et al., 2013). Companies can implement many responsible practices targeted employees, including: Organizational, informational, and communication measures at almost no cost. Companies’ implementation of family-friendly measures is a remarkable indicator of effective management. Such measures may include enterprise-based childcare services, flexible time schedules, free-social and sports activities for employees and their families. This may result in improving employee satisfaction, loyalty, creativity, and productivity (Buddelmeyer et al., 2005).

Lin (2010) found that employees would show more concern and engaged in their work when they perceived their companies practiced good corporate citizenship. No doubt, the perceptions of employees regarding the company’s ethics and social responsiveness play a significant role in motivating them to engage with their work. Albdour and Altarawneh (2012) investigated the impact of internal CSR practices on employees’ engagement on a sample of 336 frontline employees working in the banking sector in Jordan. They examined the impacts of five internal CSR practices, including: Training and education, human rights, health and safety, work life balance, and workplace diversity on the two dimensions of employee engagement (job engagement and organizational engagement). The findings revealed that all the five variables of internal CSR tested were positively and significantly associated to job engagement.

Recent research has found that CSR has a significant impact on employee’s commitment to organizations. An issue which ultimately effects employee’s turnover and helps business’s management to retain employees as CSR can provide employees with a sense of security and safety. Aguilera et al. (2007) indicated that there is a high significant positive relationship between CSR and employee organizational commitment and organizational performance. This means that an increase in organizational commitment will reduce staff turnover. Abdullah and Rashid

(2012) showed that the implementation of CSR programs has significant impacts on employees' organizational citizenship behavior. No doubt employees' perception of commitment has an important impact on organizations contributing to the efficiency of work and the overall productivity of the organization.

Frank et al. (2004, p. 13) defined employee retention as "the effort by an employer to keep desirable workers to meet business objectives." Zafar et al. (2014) investigated employee retention strategies and developed an effective CSR model to retain employees focusing on education, society support, employee care, and health. CSR is an effective way to make employees perceive that the company cares about the employees' general interests and social commitment as well. Saari and Judge (2004) demonstrated that employee retention is related to a broader term called job satisfaction. Low levels of job satisfaction will lead employees to adopt withdrawal behaviors expressed in patterns such as turnover, absenteeism, lateness, and decision to retire. Zafar et al. (2014) concluded that corporations should incorporate CSR into their strategies and decision making process to build a good reputation and motivating employees for better performance and retention. Ali et al. (2010) indicated that the cost associated with an employee leaving an organization and finding a new employee is almost 3187\$/employee. Hansen et al. (2011) revealed that when employees regard their organizations as responsible and caring of their community they would be more willing to continue working with such organizations and less likely to seek employment elsewhere.

Many companies find it difficult to attract and retain highly qualified applicants. Research showed that companies can adopt different strategies and actions to enhance employee retention. One of these is building a good corporate image and reputation regarding society and their stakeholders. Zafar et al. (2014) indicated that socially-responsible organization can benefit of their position and strengthen their appeal as an attractive employer. They should utilize CSR as an opportunity and part of a sustainable growth strategy. Corporations should show more commitment to CSR and make it part of their recruitment strategies to attract potential applicants. CSR initiatives can be a powerful recruitment and retention tool. Affirmatively, Greening and Turban (2000) found that CSR creates a good image for a business and thus enhancing its appeal and attractiveness as an employer for potential candidates. They indicated that firm's values, ethics, and social responsiveness played an important role in shaping the features of the company and enhancing its attractiveness as an organization for perspective employees.

Research Methodology

This research used a combination of quantitative and qualitative research approach to explore CSR issues in five-star hotels in Hurghada. Data was collected from the field using three research methods, including: Questionnaire survey, semi-structured interviews, and content analysis. A questionnaire survey was designed and administered by email over 2-month period between August and October 2014. The survey had the advantage to reach a large population. With the support of some colleagues working in five-star hotels in Hurghada, the survey was sent to as many employees as possible. Email involving the survey was designed and sent to many employees working in

the selected hotels. Two additional reminder emails were sent to encourage employees who had not filled the survey yet. Before dissemination, the questionnaire was piloted to some employees working in the hotel industry to assure that there was no misunderstanding to the questions. Their feedback was obtained, and some amendments were made to the questions accordingly.

The questionnaire survey was designed involving three main parts. The literature had provided the base for formulating the questions of the survey. The first part was concerned with gathering preliminary information about the respondents. The second part focused on assessing hotels' implementation of internal CSR practices that targeting employee job engagement and organizational commitment using 14 variables (i.e., involving employees in decision making process, health and safety work environment, fair wages, discrimination in the workplace, workforce diversity, etc.). The third part was concerned with CSR to society and environment assessing the impact of 12 variables on employees' retention and attraction (i.e., contributing in community projects, waste reduction and recycling program, donation and support to charities, etc.). Respondents were asked to rate the various items on a Likert scale ranging from 1 to 5 where (1=highly implemented, 2=implemented, 3=uncertain, 4=not implemented, and 5=highly not implemented).

Semi-structured interviews were used as a research method. A sum of seven semi-structured interviews was conducted with hotel executives to investigate in-depth hotel performance of the CSR activities (particularly CSR to society and environment). The interviews were conducted by telephone and lasted between 15 and 20 min. A list of questions was developed mainly to identify whether hotels adopted measures to serve the community and protect the environment (i.e., waste reduction and recycling program, co-operating with schools and universities, donation to charities, etc.) and the motives beyond CSR implementation. In addition, some questions were designed to cover employees' affairs (i.e., working hours/shifts per day in a high season, whether employees allowed flexible shifts, wages and benefits, conditions surrounding employee turnover, etc.). All the questions asked were of open-ended nature. All the respondents were assured the confidentiality of the data obtained and would be used only for the research purposes. Furthermore, the content analysis was used as a research method to investigate the research topic from a different angle. The websites of all hotel companies and five-star hotels in Hurghada were searched for CSR relevant information. The analysis targeted to identify whether hotels make CSR reporting and explore the initiatives undertaken by hotels to fulfill their CSR to society, environment, and employees.

A random sampling technique was used to form a sampling for this study. A total of 37 five-star hotels in Hurghada were identified using marketing sources (Agoda.com, Expedia). Among them, 14 five-star hotels were randomly selected representing 37.8% of the total population. A sum of 280 questionnaire forms was sent to operational, supervisory and managerial level staff within the selected five-star hotels in Hurghada with an average of 20 questionnaire form for each hotel. Of which 251 questionnaire forms were returned with a response rate of 89.6%, among them 248 questionnaire forms were properly completed and valid for

analysis (88.5%). For the interviews, snowballing sampling technique was used in which each respondent was asked to nominate potential respondents. Moreover, Hurghada is selected as a place for the study as it is considered an important tourism destination in Egypt and the Red Sea region and has a large number of hospitality businesses. Hurghada has witnessed a great expansion in tourism development without taking into account the impact of tourism and construction activities on the environment. Thus, it is essential for research to consider this region to prevent environmental deterioration and encourage hotels' CSR.

Data was analyzed statistically using the Statistical Package for the Social Sciences (SPSS) software (version 14). Both descriptive and inferential statistics were performed. Linear regression analysis was carried out to identify the causal relationships between variables. Regression analysis examined the impact of internal CSR practices on employee job engagement and organizational commitment. Two-tailed test correlation was conducted to identify the level of the relationship between CSR to society and environment and employee retention and attraction. In this research, triangulation was achieved by collecting the data from different sources and by different research methods. Triangulation has the advantage to validate the study process, enhance the reliability and overcome the shortcomings associated with each research method.

Results of this Study

Preliminary information

The normality of data distribution is evaluated using skewness and kurtosis. The skewness of the data gathered fall between -0.922 and 0.845. This suggests that the skewness of the data is in acceptable levels as it falls between -1 and +1. Furthermore, the kurtosis values were between acceptable ranges. Analyzing the features of the sample adopted in this research indicated that the majority of respondents (69.4%) were male while 30.6% were female (Table 1). All age groups identified in this research were represented in almost diverse ratios as 22.2% of respondents were <20 years, 32.7% were between 20 and 32 years, 31.4% were aged between 33 and 45 years while 13.7% were more than 45 years old. The occupational levels were categorized and represented in this research as 14.1% were related to managerial level, 27.0% related to supervisory level, whereas the majority of respondents (58.9%) were related to the operational level who were working in the different hotel departments. Moreover, the educational qualifications of the respondents determined that the majority 73.8% were having bachelor's degree while 22.6% were having intermediate education (i.e., high school and technical education) and 4.4% were having postgraduate qualifications (e.g., Master and diploma).

Internal CSR and employees' job engagement

Table 2 shows the rate of the adoption of a range of internal CSR variables that could be used to enhance employees' job engagement. The mean values for most variables indicated low implementation of internal CSR practices by large hotels. Only two variables ("career development and skill training program" and "health and safety workplace") had showed a moderate rate of adoption. Most respondent employees (70.9%) referred that they were not involved in decision making process.

Table 1: Sample features

Features	n (%)	Skewness	Kurtosis
Gender			
Male	172 (69.4)	0.845	-1.297
Female	76 (30.6)		
Age			
<20	55 (22.2)	0.102	-0.995
20-32	81 (32.7)		
33-45	78 (31.4)		
More than 45	34 (13.7)		
Occupation of respondent			
Managerial level	35 (14.1)	-0.922	-0.542
Supervisory level	67 (27.0)		
Operational level	146 (58.9)		
Educational qualification			
Intermediate education	56 (22.6)	-0.403	0.382
Bachelor's degree	181 (73)		
Postgraduate qualification	11 (4.4)		

It seems that empowerment is not given to many employees particularly those working on the operational level as front-line staff (i.e., receptionists). In terms of employee development, the majority of respondents (75%) indicated that their hotel operations were keen to provide training programs to improve employees' performance and develop their skills. Training is one of the most appropriate ways to enhance the productivity of employees and meet organizational goals. Moreover, as an internal CSR practice, "employee consultation" was an action that still not highly appreciated by hotels as indicated by more than half of respondent employees (62.5%). Only 25% of respondents demonstrated that their hotels management were consulting employees and taking their opinions regarding various work issues.

No doubt better workplace environment increases employees' performance and productivity. Pech and Slade (2006) declared that working environment is perhaps a key factor causing employee's engagement. The results showed that many hotels participated in this study provided safe and health working environment. Most employees (81.1%) were comfortable about the work environment in terms of the tools and equipment and the indoor environment (air, humidity, noise level, etc.). Furthermore, many respondents (64.9%) were not satisfied about hotel policies in relation to promotion as many respondents indicated that hotels did not provide sufficient opportunities for promoting staff to higher positions. This can be explained that many hotels did not have and/or practice a fair and satisfactory promotion system. It might be when a position became free HRM promoted the vacancy to the external labor market and did not pay much attention to promote their internal staff to these positions.

Moreover, about 64.5% of respondents indicated that hotels did not consider building social relationships with co-workers. It is

suggested that hotels should organize sports and social events (i.e., sporting day) to enhance meaningful relationships between co-workers and invite their families. No doubt such relationships will be positively reflected in the employees' performance. Finally, more than half of respondents showed that they did not have the opportunity to communicate directly and openly with the management. Their operations presented complicated lines of organizational communication and authority where there was no open and flexible communication with employees. However, about 35.1% demonstrated that they did have such opportunity.

The analysis is then carried out further by undertaking multiple regression analysis to identify the internal CSR variables that can be significant for enhancing employees' motivation and job engagement (Table 3). The coefficient of determination R² is 0.919. This result implies that 91% of the employees' job engagement attributed to the variables identified in the model. The F value of 387.018 and p<0.01 indicate that the regression model is significant, and thus there is a precision of the results of the model to a high extent. Table 3 determines seven

internal CSR variables that have statistical significant impact on employee job engagement, including: Involving employees in decision making process ($\beta=0.073$, $t=3.572$, and $p<0.01$), employees' career development and skill training ($\beta=0.111$, $t=3.133$, and $p<0.01$), employee consultation ($\beta=0.192$, $t=6.219$, $p<0.01$), health and safety ($\beta=0.059$, $t=2.130$, and $p<0.05$), opportunities for promotion ($\beta=0.688$, $t=18.106$, and $p<0.01$), relationships with co-workers ($\beta=0.145$, $t=6.897$, and $p<0.01$), and the opportunity to communicate openly with the management ($\beta=0.053$, $t=2.265$, and $p<0.05$). The regression model showed that all the internal CSR variables identified were positively associated with the dependent variable (employees' job engagement). In this respect, hypothesis 1 can be accepted.

Internal CSR and employees' organizational commitment

The mean values of the constructs shown in Table 4 reveal a low level of the adoption of internal CSR practices which hotels can use to enhance employees' organizational commitment. The standard deviation of internal CSR variables is between 1.34457 and 1.45219 which indicates the homogeneity of the sample

Table 2: Internal CSR and employees' job engagement

Internal CSR variables	Highly adopted (%)	Adopted (%)	Uncertain (%)	Not adopted (%)	Highly not adopted (%)	Mean	Standard deviation
Involving employees in decision making process	8.5	10.9	9.7	55.2	15.7	3.588	1.1347
Career development and skill training program	41.1	33.9	8.0	9.7	7.3	2.080	1.2377
Employee consultation	11.7	13.3	12.5	39.9	22.6	3.483	1.2945
Health and safety	35.1	46.0	10.1	5.6	3.2	1.959	0.98490
Opportunities for promotion	9.7	17.3	8.1	39.5	25.4	3.536	1.3003
Relationships with co-workers	10.9	19.0	5.6	38.7	25.8	3.496	1.3437
The opportunity to communicate openly with the management	12.5	22.6	3.6	42.8	18.5	3.322	1.3410

CSR: Corporate social responsibility

Table 3: Regression model summary

Model internal CSR variables	Unstandardized coefficient		Standardized coefficients	t	Significant
	B	Standard error	Beta		
(Constant)	-0.763	0.143		-5.331	0.000
Involving employees in decision making process	0.087	0.024	0.073	3.572	0.000
Employees' career development and skill training	0.122	0.039	0.111	3.133	0.002
Employee consultation	0.200	0.032	0.192	6.219	0.000
Health and safety	0.166	0.078	0.059	2.130	0.034
Opportunities for promotion	0.715	0.039	0.688	18.106	0.000
Relationships with co-workers	0.146	0.021	0.145	6.897	0.000
The opportunity to communicate openly with the management	0.054	0.024	0.053	2.265	0.024
R ²	0.919				
Adjusted R ²	0.916				
F-value	387.018**				
Significant F	0.000				

Dependent variable: Job engagement, CSR: Corporate social responsibility, **0.01

Table 4: Descriptive statistics of internal CSR and employees' organizational commitment

Internal CSR variables	Highly adopted (%)	Adopted (%)	Uncertain (%)	Not adopted (%)	Highly not adopted (%)	Mean	Standard deviation
Fair wages and other benefits	11.3	16.9	6.0	37.1	28.7	3.5484	1.35787
Avoid discrimination in the workplace	12.5	21.0	8.5	37.5	20.5	3.3266	1.34457
Flexible working hours/shifts	10.1	15.3	7.3	27.4	39.9	3.7177	1.38564
Respecting the rights of employees	17.7	16.5	4.8	36.7	24.3	3.3306	1.45219
Workforce diversity and equal opportunities	13.7	22.6	4.0	39.5	20.2	3.2984	1.37638
Provide job opportunities to handicapped	12.0	19.0	7.3	25.8	35.9	3.5444	1.44187
Job security	12.9	16.5	4.8	30.3	35.5	3.5887	1.43700

CSR: Corporate social responsibility

responses. The low ratios of the standard deviation indicate that there is no dispersion of the sample answers. The figures shown in Table 4 revealed that a high percentage of respondents (65.8%) felt that they were not given fair wages and benefits. This result was confirmed by some hotel executives interviewed indicating that employees were working long shifts (12 h at least per day) in high season, and they were not paid for the overtime hours. Moreover, the tourism and hospitality industry in Egypt in the last 3 years passed very difficult times. Many hotels suffered from enhancing low occupancy percentages all over the year, and thus they were obliged to reduce employees' salaries and/or dismiss them. Stancu et al.' online survey (2011) found that respecting the employees' rights, fair wages, and safety at work were the most prevalent dimensions in the image of a responsible employer.

The second variable (no discrimination in the workplace) was not supported by many hotels. It seems that many hotels do not take practical steps to avoid discrimination in the workplace and apply fair recruitment and selection procedures. Hotels should prohibit the discrimination between employees either in the base of age, race, gender, etc. The third variable (flexible working hours/shifts) was not widely supported by hotel organizations as more than half of respondent employees (67.3%) indicated that hotels did not allow them to have flexible time schedules. The issue of providing work-life balance seems to be absent in many hotels (i.e., flexible working hours, provision of services and facilities for families such as assistance with childcare, flexible holiday programs, etc.). For the fourth variable, the results showed that 61% of respondents felt that their employers and/or direct supervisors treated them badly and did not respect their rights (e.g., health and safety, paid sick leave, overtime payment, and hours of work and breaks).

The fifth variable indicated that many employers did not apply the principle of workforce diversity and provide equal opportunities. However, Stropnik (2010) revealed that a responsible enterprise must support gender equality and balance between professional and family obligations. The sixth variable showed that a large percentage of respondents (61.7%) indicated that their employers did not provide job opportunities to handicapped. Some hotel executives interviewed indicated that by law hotels were required to employ 5% of their

employees from handicapped however this had not happened in reality. Hotels hired a very small percentage of handicapped and employed them in positions that were not affected by their disabilities. For instance, the employee who has a problem with his sight can be appointed as an operator. The last variable (job security) revealed that the majority of respondents (65.8%) did not feel job security. Many hotels resorted to fire employees in difficult times and crisis and this might be the case in Egypt after 2011. There was a high level of staff turnover within the hotels investigated as a result of the unfair salaries, long working hours, low level of treatment, lack of promotion, etc. No doubt staff turnover has a significant cost over the operation.

A linear regression model was used to test how far internal CSR impact and/or associated with employees' organizational commitment. The F value of 169.634 and $p < 0.01$ reveals that internal CSR variables are significantly associated with employees' organizational commitment. The R^2 value of 0.832 indicates that 83% of the employees' organizational commitment (dependent variable) can be explained by the tested internal CSR variables (independent variables) (Table 5). The regression analysis reveals that seven internal CSR variables are significantly associated with employees' organizational commitment, including: Fair wages and other benefits ($\beta = 0.298$, $t = 7.940$, and $p < 0.01$), avoid discrimination in the work place ($\beta = 0.147$, $t = 4.879$, and $p < 0.01$), flexible working hours/shifts ($\beta = 0.120$, $t = 3.795$, and $p < 0.01$), respecting the rights of employees ($\beta = 0.500$, $t = 14.290$, and $p < 0.01$), workforce diversity and equal opportunities ($\beta = 0.060$, $t = 1.908$, and $p < 0.05$), provide job opportunities to handicapped ($\beta = 0.084$, $t = 2.703$, and $p < 0.01$), and job security ($\beta = 0.122$, $t = 3.251$, and $p < 0.01$). This result reflects that there is a significant positive relationship between hotels' practicing of CSR activities and employees' organizational commitment. This result implies that Hypothesis 2 can be accepted.

CSR to society, environment and the relationship with employees' retention and attraction

The current study revealed that hotel operators were concerned with other business objectives such as increasing revenue/occupancy percentage, customer care, etc. rather than CSR. One of the hotel executives explained that hotel operators were facing great difficulties to maintain their businesses because of

Table 5: Regression model results

Model internal CSR variables	Unstandardized coefficient		Standardized coefficients	t	Significant
	B	Standard error	Beta		
(Constant)	-1.058	0.162		-6.532	0.000
Fair wages and other benefits	0.296	0.037	0.298	7.940	0.000
Avoid discrimination in the workplace	0.148	0.030	0.147	4.879	0.000
Flexible working hours/shifts	0.117	0.031	0.120	3.795	0.000
Respecting the rights of employees	0.466	0.033	0.500	14.290	0.000
Workforce diversity and equal opportunities	0.059	0.031	0.060	1.908	0.048
Provide job opportunities to handicapped	0.079	0.029	0.084	2.703	0.007
Job security	0.114	0.035	0.122	3.251	0.001
R ²	0.832				
Adjusted R ²	0.827				
F-value	169.634**				
Significant F	0.000				

Dependent variable: Commitment to the organization, CSR: Corporate social responsibility, **0.01

the cut down of the occupancy percentages since 2011. Only a few hotel operators were positive toward CSR indicating that they provided financial support for establishing and improving community activities and facilities. They showed that every year the Governor of the Red Sea met with the investors and hotel owners to discuss community problems and how investors could support and work with the governorate to resolve them. Some of the activities in which five-star hotels in Hurghada could contribute by providing funding: Paving roads, refurbishing schools, donation to charities, hosting conferences, and so on. It is important to note that hotels' contributions to the community are in the form of a financial donation. Very few hotels did the required community work via their hotel staff. One of the hotel executives stated that *"we always made visits to orphanage, and we regularly provided food, equipment and used uniforms to charity organizations."* One of the participants added that they were actually participating in renovating a school within their community. They made an initial visit to assess the school needs of computers, fans, painting, plants, etc. For some hotels, community involvement extended to co-operating with universities and/or faculties of tourism and hotels by offering training opportunities and jobs to students. Such small number of hotel executives believed in the importance of preserving the environment to keep their hotel businesses, and this was considered the reason behind their contributions to community activities.

In relation to hotels' CSR to environment, many hotel operators have paid much attention to their CSR to environment undertaking procedures and setting measures to save water/energy, control effluent discharge and protect the environment from hotels' emissions. Many hotels sorted up their waste at source and then waste companies lifted it from the hotel's doorstep for recycling. One of the hoteliers showed that *"in last years the whole country suffers from electricity cut off and thus every organization should carry out its responsibility to save resources."* Another respondent demonstrated that the current available resources (water and energy) did not meet the needs

of hotels in Hurghada. Thus, many five-star hotels prompted to make desalination units to help in providing their usage of water. Furthermore, some hotels considered wastewater treatment and used it for landscaping and also considered the installation of water and energy conservation systems.

Table 6 provides the descriptive statistics and correlation between CSR and employees' retention and attraction. The mean values for most variables indicate that employees do not perceive CSR variables as significant factors for employees' attraction and retention. Using Pearson correlation two-tailed test showed that only two variables were positively related to employees' attraction and retention and significant at the level of 0.05, including: "Co-operating with schools and universities" (151, p<0.05); "offer training opportunities and jobs to local community" (215, p<0.05). The correlations were at a low level, and none of them was considered high. The correlation analysis also revealed that there was very weak positive correlations, but not significant, between employees' retention and attraction and CSR variables identified in Table 6, including: Waste reduction/recycling program (0.036), environmental conservation (0.017), pollution prevention (0.114), contributing in community projects (0.110), granting free days to employees for community work (0.016), donation and support to charities and local communities (0.006), open dialogue with local communities on adverse issues (0.087), enhance the quality of living (0.013), and partnerships with local enterprises (0.064). This result indicates that Hypothesis 3 can be rejected.

Analysis of hotels' websites in relation to CSR

By examining and analyzing the brand (mother companies) and hotels' websites of five-star hotels in Hurghada (30 hotels), it was found that most five-star hotels did not make CSR reporting on their websites. Only two hotels (6.7%) reported some of the environmental initiatives undertaken on their websites. These two hotels tackled only one aspect of CSR, which was CSR to the environment. They indicated on their websites that they applied a variety of measures to reduce the emissions of greenhouse gases

Table 6: Correlation between CSR and employees' retention and attraction

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
Attracting and retaining potential candidate	1.51	0.5007	1											
Cooperating with schools and universities	3.16	1.325	0.151*	1										
Offer training and jobs to local community	2.10	1.158	0.215*	0.036	1									
Waste reduction/recycling program	3.61	1.128	0.036	-0.028	-0.136*	1								
Environmental conservation	3.38	1.248	0.017	-0.002	-0.034	0.083	1							
Pollution prevention	3.33	1.175	0.114	0.133*	-0.014	-0.057	0.037	1						
Contributing in community projects	3.39	1.284	0.110	0.083	-0.025	0.018	-0.093	0.000	1					
Granting free days for community work	3.18	1.414	0.016	-0.071	0.144*	0.071	0.041	0.068	0.057	1				
Donation to charities and local communities	3.23	1.443	0.006	-0.046	0.128*	0.063	0.111	-0.002	0.005	0.151*	1			
Open dialogue with local communities	3.39	1.302	0.087	0.002	0.000	0.094	-0.046	-0.108	0.113	0.012	0.009	1		
Enhance the quality of living	3.03	1.501	0.013	0.060	0.070	-0.114	0.008	-0.037	-0.045	-0.089	-0.019	-0.011	1	
Partnerships with local enterprises	3.21	1.309	0.064	-0.060	0.108	-0.136*	0.009	-0.021	-0.041	0.424**	0.059	0.020	-0.113	1

*Correlation is significant at the 0.05 level (two-tailed). SD: Standard deviation, CSR: Corporate social responsibility, **0.01

to a minimum and to promote sustainability and environmental protection (i.e., recycling, use energy efficient technologies, use renewal energies, use regional products, reduce and separate waste, provide environmental training for employees and suppliers, and employ environmental officer). They enticed customers on their websites to contribute to climate protection and encouraged employees to use resources responsibly and monitor processes for environmental sustainability. These hotels had achieved sustainability award called “Travelife Gold Award.” Such award managed by the travel industry to assist tourism businesses to measure, improve and report on their contributions to the social development and environmental conservation of their communities.

In addition, only three hotel brands (10%) make CSR reporting on their websites. A website of a hotel’s brand demonstrates hotel’s CSR in relation to the environment, employees, and community. First, for hotel’s CSR to the environment, the brand has sustainability strategy to preserve and protect the planet’s natural resources. Among the brand’s environmental goals are to reduce energy and water consumption 20% by 2020 and encourage partners to build green hotels. Second, for hotel’s CSR to employees, the brand shows that its related hotels provide supportive environment that allows employees to grow in their careers. It is shown on the brand’s website that related hotels are committed to protecting human rights and empower employees’ job engagement. The brand supports a diversity policy that encourages the recruitment of diverse employees and dealing with diverse suppliers. For example, the brand has increased representation of women in leadership positions. As 53% of the brand managers including executives in U.S. are women. Moreover, the brand encourages university recruiting. The brand’s representatives make partnerships with universities around the world offering training programs and jobs opportunities to students. Third, for hotel’s CSR to community, the brand focuses on the well-being of children, charitable work, provides jobs for the local community and sponsors different events. One of the initiatives undertaken to serve the community is the “Communities Day” in which the brand volunteers more than 6000 hours worldwide to serve the “Communities Day.” Volunteered employees work throughout the day in building, painting, planting, and packaging food for nonprofit organizations.

Another hotel’s brand website shows the key principles underpinning the hotel’s philosophy in relation to employees’ recruitment and selection; performance appraisal; career development and training; compensations; employee relations and retention. For career growth, the hotel indicates that they invest in developing their employees, for instance, the company promotes any new position internally before opening up to the external labor market. Furthermore, the brand’s website shows its commitment to the environment and presents some of the environmental initiatives adopted to enhance the quality of the environment focusing on minimizing energy use and water conservation (i.e. flow restrictors in showers and recycled treated water for garden irrigation). In relation to community involvement, the website points out some examples of the initiatives adopted to serve the community (e.g. blood donation, raise money for projects like child education and the provision

of drinking water for remote villages). However, overall, the analysis of the brand and hotels' websites revealed that the majority of five-star hotels in Hurghada did not report and/or make CSR disclosure. This result reflects that Hypothesis 4 can be rejected.

Discussion

Overall, this research showed that most five-star hotels in Hurghada provided very low and/or modest support to internal CSR. However, internal CSR variables were found having a significant association with enhancing employees' motivation and job engagement. Employees are more likely to resign when they feel that they are demotivated, disengaged and/or find their work stressful. This result accords with Tamm et al. (2010) surveyed 3637 employees in Estonia, Latvia, and Lithuania and found that measures of internal and external social responsibility were positively associated with job satisfaction. This means that hotels that consider these internal CSR variables by for example, involving their staff in the process of decision making and/or providing real promotion opportunities will gain greater employees' job engagement. Similarly, Gross (2010) provided evidence showing that CSR has become an emerging and increasingly important driver of employee engagement. Saks (2006) suggested that employees will enhance greater level of engagement when they perceive their organizations as highly committed to social responsibility including practices as: Health and safety, human rights, training and education, work life balance, and workplace diversity.

Moreover, internal CSR variables were showed to have a significant positive relationship with employees' organizational commitment. This implies that any increase and/or positive change to the tested internal CSR variables the employees' organizational commitment will be increased. For instance, if hotel organizations provide fair wages and respect human rights employees will be more committed to such organizations. This result are in line with the findings of numerous research (Turban and Greening, 1996; Turban and Cable, 2003) which provided an empirical evidence that CSR practices in firms will influence employees and lead to higher organizational commitment. An issue which is essential for a long-term survival of the organization. McGuire et al. (1988) and Hodson (2001) supported the results of this study argued that employees would show higher organizational commitment behaviors and display more co-operative feeling and positive attitude toward an employer with greater CSR. This would be reflected in producing better results. Similar results were found also by Rupp et al. (2006) added that socially-responsible activities and ethics programs of the firm have a great impact on the degree to which employees are committed and satisfied. The findings of this study which obtained through telephone-interviews with a number of five-star hotels' executives in Hurghada showed that many hotels were still having little concern about tackling their CSR to society. This result did not agree with Wuncharoen (2013) investigating the relationship between CSR activities and firm performance in hotels located on Kho Samui Island in Thailand. The study found that five-star hotels were clearly concerned with CSR activities. Moreover, this research showed that environmental conservation is of concern to many hotels' executives. This can be explained by the fact

that conserving resources means save money for hotels and at the same time save valuable resources. This agreed with previous research (e.g. Bader, 2005; Bohdanowicz, 2006; and Mair and Jago, 2010) showing that cost savings is considered to be a major motivating factor for hotel properties to implement environmentally-responsible practices. Consistently, Lee and Park (2009) investigated the effect of CSR activities on corporate financial performance (CFP) among hotel and casino companies they found a positive relationship between CSR and CFP in the hotels and no relationship in casinos.

This research revealed also that employees do not perceive CSR variables as significant factors for employees' attraction and retention. This implies that CSR is still not an important factor to consider by employees when looking for a job or deciding to stay in a position within a hotel organization. It does not matter for most job applicants whether or not the hotel for example, concerned with reducing its environmental impact by recycling, contributing to community projects and/or making donation to charities. This result do not confirm with the findings of previous research. For example, Albinger and Freeman (2000) indicated that CSR plays an important role to enhance organization attractiveness for job seekers and employee's retention. Socially-responsible reputation of a firm influences prospective employees (i.e., undergraduates or MBA students), particularly, when they have many job choices (Albinger and Freeman, 2000; Greening and Turban, 2000; Luce et al., 2001; and Blackhaus et al., 2002). Furthermore, a range of empirical studies (Greening and Turban, 2000; Turban and Cable, 2003; and Kotler and Lee, 2005) provided empirical evidence that socially-responsible firms attract better employees. CSR provides a signal to potential applicants that socially-responsible organization sustains ethical values and is likely to be a responsible employer too (Nurn and Tan, 2010). CSR can be used as an effective, useful marketing tool for attracting qualified employees and is an important component of corporate reputation (Fombrun and Shanley, 1990).

The content analysis of the brand and hotels' websites revealed that the majority of five-star hotels in Hurghada did not report on CSR. This could be explained by the fact that many hotels did not implement CSR practices. Even those hotel operators, who notified that they undertook various measures to conserve the environment, did not disseminate their CSR efforts on their websites. Mohr et al. (2001) indicated that consumers usually found it difficult to obtain information about the CSR practices of organizations. De Grosbois (2012) reasoned that companies may choose not to provide any information about CSR because they are in fact not engaging in any significant initiatives and/or consider this information irrelevant for their stakeholders. Overall, the majority of five-star hotels in Hurghada do not undertake the issue of CSR seriously and/or use CSR as a key advantage in marketing for their hotels. However, Porter and Kramer (2006) declared that CSR can be a core strategy for sustainable competitive advantage within the tourism and hospitality enterprises. Now, many customers tend to support and pay more for the services at socially-responsible businesses. Furthermore, CSR provides a key marketing advantage over competitors (Butler, 2008) and can enhance hotel image and reputation (Bader, 2005; Mair and Jago, 2010).

Conclusion and Implication of this Research

No doubt CSR provides a range of benefits to committed organizations, particularly for their employees, including: Reducing staff turnover; raising staff morale; enhancing employees' efficiency and productivity. This research investigated CSR in the context of five-star hotels in Hurghada and assessed the correlation between CSR and employees' job engagement, organizational commitment and employees' retention and attraction. With the exception of two internal CSR variables: Providing training programs and providing health and safety work environment, the results of this study showed that hotels provided little support to internal CSR practices. A significant positive correlation between internal CSR and employee job engagement was identified. This implies that hotels can use a range of factors to enhance employees' job engagement, including: Involving employees in the decision making process, consulting employees, providing opportunities for employees' promotion, building relationships with co-workers, and providing the opportunity to communicate openly with the management. Furthermore, this research proved that internal CSR was positively associated with employees' organizational commitment. For hotel operators, a range of measures were identified to increase employees' organizational commitment, including: Providing fair wages, avoiding discrimination in the workplace, providing flexible hours/shifts, respecting the rights of employees, supporting workforce diversity and the principle of equal opportunities, providing job opportunities to handicapped and enhancing job security.

A small number of hoteliers provided a financial donation to support community projects. However, most five-star hotels in Hurghada did not perform their CSR to society. Hotel operators were too busy with how to maintain their presence in the market rather than providing services to communities in which they were based to fulfill their CSR. However, the majority of hotels considered their CSR to the environment by implementing various measures to conserve resources and recycle waste. Overall, this study identified very weak positive correlation between CSR and employees' retention and attraction. There is still a lack of awareness among public with the importance of the environmental conservation for the current and future generation. This implies that there is a great need for awareness to change the attitudes of most employees to prefer working for an employer that is socially and environmentally responsible. Currently, CSR lows down in the employees' list of priorities in comparison to other factors such as payment and benefits, promotion and development, etc. when selecting a hotel to work in. Organizations can play a significant role (i.e., hotels) to support local communities (i.e., jobs, projects, activities, donation, etc.) and thereby creating value for society. Thus, it is essential for the government and nongovernmental organizations that interested in environmental affairs in Egypt (i.e., HEPCA and AHED associations) to provide awareness and educational campaigns targeting hotel companies to show them the importance of CSR and how can hospitality companies effectively contribute to society and environment. This research implies also that hotel organizations should not solely focus on making a profit but to include environmental and social responsibility in their core business strategies.

Moreover, this research revealed that most hotel companies did not make CSR reporting to publicize their CSR efforts to customers. Only few hotels reported the environmental measures undertaken to protect the environment in addition to some hotel brands had made fully CSR disclosure on their websites to society, environment, and employees. This implies that hotels should show more commitment to CSR, formulate CSR policies and disseminate the actions undertaken for their stakeholders (e.g., employees, customers, and suppliers) using different channels (i.e., websites, sustainability reports, advertising campaigns, etc.). No doubt, the disclosure of CSR can help hotels to enhance the reputation, strengthen brand positioning and create a competitive advantage. Bohdanowicz (2006) showed that increased consumer awareness of CSR efforts may lead to more customer demand. This has been found to be a key driver of hotel adoption of CSR initiatives. This study has opened up opportunities for future research. Forthcoming research can build up on this study and make comparative case study by investigating CSR in different hotel settings. Upcoming research also can explore the impact of adopting CSR activities on hotel's financial performance. Another opportunity for further research is to examine the two dimensions of CSR that have not been investigated in this study (CSR to customers and government) and explore whether customers support hotels that tackle their CSR.

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