Impact of Internal Corporate Social Responsibility on Employees' Turnover Intention in the Hotel Sector: The Mediating and Moderating Roles of Job Satisfaction and Work-Life Conflict

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Abstract

The study examines the role of employee perceptions of Internal Corporate Social Responsibility (CSR) in employee Turnover Intention (TI) by exploring its mediating and moderating effects through Job Satisfaction (JS) and Work-Life Conflict (WLC) in the hotel industry. Data were collected from 130 employees in the top five hotels in Sri Lanka to explore employees' CSR experience. The hypothesized relationships were tested through the partial least squares structural equation modelling technique with SmartPLS-3. The results represent that, JS is completely mediated the relationship between CSR and TI while WLC is not moderating among CSR and JS. By providing a more socially responsible environment at the workplace, employee JS will enhance, and it directly reduces the TI of employees since employees feel like responsible citizens in society. The study enriches the available knowledge about the variables in organizational contexts and the understanding of the responses of employees while analyzing the CSR activities from employees' perspectives.

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INTRODUCTION

The hospitality industry is gaining more competitive advantage by effectively managing human resources since they play a major role in hospitality services. An organization is difficult to build and maintain a capable team of employees without having a committed workforce (Fernando & Sutha, 2019). Especially in the service organization, organizational success will depend on a skilled and creative workforce which creates a unique experience for customers. In the world's hospitality industry, employee turnover is one of the major issues, and it has been proven by past research that employee turnover is high in the hospitality industry (Madhusankha et al., 2020). In this kind of situation, retaining capable employees is a big issue in the competitive market, and high turnover can damage the workplace climate and decrease work performance (Chang et al., 2013). The loss of talented employees causes a reduction in employee productivity, efficiency, profits, creativity, and damage to long-term operations (Lin & Liu, 2017). Turnover Intention can be simply defined as the likelihood that an employee is willing to leave the organization in the near future (Elçi et al., 2007). Turnover Intention is the most influential predictor of real turnover behaviour (Lin & Liu, 2017; Van Breukelen et al., 2004).

Adverse working environments and work ethics are causing the turnover intention of employees, and retaining employees within the organizations should require maintaining a favourable working environment for the organization (Lin & Liu, 2017). For long-term sustainability, Corporate Social Responsibility (CSR) can be considered a major corporate strategy taken by organizations (Yoo & Chon, 2015). Employees' work attitudes and behaviours are influenced by the interpretations and judgments that they are taking based on organizational CSR (Kim et al., 2020; De Roeck & Maon, 2018). Social Identity Theory (SIT) has been cited as one of the major theories explaining how employee work attitudes are influenced by CSR activities (Kim

et al., 2020; Gond et al., 2017; Kim et al, 2016). Recently, the International Tourism Partnership (ITP) has provided clear and practical responses to the core sustainability issues faced by the hotel industry. They emphasize the critical importance of using the Sustainable Development Goals (SDGs) as a focal point to drive sustainable growth. It includes opening the industry to young people through employability programs, raising awareness of human rights risks, including human rights in corporate governance, and addressing risks arising in the labour supply chain and during hotel construction (United Nations Climate Change, 2018). As a result, during the last decades' hotel managers in the hotel industry paid attention to presenting CSR strategies to accomplish their corporate goals (Kim et al., 2016). CSR has also become a relevant strategy for hoteliers as they expect it to yield a positive response from their employees. According to Gaudencio et al. (2020) and Aguinis and Glavas (2012), CSR has positive relationships with organizational reputation, morale, competitive advantage, employees' favourable attitudes, operational efficiencies, product and service quality, customer evaluation, choice and loyalty, financial performance and perceived quality. Therefore, most organizations are contributing to CSR activities, and it is an important area for the organizations as well as researchers (Carnahan et al., 2017). CSR activities will greatly influence achieving high employee job satisfaction, enhance citizenship behaviour, and less intention to leave the organization (Gaudencio et al., 2020). Accordingly, several scholars have tried to determine the relationship between CSR and TI, JS and WLC with more and less success. In this context, employee perception is a key illustration of how employees display their approval of corporate performances.

Nevertheless, whether CSR satisfactorily explains the perceptions of the employees in the hotel industry of Sri Lanka is still not empirically clear, and therefore this area requires further research. For instance, both the mediating role of JS and the moderating role of WLC on the relationship between CSR

and TI have still not been explored in an integrated way so far. Even though the effect of CSR on TI has been widely tested in past literature, integration of all these four variables with reference to the Sri Lankan hotel industry has not been tested. To the best of our knowledge, previous empirical studies in the hotel industry of Sri Lanka have not incorporated JS and WLC as a mediator and moderators into a single model to explain the effect of employee perception of CSR on TI. As a result, there is still a limited understanding of these different routes that link the variables in this context. Thus, the present study distinguishes itself by expanding prior research by incorporating the mediation and moderation effects. As a result, this study aims to achieve three basic objectives; 1). To identify the impact of Internal CSR on TI in the hotel industry of Sri Lanka; 2). To identify the mediating effect of JS on the relationship between Internal CSR and TI in the hotel industry of Sri Lanka, and 3). To identify the moderating effect of WLC on the relationship between Internal CSR and TI in the hotel industry of Sri Lanka

LITERATURE REVIEW

Hotel Industry in Sri Lanka

As the third-largest foreign income earner in Sri Lanka in 2019, the Tourism industry is playing an important role in the Sri Lankan economy while providing 173,592 employment opportunities for Sri Lankan job market (SLTDA, 2019). The Sri Lankan hotel industry is operating under the umbrella of the tourism industry, and it has consisted of highly diversified service providers under the hotel industry. Enriched natural attractions, beautiful landscape, and great hospitality of the local community welcome the tourists to the country, and in 2019 there were 1,913,702 tourist arrivals to Sri Lanka while generating revenue of Rs.646, 326.3 million for the country (SLTDA, 2019). There are three basic categories of accommodation establishments in Sri Lanka; tourist hotels, supplementary establishments, and other establishments

(SLTDA, 2019). According to the statistics, there are 474 tourist hotels out of 2,619 total accommodation establishments and 40,365 rooms. Hotels and restaurants have created 81% of employment opportunities in the whole tourism industry in 2019 (SLTDA, 2019).

Corporate Social Responsibility

The definition of CSR is still under debate, and it is a broad concept under sustainable development (Guzzo et al., 2020). CSR is "the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time" (Carrol, 1979, p. 500). According to the World Business Council for Sustainable Development (1999), CSR is the business's continuing commitment to behave ethically and provide opportunities for economic development while enhancing the quality of work-life and their families and society (WBCSD, 1999). The basic consideration of CSR has related to the primary shareholder perspective of the non-shareholder stakeholders such as suppliers, customers, employees, community, and society (Rhou & Singal, 2020).

CSR can be considered a different set of stakeholders such as employees, customers, government, and social stakeholders (Turker, 2009b). In addition, previous studies identified the influence of CSR on the competitiveness of the organization as well as the customer volume with reference to the Sri Lankan context (Abeygunawardhana et al., 2019; Fernando, 2019). When considering the hotel industry, most of the dominant theories have been applied to customers, employees, the environment, and investors (Rhou & Singal, 2020).

Internal Corporate Social Responsibility (ICSR)

Internal CSR activities can be defined as "focus on building firm-specific human capital and extend to the offering of volunteer opportunities for

employees to improve themselves without specific or intentional benefits to the firm" (Farooq et al., 2017). Internal CSR activities will cause a positive attitude and behaviour of employees as they perceive support from organizations (Deng et al., 2020). These activities consider employee health and safety, employee well-being, creating a positive self-concept, and providing a sense of self-value (Deng et al., 2020). It is suggested that internal CSR creates the basis to build positive intergroup relationships and supports employees' organizational commitment (Mory et al., 2015).

Social Exchange Theory explains that internal CSR influences employees' attitudes or behaviour towards organizations' benefits (Richard & Emerson, 1976). According to past researchers, CSR influences enhancing favourable corporate culture to improving employees' commitment (Wong & Gao, 2014); internal CSR positively impacts fair pay and job opportunities, employee intention to apply for hotel work, and intention to recommend for applying for hotel jobs to others (McGinley et al., 2017). Moreover, empirical studies found that hospitality businesses with internal CSR practices attract, motivate and retain employees and improve their performances as employees are one of the major components in the hotel sector due to the labour-intensive nature of hospitality services (Singal, 2015).

According to past studies, internal CSR is positively affected by employee commitment (Maignan, 2001), and employee retention (Fernando & Sutha, 2019; Bhattacharya et al., 2008; Bohdanowicz & Zientara, 2008; McWilliams & Siegel, 2001). When considering employee turnover, researchers suggested that particular components of CSR affect employees' intention to leave the organization (Nejati et al., 2021). Companies enriched with CSR improve employee job satisfaction and lead to reduce turnover intention. Some researchers have found that organizational CSR is negatively related to turnover intention in the hotel industry (Hansen et al., 2011).

As per the Self-Concept Theory, CSR improves the similarity of the social needs among employees and their organizations, and it leads to reducing workers' psychological tension by building satisfied employment status (Valentine & Fleischman, 2008). Further, the identification of an organization by its employees due to its CSR makes employees more excited and enthusiastic about the work as CSR is able to enhance the image of common identity (Dutton & Dukerich, 1991). Thus, becoming a member of a socially responsible organization in the hotel industry shape employee's self-concept, relieving turnover in the workplace (Guzzo et al., 2020; Ashforth & Mael, 2004; Ashforth & Mael, 1989; Van Knippenberg, 2000; Dutton et al., 1994). Moreover, the employees' perception of their job and working with an organization practicing a higher level of CSR plays a critical role in assisting the positive psychology of its employees; consequently, it decreases the possibility of stress, burnout and reduces negative emotional exhaustion (Koh & El'Fred, 2001; Raub & Blunschi, 2014; Rupp et al., 2006; Grant & Sonnentag, 2010; Yates & Hollensbe, 2013). A favorable corporate image and reputation through CSR are achieved in employees' attitudes towards work, such as job satisfaction, organizational commitment, and organizational identification, which influence lower turnover intention and enhance organizational citizenship behavior in the hotel industry (Guzzo et al., 2020). However, this study considers the internal CSR toward hotel employees and its impact on employees' turnover intention.

This study followed the model introduced by Mory et al., 2015, to measure internal CSR, and it has used 7 dimensions: Employment Stability, Working Environment, Skill Development, Workforce diversity, Work-life balance, Tangible employee engagement and Empowerment. Employment stability represents the level of job security and stability for its employees; providing health and safety at work represents the working environment and internal CSR activities are related to ensuring a psychological and physical work environment for employees; Skill development refers to the level of

promoting the individual skills of employees at the organization; workforce diversity can be defined as the level of which gender equality is considering in the organization and avoidance of social discrimination; work-life balance refers to organizational efforts which are supporting employees to balance their family time and leisure time as it does not lead to conflicts at their work; tangible employee engagement refers to the effective involvement of employee on organizational activities; and finally empowerment which can refer to the level of the opportunity, which employees are receiving to do operational activities in a self-actualizing way. There are different researchers followed this model to measure internal CSR in their studies (Obeidat et al., 2018; Dung, 2020; Hossen et al., 2020; Lee, 2021)

Turnover Intention (TI)

Turnover intention is a predecessor of employee turnover, and it can be defined as employee willingness to leave the company voluntarily and permanently (Memon et al., 2014). Human Resource managers are required to have a proper understanding of the causes of the turnover intention, which will help reduce the expenses and enhance customer service (Yasin et al., 2020). Literature suggests that personal and work-related factors influence employee turnover intention, work-life conflicts, employee commitment, and job satisfaction (Nejati et al., 2021; Lee et al., 2013). Past studies in the hospitality industry have verified that CSR activities gain value in different ways, such as improving employee well-being, quality of work-life, improved working conditions, and improving employee retention (Kim et al., 2020). Therefore, if an employee is working for organizations which are having a positive reputation for CSR, it will create a favourable working environment that enhances employee job satisfaction and reduces turnover intention (Nejati et al., 2021).

Job Satisfaction (JS)

Job satisfaction is an attitude that determines one's emotional reaction towards their work, thinking about work, and desire to behave in a specific in relation to work (Heimerl et al., 2020). According to Mora and Ferrer-i-Carbonell (2009), it is not a simple reaction of an employee to the work situation, but it reflects employees' subjective perception of the work and it describes how the employee's work supports their values at work. Factors at different levels such as individual, organizational, social, and psychological levels can be considered as key determinants of job satisfaction in the hotel industry (Kong et al., 2018). Moreover, job satisfaction can achieve strong organizational attachment and employee intention to retain within the organization (Kong et al., 2018).

As mentioned above, CSR is associated with the pride of the employees, meaningfulness in the workplace, and high-quality management practices (Nejati et al., 2021). In the hospitality context, socially responsible hotels will provide a favourable working environment and work experiences for the employees (Rhou & Singal, 2020). Therefore, CSR will highly affect the good employee attitudes like job satisfaction in the hotel industry (Rhou & Singal, 2020). Employees do not want to actively engage in CSR activities, and it is enough to have the understanding that, they are working in a socially responsible organization. That understanding will positively predict commitment and job satisfaction (Glavas & Kelley, 2014). Job Satisfaction can be defined as an emotional reaction to different situations of job, which reflects the degree to which an employee enjoys his or her job (Huang & Su, 2016). Job Satisfaction is one of the job attitudes of employees, and there is a positive association between these job attitudes and the job performance of employees (Judge et al., 2001). Moreover, past researchers found that there is a negative association between job performance and turnover intention (Huang & Su, 2016) and a negative association between job satisfaction and turnover intention

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(Kreitner & Kinicki, 2010). Therefore, managers will reduce employee turnover at the hotels by enhancing job satisfaction. Therefore, job satisfaction can be considered a mediator role between CSR and TI.

Work-Life Conflict (WLC)

Work-Life conflict is referred to as "of inter-role conflict in the shape of negative spillover from work-to-family domains" (Greenhaus & Beutell, 1985; Mäkelä & Suutari, 2011; Soomro et al., 2018). In reality, it is the level of stress for an employee when they spend more time at the workplace, which leads to less time available for family (Soomro et al., 2018). Work-life balance is the concept of identifying the ability of employees to handle the multi-faceted difficulties in life and their work-life simultaneously (Chandran & Abukhalifeh, 2021). It is the conflict between two main roles that they are playing in their lives as an employee and a family person, and both sides are pulling the person in opposite ways (Soomro et al., 2018). Therefore, it can be highly demanding for a person to handle urgent work tasks and readjust family schedules according to that, and it will be a hard situation for a person to find them difficult to balance work and family lives (Barnett, 1994). In the hotel industry, balancing work and personal life could include organizational policies which have a better outlook on the associations of responsibilities in personal lives and not simply an explanation of family-friendly policies (Chandran & Abukhalifeh, 2021). As solutions to balance the work in hotels and family life, it should offer creative strategies by recoupling the interests of hotels and hotel employees to obtain high productivity and excellence in the workforce; offer tasks which match with employee's capabilities in the hotels, and introduce flexible time, and shorter workweeks within the hotels (Chandran & Abukhalifeh, 2021). The work-life conflict has negatively impacted life satisfaction as well as job satisfaction (Allen et al., 2000). Therefore, if the work-life conflicts are high, employees' job performance will reduce, and it will lead to a reduction in job satisfaction as well as enhance the turnover intention.

According to the above clarification, work-life conflict can be considered as a moderator between CSR and TI.

Theoretical Framework and Hypothesis Development

Stakeholders of any organization are mutually affected and have significant influence over every decision of the organization. Thus, the identification of the needs of multiple stakeholders and its outcome is crucial for any organization. This idea connects the internal CSR activities carried out by the organization to their employees. In addition, Social Exchange Theory argued that the employees' commitment towards a firm is linked with their perception and support provided by the firm (Wayne et al., 1997; Hutchison & Garstka, 1996; Eisenberger et al., 1990). As per those theories, employees are much affected by the actions carried out by firms, and employee's attitudes and behaviours are derived from their perceptions of the organization. It leads to creating trust between the organization and the employee, which results in a high level of job satisfaction, less work-life conflict, and subsequently lower turnover intention. As a result of the above findings, it focuses on investigating the impact of CSR in the hotel industry on employees' behaviour. According to the identified variables at literature review, the researcher has developed the theoretical model for the study, which aims to reveal the impact of the role of internal CSR practices carried out by the hoteliers on employee Job Satisfaction (JS) and Work-Life Conflict (WLC) which ultimately influence on their Turnover Intention (TI). The conceptual model of the study is shown in Figure 1.

According to the previous discussion, CSR practices are directly related to the employees' physical as well as psychological working environment (Turker, 2009b). Moreover, social exchange theory proposed that the social behaviour of the particular person is a result of an exchange process (Homans, 1974). Thus, people tend to weigh their potential benefits as well as risks of

social relationships (Muldoon, Liguori, Bendickson, & Bauman, 2018). Thus, drawing from Social Exchange Theory, the execution of CSR practices is identified as an act from organizations to express their attention to the well-being of employees. This practice then leads to making a positive impact on employees' intention to stay and job satisfaction while balance employees' work life. As such, H1, H2, H3, and H4 are formulated, and the relationships between variables are stated as the following hypotheses.
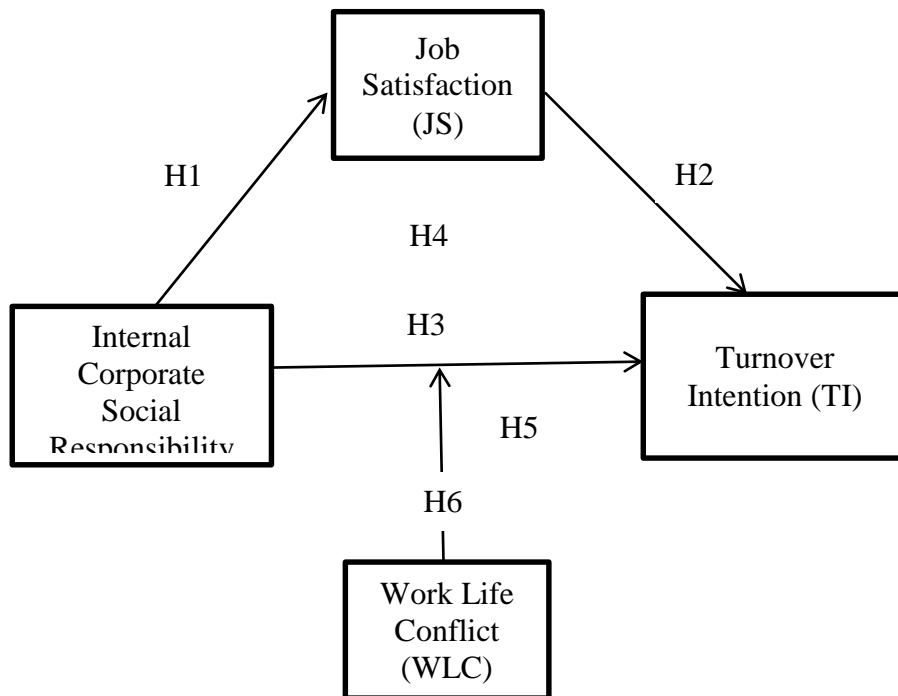

Figure 1 : *Conceptual Model of the Study*
Source: Authors' own

H1: There is a significant impact of Internal Corporate Social Responsibility (ICSR) on Job Satisfaction (JS)

H2: There is a significant impact of Job Satisfaction (JS) on Turnover Intention (TI)

H3: There is a significant impact of Internal Corporate Social Responsibility (ICSR) on Turnover Intention (TI)

H4: There is a significant impact of Work-Life Conflict (WCL) on Turnover Intention (TI)

As per the organizational psychology point of view, there is a chain of cognition processes that occur before the turnover intention. According to that process, if employees are satisfied with their job, they obtain high job satisfaction, and then the turnover intention of that employee has become low and vice-versa. Moreover, if employees face a higher level of work-life conflict as a result of organizational undertakings, their intention to leave would be higher. Thus, Job Satisfaction and Work-Life Conflict are modelled as the mediator and the moderator in the current study. Hence, H_5 and H_6 of the study are developed based on this argument.

H_5: Job Satisfaction (JS) mediates the relationship between Internal Corporate Social Responsibility (ICSR) and Turnover Intention (TI)

H_6: Work-Life Conflict (WLC) moderates the linkage between Internal Corporate Social Responsibility (ICSR) and Turnover Intention (TI)

RESEARCH METHODOLOGY

The positivist research philosophy and quantitative research approach were applied to test the deductive conceptual model of the study as emphasized by Dewasiri et al. (2018). The hotel industry of Sri Lanka makes up the sample of the study as this industry recorded a broader spectrum in the application of sustainable business concepts (Melo & Galan, 2011). Moreover, the motivation to select the hotel industry for the sample is based on the realization of the limited number of studies that have been conducted in the Sri Lankan context on CSR based on employee perspectives. As a result, this study applied the Partial Least Square Structural Equation Modeling (PLS-SEM) using Smart PLC 3.2.8. This technique is a well-sustained method for estimating complex Couse effect relationship models, especially in management research (Gudergan et al., 2008). The study sample comprised employees who are working in the top five, five-star hotels in Sri Lanka, which record the highest traveller ratings in 2019 based on the tourist review website "TripAdvisor". In each hotel, 30 questionnaires were distributed, and among them, 20

questionnaires were not taken into consideration due to missing data. Thus, a total of 130 sample was achieved in this study, and the response rate was 86.67%. The respondents of the sample were selected by using a convenience sampling technique from the above 5-star category hotels. In addition, the demographic profile of the respondents for this study revealed that the majority of them are male; the mean age level of the respondents was 29.324 years.

Table 1: *Factor loading values*

Dimensions	FactorLoadingss
ICSR	
Employment Stability	0.905***
Working Environmnet	0.852***
Skill Development	0.924***
Workforce diversity	0.897***
Work-life balance	0.850***
Tangible employee engagement	0.857***
Empowerment	0.927***
Job Satisfaction	
Pay	0.856***
Promotions	0.941***
Communication	0.876***
Supervision	0.892***
Work-Life Conflict	
Hours spent at work	0.856***
Role conflict	0.884***
Role Ambiguity	0.923***
Working shift	0.876***
Spousal interferes with work-related activities	0.902***
Demands of the family and children	0.942***
Influence of the age of the youngest child	0.853***
Time spent with family	0.864***
Turnover Intention	
Organization retention	0.965***
Feeling to leave	0.853***
Employee believes	0.846***
Intention of resigning	0.946***
Employee feelings	0.928***
Possible opportunities	0.892***

Source: Authors' own

Further, the majority of the respondents are bachelor's degree holders who have experience between 5 to 10 years in the hotel industry. The questionnaire was used to collect primary data from the respondents with a five-point Likert scale from "1" referring to "strongly disagree" to "5" referring to "strongly agree". The ICSR variable was measured by using seven items and adopted from Mory et al., (2015). This model was adopted by different scholars in their studies (Obeidat et al., 2018; Hossen et al., 2020; Lee, 2021) to measure the ICSR in several organizations. The job Satisfaction variable was measured by using 4 items, and it was based on the work from Spector (1997). Moreover, the Worklife Conflict variable was measured using two dimensions, including work interference with family conflict and family interference with work conflict. Those two dimensions included four items each, and they were adopted from Dadehbeigi et al. (2010). In addition, Turnover Intention variables were measured by using 6 items, and those items were adopted from Pfeffer (2007). Accordingly, the operationalization of the variables with factor loading values is provided in Table 1.

DATA ANALYSIS AND RESULTS

The measurement model of the study shows the relationship between the research constructs and the indicator variables. The indicators which record low factor loadings (<0.50) were removed as a requirement of the measurement model evaluation (Gefen & Straub, 2005). Thus, 2 items from the ICSR variable, 1 item from the Job Satisfaction variable, 1 item from the Turnover Intention variable, and 1 item from the Work-Life Conflict variable were removed from the analysis due to the issue of low factor loading. The reliability analysis is the initial component of the measurement model, which includes composite reliability and Cronbach's Alpha. The accepted cutoff value for both reliability values is 0.70 (Ringle et al., 2020). Accordingly, all the latent constructs in the model possess both composite reliability and Cronbach's

Alpha criteria (Table 1). The second component of the measurement model is to assess the convergent validity of the latent constructs. Thus, the Average Variance Extracted (AVE) was used, and the desirable cutoff value is 0.50 (Ringle et al., 2018). Hence all the constructs of the model possess convergent validity (Table 2).

Table 2: *Reliability and Convergent Validity of the Constructs*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
ICSR	0.846	0.872	0.534
JS	0.753	0.745	0.530
TI	0.786	0.809	0.524
WLC	0.720	0.813	0.569

Source: Authors' own

The method used to access the discriminant validity of the latent constructs of the measurement model is HTMT (Heterotrait Monotrait) ratio. Thus, the most accepted threshold value of the HTMT ratio is less than or equal to 0.90. Therefore, all the HTMT values in this study were less than the cutoff value, and the discriminant validity of the constructs was attained (Table 3).

Table 3: *Discriminant Validity of the Constructs using HTMT*

	CSR	JS	Moderating Effect 1	TI	WLC
ICSR					
JS	0.333				
Moderating Effect 1	0.280	0.314			
TI	0.250	1.190	0.238		
WLC	0.232	0.876	0.307	0.86	

Source: Authors' own

Structural Model

The results of the coefficient of determination (R^2) revealed the variance explained in the dependent variable because of the independent variable. R^2 values for JS and TI were 0.470 and 0.712, respectively. Thus, the R^2 values

supported the models' in-sample predictive power as it is above the required level of 0.10. The relative effect sizes (f^2) of the exogenous variables have a big effect on the endogenous variable (>0.35) (Hair, Ringle, & Sarstedt, 2013). Moreover, the model fit was assessed using SRMR. The value of SRMR was 0.037; this value is below the required 0.10, indicating an acceptable model fit (Hair et al., 2013). Moreover, the structural model of the study shows the relationships or the paths between the constructs of the study model. First, the direct effect between the independent variable (ICSR) and the dependent variable (TI) was evaluated before introducing the mediating and moderating variables to the model. Based on the analyzed data there was no direct impact between ICSR and TI ((β = -0.032, t= 0.515, p=0.606). Next, the mediating and moderating variables were introduced into the model. H1 evaluates whether there is a relationship between ICSR and JS. The results indicated that ICSR has statistically significant impact (total effect) on JS (β = 0.217, t= 2.874, p=0.004). Thus, H1 of the model was supported. H2 assesses whether JS has a significant impact on TI. The results revealed that there is a significant impact of JS on TI (β = -0.561, t= 7.217, p=0.000). Hence, H2 was supported. Further, H3 evaluates whether ICSR impacts TI. The path coefficient results indicated that there is no significant impact of ICSR on TI (β = 0.090, t= 1.206, p=0.228). Therefore, H3 is not supported. Consequently, the H4 access whether WLC impact on TI. As per the results WLC has impact on TI (β = 0.355, t= 4.692, p=0.000). Accordingly, H_4 is supported (Table 4).

Table 4: *Hypothesis Testing Using Path Coefficients*

	Path Coefficients	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
ICSR -> JS	0.217	0.076	2.874	0.004
ICSR->TI	0.090	0.075	1.206	0.228
JS -> TI	-0.561	0.078	7.217	0.000
WLC -> TI	0.355	0.076	4.692	0.000

Source: Authors' own

Mediation Analysis

Mediation analysis was performed to identify the mediating role of JS on the linkage between ICSR and TI of the study model. H_4 assesses whether JS mediates the relationship between ICSR and TI. The results indication that the total effect (H3) was insignificant ($\beta = 0.090$, t= 1.206, p=0.228). Even after the mediator was introduced to the model, the effect exists the same, and the direct relationship was found insignificant ($\beta = -0.032$, p=0.606) while the indirect effect was found significant with the inclusion of the mediator ($\beta = 0.122$ t= 12.588, p=0.000). Hence the results of the study possess complete mediation. Thus, it can be concluded that the effect of ICSR on TI is completely passed through JS, and only the indirect effect was detected. Accordingly, H_6 was supported.

Table 5: *Results of the Mediation Analysis*

	Total Effect		Direct Effect		Indirect Effect			
	Coefficient	P value	Coefficient	P value		Coefficient	T value	P value
ICSR ->TI	0.090	0.228	-0.032	0.606	CSR -> JS -> TI	0.122	2.588	0.000

Source: Authors' own

Moderation Analysis

Moderation analysis was conducted to identify the moderating effect of WLC. Hence, H6 of the proposed model evaluates whether there is a moderating effect from WLC on the relationship between ICSR and TI. According to the path coefficient results, moderating effect of WLC on ICSR and TI is not significant ($\beta = -0.099$, t=1.104, p=0.270). Thus, H4 is not supported.

Table 6: *Results of the Moderation Analysis*

	Path Coefficient	Standard Deviation	T Statistics	P Values
Moderating Effect 1 -> TI	-0.099	0.09	1.104	0.27

Source: Authors' own

DISCUSSION

CSR activities can be classified into two parts such as internal and external. It depends on whether the organization needs to satisfy internal or external stakeholders. As already discussed in the literature review section, the CSR activities that are carried out by organizations should provide adequate benefits for organizational employees as well. Thus, the findings of this study clearly show that Internal CSR does not impact the Turnover Intention of the employees in the hotel industry of Sri Lanka. Fernando and Sutha (2019); McWilliams and Siegel (2001); Bohdanowicz and Zientara (2008); Bhattacharya et al., (2008) have identified the significant positive impact of CSR and TI from their studies. Thus, this study finding provides contradictory results to the findings of previous studies carried out by them since it has not provided any significant impact on TI and ICSR. In addition, the study found statistically significant negative and positive impacts of Job Satisfaction and Work-Life Conflict, respectively, on Turnover intention. These findings clearly demonstrate that the Job Satisfaction of an employee leads to reducing the turnover intention of that particular employee.

Moreover, when employees are experiencing WLC, then their intention to leave the organization becomes greater. Thus, organizations need to take necessary actions to improve employee job satisfaction while supporting them to balance their work-life. In addition, the findings of the study provide clear insight into the moderating effect of WLC on the relationship between ICSR

and TI. The results show that the moderating effect of WLC on the relationship between ICSR and TI is not significant, while WLC implies a significantly positive impact on TI. The results are positively consistent with past studies (Soomro et al., 2018).

Finally, the study found important empirical insight into the indirect effect of Job Satisfaction on ICSR and TI. The results demonstrate that JS completely mediates the relationship between ICSR and TI. To the best of our knowledge, only one study has tested the mediating role of JS on the relationship between ICSR and TI (Nejati et al., 2021). As per Nejati et al. (2021), JS mediates the relationship between ICSR and TI. Thus, the results are consistent with the findings of Nejati et al. (2020). However, the direct effect of ICSR on TI was found to have a significant negative association in their study. However, it can be identified that JS is able to create a significant impact on the relationship between ICSR and TI as the indirect path of the mediation analysis becomes significant. In other words, employees who work for socially responsible companies are more satisfied and ultimately have fewer TI.

IMPLICATIONS OF THE STUDY

Results of the study reveal theoretical implications. First, the study provides a theoretical understanding of the influence of internal CSR on turnover intention, the role of job satisfaction, and work-life conflict between the relationship of internal CSR and turnover intention, which has been rarely observed. Most of the research has examined mainly commitment and organizational identification on turnover intention, which is resulting in a filled research gap in the study. The study fulfils the human resource management literature requirement while explaining the impact of internal CSR activities in organizations in influencing employee turnover intention within organizations. Thus, the study theoretically contributed to our understanding of some related

variables that have not been explored in-depth in prior literature relating to internal CSR and TI in the hotel industry of Sri Lanka.

Hotels are conducting different CSR activities for their employees' well-being. To reduce the turnover intention, hotels are required to implement more CSR activities, and it will create a favourable working environment for the employees. With that, employees will be able to balance their work-life, and work-life conflicts will be reduced. Accordingly, employees' turnover intention will reduce, and they will become loyal employees of the hotels and be retained within the hotel. Hotels are required to have updated ethical policies and guidelines in their hotel operations. They should communicate ethical and CSR policies of hotels through different channels such as website, briefing meetings, notices, etc… among the employees to make them aware of them.

Hotels should be committed to establishing better communities by making employees with a range of charity activities and opportunities for participating in activities voluntarily. Executives can get the employees' opinions and feedback regarding the required charity activities and encourage their participation in these activities. Companies enriched with internal CSR activities will increase the employee's self-identification and it will create more satisfied employees in their work as well as in life.

Hotels should improve employee productivity by creating new economic strategies and more employment opportunities for the employees at the regional level. To achieve this, hotels should understand the nature of changing environment, and they must adapt to new opportunities for continuous improvement in the economy. Based on the customers' changing needs, hotels can create new products and services, and through that, they can satisfy employees by making the company a more responsible organization that is satisfying customers' needs and wants. Hotels should improve the quality of relationships that they are maintaining with employees as well as the

community. Top management contribution will be highly affecting, and they should play a better leadership role in hotels to make a satisfying environment to retain employees within hotels.

CONCLUSION

The novel outcomes of the current study suggest that the employee's job satisfaction and the good balance of their work-life should be improved in the Sri Lankan hotel industry. Therefore, Human Resource Managers of the hotel industry need to focus on attractive strategies to improve the satisfaction level of their jobs as well as how to balance their work-life effectively. Thus, managers need to be sensitive to the WLC of their employees, and they should take necessary actions to reduce their workload and allow flexible work schedules for employees. In addition, the hotel industry should focus on streamlining their internal CSR strategies as it directly influences the Job Satisfaction of their employees. Those CSR activities should be focused not only on employees but also on the community, suppliers, and other stakeholders. As a result, internal CSR should be taken into account when managers develop their strategies to reduce the turnover intention of their employees. Nowadays, many organizations are investing more in CSR activities. Thus, it has never been more effective to access the return obtained by them in terms of value-added relationships with their employees. Accordingly, successful CSR strategies should be based on the clearly identified and reliant input and output perspective for the hotel industry of Sri Lanka to produce tangible results in the future.

LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

As with all other research, this study has practical limitations. First, the study data came from a single source as it considered hotel employees. Therefore, this study has limited to employees' perception of hotels' internal

CSR and their turnover intention, job satisfaction, and work-life conflict. Therefore, future studies can be focused on employers' perspectives on these variables to get more effective results from both parties' perspectives. The sample has been collected from the Sri Lankan hotel industry, and the results cannot generalize to the hotel industry in the whole world since there can be cross-cultural differences in different countries. The study has considered both middle-level and front-line employees at the hotels as a sample. However, if it considering different levels of employees in hotels, turnover intention and job satisfaction can differ, and there might be different impacts of considered variables on job satisfaction as well as turnover intention. Future researchers should discover TI at multiple levels of management at hotels. The study only considered job satisfaction as a mediator and work-life conflict as a moderator among the variables. However, there can be other variables that can be affected by employee behavior and job attitudes, such as TI. Future researchers can be explored other variables which can be playing a mediator and moderator role between the variables.

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CONFLICT OF INTEREST
The authors declare no conflicts of interest.

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