Perceived corporate social responsibility and career intention: A study of undergraduate hotel and tourism students in Hong Kong

Annie Ko[1], Simon Chak-keung Wong[2], Andrew Chan[1]
[1]The Hong Kong Polytechnic University, [2]Technological & Higher Education Institution of Hong Kong

Abstract

This study explored undergraduates' perceptions of the corporate social responsibility of internship organisations in the Hong Kong hotel and tourism industry. Factor analysis discovered seven important factors: (1) Equitable employment opportunities; (2) Supportive of community initiatives; (3) Concern about sustainability; (4) Committed to environmental improvements; (5) Clear corporate social responsibility strategy; (6) Equitable guest treatment and (7) Supportive of employees' volunteer activities. Among these factors, "Clear corporate social responsibility strategy" and "Equitable employment opportunities" exert positive influences on undergraduates' future career intention in the industry. Human resources practitioners are suggested to value the impact of corporate social responsibility on industry image to attract future graduates to join hotel and tourism organisations after graduation.

Keywords: Corporate Social Responsibility Perceptions, Future Career Intention, Hospitality Undergraduates, Hotel and Tourism Organisations, Human Resources Management, Internship

Introduction

Attracting and retaining quality employees has been one of the key human resource challenges in the hotel and tourism industry worldwide (Richardson, 2008). The shortage of skilled labourers is largely impacted by a number of characteristics in the industry including "a young transient workforce; low pay; a high proportion of low-skilled jobs, a large proportion of hours worked outside normal business hours, etc. (Richardson, 2008, p. 24). This resulted in the main barrier in the 1990s to recruitment in the UK. In Australia, the poor industry image and working conditions were also majorly impeded recruitment (Richardson, 2009).

On the other hand, the dynamic nature of the industry has its attractiveness to students who enjoy travelling, meeting people, and working in a vibrant and glamourous environment such as hotels. In particular, the tourism industry is one of the world's major industries and sources of employment (Richardson, 2009). It is also an important part of the economy in Hong Kong; thus, the tourism and hotel management programme in Hong Kong is very competitive.

Undergraduate students of this programme are provided with internship opportunities so as to equip them with practical industry experiences in addition to the classroom learning environment. "Interns are offered with different junior posts under supervision by mentor(s) or supervisor(s) in the form of on-the-job training, and these training experiences consist of a variety of actual job assignments" (Siu, Cheung, & Law, 2012, p. 192). The opportunity of this "realistic job preview" not only provides them experience of the reality of the work role and leader-member exchange relationship but also many other aspects of working conditions such as pay, promotion opportunities, career prospects, working hours and job security (Richardson, 2009). The collective experiences gained will shape their perceptions and

satisfaction level, either positively or negatively. Thus, much literature has focused on identifying factors that construct interns' perception and expectation in order to increase the likelihood of a successful internship programme (Fong, Lee, Luk & Law, 2014; Kim & Park, 2013). It is also a goal for educators all over the world to minimise the gap between their expectations and perceptions (Barron, 2008). Both organisations and institutions aim at improving interns' satisfaction because graduates failing to enter the industry upon graduation will cause substantial wastage of training resources and educators' time and effort. More importantly, it will result in problems for the supply of a quality workforce that possesses the knowledge, skills and attitudes to ensure service quality and sustainability of the industry. Thus, internship organisations are usually reputable companies as they are carefully selected and arranged by the institutions so as to ensure that the expected learning objectives are achieved in the curricula.

As suggested by Carroll (1979), organisations must meet their basic economic and legal responsibilities as well as "protect moral rights, meet the expectations of consumers, employees, and the community while promoting welfare and goodwill at the ethical and philanthropic levels" (Albinger & Freeman, 2000). Nowadays, many responsible organisations that perform Carroll's corporate social responsibility (CSR) dimensions are regarded as good corporate citizens that pledge corporate social responsibility (Carroll, 1979). They are more likely to be favoured by job applicants.

On the contrary, organisations that do not value CSR may not consider key stakeholders, such as customers and employees, when making business decisions. Undergraduates who enter internships in these organisations may perceive a negative image of the industry. A recent study in Hong Kong found that graduates were reluctant to join the industry after graduation (Chang & Tse, 2011). Apart from factors affecting their experiences during internship, the image of the industry should also be considered. As such, the perception of these undergraduates of CSR in the organisations that they worked for during their study is presumed to be one of the important determinants of their future career intention. Although there is some research which investigates the relationships of corporate social performance that links to organisation reputation in attracting job applicants (Greening & Turban, 2000; Rynes, 1991; Turban & Cable, 2003), there is a lack of research of internships studying the relationship between undergraduates' perception of CSR in internship organisations and industry image. Therefore, drawing from propositions of social identity theory (Ashforth & Mael, 1989) and signalling theory (Rynes, 1991), this study aimed to explore the understanding of perceived corporate social responsibility among hotel and tourism students and how this perception is related to career intention.

Literature review

Individuals' perceptions of CSR

In organisational behaviour literature, studies on employees' perception of corporate social responsibility have increasingly received research attention. Different definitions have been proposed such as "perception of corporate citizenship" (Peterson, 2004), "perception of external CSR" (Brammer, Millington & Rayton, 2007), "perceived corporate social responsibility" (Valentine & Fleischman, 2008) and "perceived corporate citizenship" (Evans & Davis, 2008). In this study, the authors proposed a new variable of perceived corporate social responsibility (PCSR) to measure employees' view of the organisation that they worked for during their internship programme. PCSR is defined as an individual's interpretation of the degree of fulfilment of CSR by their organisation. CSR comprises

activities typifying economic, legal, ethical, and discretionary citizenship for key stakeholders including employees, customers, investors, local community, and the environment (Carroll, 1979; Maignan & Ferrell, 2000; Maignan, Ferrell, & Hult, 1999). Specifically, it refers to initiatives such as reducing environmental impact, giving and philanthropy as well as improving employee welfare and working conditions, etc.

Evans and Davis (2008) suggested that "potential job applicants use contextual cues about an organisation's economic, legal, ethical, and discretionary responsibilities to make decisions about seeking employment" (p. 469). In recent years, the relationship between corporate social responsibility performed by organisations and organisational attractiveness has been studied. These prospective employers that care about their employees, community and environment are usually regarded as "employer of choice" (Maignan et al., 1999; Peterson, 2004; Turban & Greening, 1997). Potential applicants tend to look for these organisations for the need of belonging and membership (Turban & Greening, 1997). This can be explained by Ashforth and Mael's (1989) social identity theory that individuals who are in search of strengthening their self-image and self-esteem will classify themselves in social or group categories such as organisational membership (Peterson, 2004; Turban & Greening, 1997).

Relationship between perceived corporate social responsibility (PCSR) and future career intention
Since employees' working conditions may include fair and reasonable pay, fair promotional opportunities, support for career advancement, decent physical working conditions and welfare, etc., these areas are regarded as one of the key CSR dimensions that organisations pursue for legal and ethical responsibilities. Organisations that perform well in this aspect are more likely to appeal to undergraduates who are looking for responsible employers who care about employees' working conditions. Signalling theory suggests that job applicants who do not have complete information about an organisation will interpret information they receive as "signals" about the organisation's working conditions (Rynes, 1991). Greening & Turban (2000) highlighted that "an organisation's formal social policies and programs toward stakeholders may attract potential applicants by serving as a signal of the organisation's commitment and goals" (p. 259). People who have the same values as an organisation will be drawn by the signal being disseminated. This signalling effect may extend to the image of this unique industry since intern experiences are undergraduates' first "realistic preview" of the industry. Having gained a better understanding of how an organisation functions in reality, undergraduates will have a stronger ability to form their career expectations (Fong et al., 2014). It will then construct their cognitive understanding of the environment as a whole. "Many authors have argued that perceptions and attitudes based on direct experience will leave people with a stronger and more realistic view of the industry and will therefore be more predictive of future behaviour" (Richardson, 2008, p. 27). This is because graduate students' attitudes and perceptions of the industry are affected by their past working experience in the industry (Richardson, 2009). The positive association will increase their intention to enter the industry after graduation or pursue their career goal in the future. Therefore, it is important to understand what CSR dimensions are perceived by undergraduates as important to attract them to work in the industry after graduation.

Methodology
The data collection method in this study was paper-and-pencil questionnaire. The questionnaire was divided into three sections. The first section contained 51 items of PCSR. Respondents were asked to rate their level of agreement with each statement on a 5-point Likert-type scale (ranging from 1 = strongly disagree to 5 = strongly agree). The second section was about future career intention. Four statements were adopted from a previous study in Hong Kong that measures future career intention of hotel interns (Siu et al., 2012). The statements were "I am interested in working in the hotel industry in the future"; "I have strong intentions to start my first career in the hotel industry in the future"; "I will choose a career in the hotel industry in the future" and "I have thought seriously about starting my first career in the hotel industry in the future". Lastly, demographic data which comprises of gender, age, programme type and academic major were included in the questionnaire.

Measurement of perceived corporate social responsibility (PCSR)
As there is a lack of PCSR measurement scale in the context of Hong Kong's hotel and tourism organisations, an instrument of PCSR was developed for this study. Grounded in Carrol's (1979) four-category framework and stakeholder theory (Freeman, 2010), an iterative process with a five-step procedure as suggested by Churchill (1979) was used to develop the PCSR instrument. The instrument was developed based on three major studies (Maignan & Ferrell, 2000; Park & Levy, 2014; Turker, 2009) that focused on employees' perception of CSR. It was followed by 18 in-depth interviews with employees working in the hotel industry, human resources practitioners and social service organisations. Then, content analysis and an extensive review of CSR reports and sustainability reports of international hotel chains were conducted to derive an initial pool of 71 items. In order to ensure the content validity of this instrument, expert reviews were conducted by seven academic professors and five industry experts such as human resources managers. Twenty items were either combined or deleted so as to ensure its validity and readability. Finally, 51 items were retained in the PCSR instrument to examine undergraduates' perception of CSR.

Convenience sampling was used in this study and data collection was conducted in November 2014. A total of 400 self-completed questionnaires were distributed in class to undergraduates who were studying year three in a major hotel and tourism management school in Hong Kong. The reason for choosing this particular cohort instead of all hotel and tourism students from year one to year four was because the majority of year three students should have already completed their internship requirement in the programme. A total of 160 completed questionnaires were received. Twenty-nine questionnaires were discarded due to the lack of internship experience of the respondents or due to a large number of missing values in the questionnaires. Finally, 131 questionnaires were usable for the analysis.

The usable data were then analyzed using IBM SPSS Statistical Package (20.0). Descriptive statistics were used to obtain the general demographic characteristic of the respondents. Factor analysis was performed to examine the underlying dimensions of PCSR. Then, regression analysis was used to examine the relative impact of the PCSR factors on the dependent variable of undergraduates' future career intention. Although t-test and ANOVA were also performed, no statistical differences were found between the demographic data of respondents with PCSR factors or future career intention. Thus, no such results were reported.

Results
One hundred and thirty-one valid responses, at a response rate of 32.8% were received in mid-November 2014. Female respondents accounted for 80.9%. This relatively large distribution of females is commonly found in the hospitality and tourism management programmes (Fong et al., 2014). The majority of the respondents were local students (96.2%). Students studying in Bachelor of Science (BSc) programme and Bachelor of Science -

conversion (BScC) programme accounted for 64.9% and 33.6% respectively. There were 82 hotel management students (62.6%), 43 tourism management students (32.8%) and six convention and event management students (4.6%) (Table 1).

Table 1. Characteristics of the Survey Sample (n=131)

	Frequency	Percentage
Gender		
Male	25	19.1%
Female	106	80.9%
Age Group		
Under 21	30	22.9%
21 to 22	78	59.5%
23 or above	18	13.7%
Others (missing)	5	3.9%
Student Type		
Local student	126	96.2%
Non-local student	5	3.8%
Program Type		
Bachelor of Science (BSc)	85	64.9%
Bachelor of Science - conversion (BScC)	44	33.6%
Others	2	1.5%
Academic Major		
Hotel Management	82	62.6%
Tourism Management	43	32.8%
Convention and Event Management	6	4.6%
Type of Internship Organisation		
Hotel	91	69.5%
Tourism	26	19.8%
Others	14	10.7%

Factor analysis of perceived corporate social responsibility (PCSR)
Factor analysis was conducted to explore the CSR perception and attitudes of undergraduates towards the organisations that they worked for during their internship programme. The 51 CSR statements were factor analysed using principal components analysis with the Varimax rotation method. The result of Kaiser-Meyer-Olkin (KMO) and Bartlett's test of Sphericity were 0.898 and 2996.599, with a 0.000 significance level, respectively. These figures suggested that the use of factor analysis was appropriate. Items with a factor loading of greater than 0.50 were retained in the analysis (Hair, Black, Babin, & Anderson, 2010).

Eleven dimensions were initially extracted. Only one statement each was loaded in the ninth, tenth and eleven dimensions with a factor loading above 0.5. Thus, three dimensions were deleted at this stage. Five statements were deleted after the internal reliability test. The deleted items are shown in the footnote of Table 2. As a result, there were 37 statements constituting seven dimensions. The 7-factor model showed that 57.47% of total variance in the data set was retained. Each factor contributed an acceptable level of reliability, with Cronbach's alpha ranging from 0.69 to 0.92 (Table 2).

Table 2. Factor Analysis with Varimax Rotation of Perceived Corporate Social Responsibility (n=131)

Item	Factor loading	Commu-nality
Factor 1: Equitable employment opportunities (Factor mean 3.62)		
The organisation treats our employees fairly and respectfully.	.739	.743
Management's evaluation of employees' performance is fair.	.723	.707
The management is concerned with employees' needs and wants.	.701	.669
The organisation always supports employees who want to acquire further education.	.689	.725
The organisation incorporates the interests of employees in business decisions.	.666	.698
The organisation's policies encourage employees to have a good work and life balance (e.g. interest class or recreational gathering on a regular basis, etc.).	.630	.612
The organisation has internal policies to prevent discrimination in employees' compensation and promotion.	.612	.600
The organisation provides employees with fair and reasonable salaries.	.587	.687
The organisation always encourages employees to enhance their skills for career advancement.	.517	.757
	.502	.693
The organisation always cares about its employees and provides decent working conditions such as welfare facilities to them (e.g. staff restaurant, lockers room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).	.503	.712
The organisation always complies with the laws that regulate hiring and employee benefits.		
Factor 2: Supportive of community initiatives (Factor mean 3.53)		
The organisation maintains long-term partnerships with non-governmental organisations (NGOs).	.740	.688
	.690	.709
The organisation supports the procurement of products/services produced by social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs, etc.).	.633	.745
The organisation provides opportunity for their guests to engage in charitable events (e.g. cash donation).	.609	.716
The organisation gives adequate contributions to charities.	.606	.776
The organisation is responsive to guests' corporate social responsibility needs (e.g. provide fair trade products such as coffee/chocolate, etc.).	.604	.650
	.600	.727
The organisation encourages partnerships with local businesses or schools on community projects.	.591	.542
The organisation incorporates the interests of local community in business decisions.	.588	.663
The organisation promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.).		
The organisation financially supports local charities through donations, sponsorship, and/or provision of goods and services.		
Factor 3: Concern about sustainability (Factor mean 3.59)		
The organisation seeks to provide "Green Meeting" option to our corporate clients so as to minimize environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.).	.625	.628
	.613	.687
The organisation supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.).	.549	.659
The organisation has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.		
Factor 4: Committed to environmental improvements (Factor mean 3.69)		
The organisation complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 Certification, etc.).	.765	.759
	.699	.801
The organisation encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.).	.649	.765

A programme is in place to reduce the energy consumption of this organisation (e.g. high efficiency LED lamps or automatic turning off lights sensors, etc.). .510 .718

The organisation actively attempts to minimize the environmental impact of its operation through various recycling programmes (e.g. "Glass container recycling programme – hotel sector", waste paper reuse or upcycling projects, etc.). .500 .693

The organisation incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).

Factor 5: Clear corporate social responsibility strategy (Factor mean 3.69)

A mission statement that embraces corporate social responsibility is on the organisation's website. .831 .822

The organisation reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.). .744 .662

Corporate social responsibility is part of the organisation's mission. .617 .767

Factor 6: Equitable guest treatment (Factor mean 3.86)

The organisation incorporates the interests of their guests into its business decisions. .685 .727

The organisation requires employees to provide full and accurate information to their guests. .659 .608

The organisation respects consumer rights beyond the legal requirements. .627 .678

Factor 7: Supportive of employees' volunteer activities (Factor mean 3.41)

The organisation provides a platform for employees to share voluntarily experiences (e.g. intranet or staff notice board, etc.). .678 .757

The organisation assists the volunteering team through training workshops so as to help them bring out their best during community work. .636 .821

The organisation encourages the employees to participate in voluntarily activities. .544 .722

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Eigenvalue (EV)	19.86	2.83	2.21	1.86	1.65	1.58	1.33
Variance (%)	13.54	12.10	7.28	7.07	6.96	5.41	5.12
Cumulative Variance (%)	13.54	25.64	32.92	39.99	46.94	52.35	57.47
Cronbach's alpha	0.92	0.92	0.74	0.88	0.85	0.69	0.84
Number of items	11	9	3	5	3	3	3

Principal component method with Varimax Rotation; Loadings ≥0.50

Five-point Likert scale was used for rating the indicators ranging from 1 = "strongly disagree" to 5 = "strongly agree". Statement E47 "The organisation fully discloses the sources of its food supplies to restaurant guests when asked." was deleted from factor 5 after internal reliability test. Statement E45 "The organisation integrates corporate social responsibility criteria into the selection and evaluation process of preferred suppliers" and Statement E46 "The organisation has sustainable procurement guidelines for reference" in factor 8 were deleted after internal reliability test. Statement D43 "The organisation offers sustainable seafood on its menu (e.g. uses WWF's "Sustainable Seafood Guide" or has joined the "Alternative Shark fin-free Menu" programme, etc.)" in factor 9 was single loaded, thus, it was not accepted as factor 9. Statement A10 "The organisation always encourages employees to enhance their skills for career advancement" was double loaded in factor 1 and factor 10 with a higher loading in factor 1. Thus, it was deleted from factor 10. Statement A9 "The organisation provides a safe and healthy working environment to all employees" in factor 11 was single loaded, therefore, it was not accepted as factor 11.

Regression analysis of factors affecting future career intention

Multiple regression analysis was then conducted. It is an appropriate statistical technique in this study as it can be used to analyze the relationship between a single dependent variable and several independent variables at the same time. The results help to indicate a linear combination of the independent variables that best predicts the dependent variable (Hair et al., 2010). Future career intention as the dependent variable was regressed against the seven factors derived as independent variables. The model was significant at 0.001, and explained 24.6% of the variance in the dependent variable. Two factors "Factor 5 Clear corporate social responsibility strategy" (ß = 0.365) and "Factor 1 Equitable employment opportunities" (ß = 0.320) were derived to explain its importance as determinants of undergraduates' future career intention. The result showed that the other five factors exerted no influence on the dependent variable (Table 3).

Table 3. Results of Regression Analysis of Perceived Corporate Social Responsibility Factors with Future Career Intention as Dependent Variable

Independent Variable	B[1]	[2]	p	t-value
Final Model				
Factor 5: Clear corporate social responsibility strategy	0.365	0.324	0.000	3.723
Factor 1: Equitable employment opportunities	0.320	0.253	0.004	2.904
Intercept (constant)	1.291		0.001	3.255

[1]Regression coefficient estimate
[2]Standardized regression coefficient estimate
$F = 20.908$
$p \leq 0.001$
$r^2 = 0.246$
Adjusted $r^2 = 0.234$

Discussion

The important CSR factors as perceived by undergraduates

"Factor 1: Equitable employment opportunities" suggested that undergraduates consider highly the CSR dimension that fulfils legal responsibilities such as workplace fairness. The items embedded are salaries, compensation, benefits, working conditions, performance appraisal, promotion and career advancement. This finding makes intuitive sense as these are the major concerns for any job seekers, in particular, fresh graduates who look for attractive remuneration packages and a level playing field for them to excel. The areas on "employees' interests in business decisions" and "caring for their needs and wants" also revealed that undergraduates desire responsible employers that provide genuine care.

"Factor 2: Supportive of community initiatives" revealed one of the most important stakeholders from the perspective of corporate social responsibility – local community. Respondents who were the Y generation, tended to care about society more, and perceived helping the disadvantaged people through community projects and financial donations to alleviate poverty as an important dimension of fulfilling ethical and discretionary responsibilities of CSR.

"Factor 3: Concern about sustainability" showed a dimension of engagement in sustainability and well-being of society from a macro perspective. The commitment level can be expressed by organisations that have assigned a person or a team to manage day-to-day CSR activities.

"Factor 4: Committed to environmental improvements" explained an important notion of responsible organisations nowadays that put emphasis on proactive approaches to minimise environmental impact on their day-to-day operation. Taking hotel operation as an example, a food and beverage department that has a large production of food waste may find ways to donate left-over food. According to the nature of individual departments, feasible targets for energy saving, water consumption, waste management or recycling and up-cycling programmes can be developed. This finding revealed that respondents were not only concerned about supporting environmental sustainability from a macro perspective, but also how business can truly make changes to mitigate environmental degradation resulting from the industry's operations.

"Factor 5: Clear corporate social responsibility strategy" conveyed the importance of CSR commitment by the organisations through setting a clear strategy both internally and externally. It is important for organisations to establish a CSR culture within the organisations that "walk the talk" and care about all key stakeholders.

"Factor 6: Equitable guest treatment" were perceived as important CSR dimension by the hotel and tourism undergraduates as they understand the important notion of providing genuine care to guests and offering equitable treatment to them.

"Factor 7: Supportive of employees' volunteer activities" revealed that respondents cared about volunteer service. As such, the commitment level of organisations is not just limited to sending volunteers to help needy people. Some committed hotel and tourism organisations may also provide support such as training workshops to help the corporate volunteer team to bring out their best during the service.

The findings of regression analysis revealed that two factors exerted influences on the dependent variable. They were *"Clear corporate social responsibility strategy" and "Equitable employment opportunities"*. The results implied that hotel and tourism organisations that place more focus on these two CSR dimensions will increase the likelihood of more undergraduates joining the hotel and tourism industry after graduation.

Today, many organisations in Hong Kong have organised some kind of CSR activities on a regular basis. However, they fail to demonstrate a clear strategy due to various reasons. If organisations want to help maintain a stable workforce in the industry with a larger applicant pool from university graduates, the value of CSR should be considered and should be disseminated to their stakeholders clearly through effective strategies. This can be achieved by engaging in larger-scale CSR such as setting feasible targets to minimise environmental impact from their business operations as well as community projects, etc. The common ways include embracing the CSR value in the form of a mission statement and displaying it on the company website or publishing an annual CSR report or sustainability report.

Moreover, the factor of "Equitable employment opportunities" helped to understand the proposition that poor industry image including working conditions was one of the reasons that impeded potential recruits in the industry. The potential recruits also applied to undergraduates who will form the future workforce of the industry. Two major aspects were considered important. First, the sub-dimension of "fairness" included recruitment and evaluation processes in relation to salaries, compensation and promotion, career advancement and whether the organisation treats their employees fairly and respectfully in general. The dimension of "care" included an organisation's concern for employees' interests, needs and

wants, and whether decent working conditions, welfare facilities and work-life balance policies are provided. If organisations are committed to being legally and ethically responsible to their employees, this will increase their organisational attractiveness as well as industry image if more and more hotel and tourism organisations care about corporate social responsibility. This is an interesting finding for organisations that want to increase the quality applicant pool.

Conclusions

Attracting top-quality and talented graduates to join the hotel and tourism industry after graduation has been one of the top priorities of human resources managers worldwide. It is because many well-established hotel and tourism organisations have invested in resources to provide internship opportunities so as to attract them to work in their organisations. If a large number of undergraduates do not prefer to remain as committed staff in the organisations, there will be an unstable supply of quality workforce. Consequently, it may threaten the sustainability of the industry as a whole (Fong et al., 2014).

This exploratory study echoed previous studies (Celani & Singh, 2011; Greening & Turban, 2000) examining the integration of signalling theory and the social identity approach in providing a better understanding of the relationships between perception of corporate social responsibility and organisational attractiveness. Due to a perception of higher self-image, prospective job applicants are more likely to pursue jobs in socially responsible organisations. In particular, the results of this study can provide insight for human resources managers to design and administer new and effective recruitment plans, such as embedding a clear corporate social responsibility strategy in the organisation and providing equitable employment opportunities. If hotel and tourism organisations can address undergraduates' CSR needs, it will also help to cultivate a more positive attitude toward working in the industry in the long run.

Limitations

This study was conducted in one hotel and tourism school in Hong Kong. Although this is one of the major and reputable institutions that produce graduates for the hotel and tourism industry, with the limitations of sample size, this research finding may not be representative of other countries. As this was an exploratory study, future research may extend the literature on corporate social responsibility, organisational attractiveness and internship by comparing the pre-entered and post-entered perception of interns working in the hotel and tourism organisations so as to investigate any perception change in terms of their career choice and industry image. Moreover, as current employees working in hotel and tourism organisations are one of the key stakeholders, their CSR needs may shape their level of commitment to the organisation. Future studies are suggested to examine the relationships of perceived corporate social responsibilities of existing employees and organisational commitment which are also considered as one of the important aspects in human resources management.

References

Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics, 28*, 243-253.

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organisation. *Academy of Management Review, 14*(1), 20-39.

Barron, P. (2008). Education and talent management: Implications for the hospitality industry. *International Journal of Contemporary Hospitality Management, 20*(7), 730-742. doi: 10.1108/09596110810897583

Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organisational commitment. *The International Journal of Human Resource Management, 18*(10), 1701-1719. doi:10.1080/09585190701570866

Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review, 4*(4), 497-505.

Celani, A., & Singh, P. (2011). Signaling theory and applicant attraction outcomes. *Personnel Review, 40*(2), 222-238. doi: 10.1108/00483481111106093

Chang, S., & Tse, E. C. (2011). *Accounting for Hong Kong hospitality students' intention to join the industry: The role of service orientation, emotional intelligence, and satisfaction with the hospitality industry.* Paper presented at the international CHRIE conference, Denver, CO; July 2011.

Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research, 16*, 64-73.

Evans, R. W., & Davis, W. D. (2008). An examination of perceived corporate citizenship, job applicant attraction, and CSR work role definition. *Business and Society, 50*(3), 456-480. doi:10.1177/0007650308323517

Fong, L. H. N., Lee, H., Luk, C., & Law, R. (2014). How do hotel and tourism students select internship employers? A segmentation approach. *Journal of Hospitality, Leisure, Sport & Tourism Education, 15*, 68–79. doi:10.1016/j.jhlste.2014.06.003

Freeman, R. E. (2010). *Strategic management: A stakeholder approach.* Boston: Pitman.

Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business and Society, 39*(3), 254-280. doi: 10.1177/000765030003900302

Hair, J. F. Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis. A global perspective.* (7th ed.) Upper Saddle River, NJ: Pearson.

Kim, H. B., & Park, E. J. (2013). The role of social experience in undergraduates' career perceptions through internships. *Journal of Hospitality, Leisure, Sport & Tourism Education, 12*(1), 70-78. doi: 10.1016/j.jhlste.2012.11.003

Maignan, I., & Ferrell, O. C. (2000). Measuring corporate citizenship in two countries: The case of the United States and France. *Journal of Business Ethics, 23*, 283-297.

Maignan, I., Ferrell, O. C., & Hult, G. T. M. (1999). Corporate citizenship: Cultural antecedents and business benefits. *Journal of the Academy of Marketing Science, 27*(4), 455-469.

Park, S. Y., & Levy, E. S. (2014). Corporate social responsibility: Perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management, 26*(3), 332-348. doi: 10.1108/IJCHM-01-2013-0034

Peterson, D. (2004). The relationship between perceptions of corporate citizenship and organisational commitment. *Business and Society, 43*(3), 296-319. doi: 10.1177/0007650304268065

Richardson, S. (2008). Undergraduate tourism and hospitality students attitudes toward a career in the industry: A preliminary investigation. *Journal of Teaching in Travel & Tourism, 8*(1), 23-46. doi: 10.1080/15313220802410112

Richardson, S. (2009). Undergraduates' perceptions of tourism and hospitality as a career choice. *International Journal of Hospitality Management, 28*(3), 382-388. doi: 10.1016/j.ijhm.2008.10.006

Rynes, S. L. (1991). Recruitment, job choice, and post-hire consequences: A call for new research directions. In M.D. Dunnette & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed.), vol 2, 399-444. Palo Alto: Consulting Psychologists Press.

Siu, G., Cheung, C., & Law, R. (2012). Developing a conceptual framework for measuring future career intention of hotel interns. *Journal of Teaching in Travel and Tourism, 12*, 188-215. doi: 10.1080/15313220.2012.678220

Turban, D. B., & Cable, D. M. (2003). Firm reputation and applicant pool characteristics. *Journal of Organizational Behavior, 24*, 733-751. doi: 10.1002/job.215

Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal, 40*(3), 658-672.

Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics, 85*, 411-427.

Valentine, S., & Fleischman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. *Journal of Business Ethics, 77*(2), 159-172. doi: 10.1007/s10551-006-9306-z