

## The Impact of Tourism Seasonality on Employees' Entrepreneurship Intention and Intention to Leave in Egyptian Tourism and Hospitality Industry: The Moderating Role of Internal Corporate Social Responsibility

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**How to cite this article:** Khairy, H.A., Elzek, Y., Saeed, A.A.A. & Hashad, M.E. (2023). The Impact of Tourism Seasonality on Employees' Entrepreneurship Intention and Intention to Leave in Egyptian Tourism and Hospitality Industry: The Moderating Role of Internal Corporate Social Responsibility. African Journal of Hospitality, Tourism and Leisure, 12(1):171-189. DOI: <https://doi.org/10.46222/ajhtl.19770720.361>

### Abstract

This study explores the effects of tourism seasonality on entrepreneurship intention and employees' intention to leave. It also looks at how internal corporate social responsibility (internal CSR) affects the relationship between entrepreneurship intention and both employees' intention to leave and tourism seasonality. 654 responses from employees working at 100 category (A)' travel agencies and 28 five-star hotels in Egypt's Greater Cairo were analyzed using PLS-SEM. The study's findings demonstrated a strong direct correlation between entrepreneurial intention and tourism seasonality. The intention to leave is also positively impacted by tourism seasonality. The findings supported the existence of a strong positive link between entrepreneurial intention and intention to leave. It was proved that internal CSR acted as a moderator between the tourism seasonality and employees' intent to leave. Contrarily, the findings indicated that internal CSR does not moderate the association between entrepreneurial intention and the intention to leave. This result has been explained. Numerous theoretical and practical implications in the context of tourism and hospitality were introduced at the end of this research.

**Keywords:** Tourism seasonality; internal corporate social responsibility; entrepreneurship intention; intention to leave; Egypt

### Introduction

Seasonality has been admitted as one of the main distinctive traits of tourism, which presents a significant challenge and troublesome problem for all workers and operators of the hospitality industry (Corluka, 2019). From the tourism view, seasonality is the periodic changes in demand for tourism products (Jolliffe & Farnsworth, 2003). It is recognized that seasonality is a serious challenge for the hospitality sector and has been blamed for causing many of the tribulations encountered by the industry. The biggest concern with the seasonality challenge is the dilemma

of recruiting full-time employees and retaining them (Butler, 2001; Andriotis, 2005; Dwesini, 2019). Seasonality greatly affects employment in the hospitality sector, resulting in different forms of employment such as underemployment, seasonal employment, in addition, unemployment. Seasonality represents a major challenge for human resources managers, which requires them to devote exceptional resources and capabilities in terms of recruitment, selection, training, and employee retention (Butler, 2014; Terry, 2016). Employment requirements in tourism (especially in the hospitality sector) often show the seasonal demand of customers for recreational and tourism services, which signifies that it is challenging to provide permanent employment for a long time, and thus the turnover of staff rises (Arnoux-Nicolas et al., 2016). Therefore, it is not surprising in the hospitality sector that the workforce includes employees with different titles, whether working shifts, seasonal, casual, part-time, or temporary workers (Grobelna & Skrzyszewska, 2019). The seasonality of tourism led to job insecurity among workers and an increased turnover rate, so many workers turned to adopt entrepreneurship or employment in different business sectors that would provide them with a sense of job security and psychological and financial stability (Pappas & Brown, 2020). Even though many hospitality institutions execute the activities of internal CSR to increase the attachment of employees to the organization and decrease turnover intention (Low et al., 2017).

Entrepreneurship is an important economic factor that helps create new job opportunities, stimulates innovation, inspires others, and develops products, which contribute to improving the lives of individuals and society (Guerrero et al., 2008; Ngubeni et al., 2022). It should be noted that entrepreneurship is the key to tourism development, because it aids in developing new tourist areas and opens the field of research to meet tourists' requirements for goods and services and improve their experiences, in addition to raising the competitiveness of organizations in the marketplaces (Ball, 2005). Indeed, many countries view the hospitality and tourism industry, along with entrepreneurship, as a crucial engine for economic growth and a significant social contributor (Webster & Ivanov, 2014; Dogru & Bulut, 2018; Marks & Golovey, 2020). Specifically, in the hospitality context, entrepreneurship has a concerning role in generating wealth, increasing productivity, creating opportunities for growth (Solvoll et al., 2015; Liu & Fang, 2016), and promoting tourism development through small and medium-sized operations (Fu et al., 2019). Therefore, our study aims to demonstrate the impact of tourism seasonality on employees' intention to leave and entrepreneurship. In addition, exploring the moderating effect of internal CSR on employees' intention to leave and entrepreneurship intention.

## **Literature review and hypothesis development**

### ***Tourism seasonality and entrepreneurship intention***

Seasonality is an unpleasant feature and restricting factor for every industry arising from the business environment and limiting the possibility of achieving business goals. There is no denying the fact that when seasonality is an integral part of an industry, it is very difficult and complex to develop this industry (Gibson et al., 2011). Seasonality has been classified as one of the dominant and influential characteristics in the tourism industry. The problem of seasonality and its issues have been highly documented in tourism and hospitality literature (Senbeto & Hon, 2021). Seasonality has been identified from many directions, and it can be defined in the field of tourism research as “recurring changes in the rate of activity attributable to the influence of climatic and conventional seasons” or the changes which happen temporally in tourism that is “expressed in terms of the number of visitors, traffic, and other forms of transportation, employment, and admissions to attractions” (Koenig-Lewis & Bischoff, 2005: 202). Consequently, most researchers tend to describe seasonality as a “sort of pattern in the visits that reoccur every year,” but this description is not a quantitative definition and does not

explain when tourism seasonality happens, guide seasonal differentiation, or form a way to compare areas or annual change (Koenig-Lewis & Bischoff, 2005: 202).

Previous studies showed the undesirable effects of seasonality in general on the economic vitality of tourism as the social and personal costs related to seasonality, such as reduced quality of service provided at peak periods and overcrowding of customers in tourist areas, are considered seasonal loss (Koenig-Lewis & Bischoff, 2005). From an economic perspective, seasonality is a problem as reduced demand causes resources to be inefficiently used and thus revenues decline, the workforce decreases, and turnover increases (Pegg et al., 2012; Arnoux-Nicolas et al., 2016). While seasonality is considered an advantage from an environmental perspective because it gives resources time to recover (Aziegbe, 2007; Martín et al., 2014). In addition, seasonality affects employees' career growth opportunities as it makes them desire to find another opportunity for growth through entrepreneurship (Dawson & Henley, 2012; Mapelu & Jumah, 2013).

There are many definitions of entrepreneurship, and most of these definitions are related to three main dimensions: process, behavior, and results (Stokes et al., 2010). Some researchers simply define entrepreneurship as the process of building a new business (Ardichvili et al., 2003; Gibbs, 2006). Entrepreneurship intention has defined as one's desire to carry out an entrepreneurial act, to involve in entrepreneurial work to be an entrepreneur, or to launch a new business (Dohse & Walter, 2012). It was agreed that the first step toward entrepreneurship is entrepreneurial intention and decision-making (Arshad et al., 2019). One of the best activities that provide a conducive environment to entrepreneurship is the tourism and hospitality sector (Brookes & Altinay, 2015).

Previous studies dealt with the facets influencing the levels of entrepreneurship, especially in hospitality, such as seasonality, family participation, and type of work (Bosworth & Farrell, 2011). The factors that form the intention of entrepreneurship have been categorized into attractive factors (e.g., the market need for business, the desire to own a private business, securing financial income for living, inherited work, or securing a return for the post-retirement) and push factors (e.g., personal satisfaction, the need for achievement, enjoyment of dealing with people, a sense of challenge, personal interest, independence, and community encouragement) (Ahmad et al., 2014). While Dawson et al. (2011) indicated that for entrepreneurs of small & medium-sized enterprises, the motive may be to benefit from the organizational recession to a large extent, regardless of profit maximization, to reimburse for the economic impasse driven by seasonality. It is believed that the seasonality of tourism represents a robust push/pull factor for entrepreneurship at the same time. This is because, during off-season periods, some workers are laid off so they search for self-employment to secure financial income (Dawson & Henley, 2012; Mapelu & Jumah, 2013). On the contrary, during the season, many opportunities spread in the marketplace, which attracts entrepreneurs to set up new businesses to grasp these opportunities (Gomez & Rangus, 2018).

Many studies in hospitality have dealt with the relationship between seasonality and entrepreneurship (Dawson et al., 2011; Bakas, 2014; Solvoll et al., 2015; Cem et al., 2019; Martin & Martinez, 2019; Milenkovska, 2021; ReierForradellas et al., 2021). Hence, the following hypothesis was formulated:

*H1: Tourism seasonality impact employees' entrepreneurship intention*

### ***Tourism seasonality and intention to leave***

One of the most common problems facing organizations is employee turnover. It is also one of the many challenges that business operators and human resource managers face all the time because it is difficult to find and retain good employees (Asimah, 2018). Tourism as an industry is characterized by a higher turnover, and this has been attributed to many reasons, including the length of working hours, the seasonal nature, and the pressures related to the job (Chen & Wu, 2017; Warden et al., 2018). In general, Mohsin et al. (2013) and Eyüpoğlu (2017) also pointed to some of the explanations for the increase in turnover in the tourism and hospitality field as a result of low wages, difficulties in balancing work and family life, tourism seasonality, and job security deficiency related to seasonality. These reasons have been classified as the most influential factors in employees' intention to leave work (Eyüpoğlu, 2017).

Job security deficiency related to the seasonality of work is one of the factors that most affect the intention to leave work and the rate of employee turnover in the hospitality industry (AlBattat & Som, 2013). Many criticisms were made about tourism jobs because of the nature of seasonal work, which affects employees' job security (Hajinejad et al., 2014; Segon et al., 2015). Employees should feel secure in their jobs and that they are not at risk of continuous layoffs all the time, this is because the lack of regular financial income is a constant anxiety for individuals and puts them under constant stress (Rigotti et al., 2015). Employers in several sectors realized that job security positively affects employees' job satisfaction and decreases turnover. Once employees felt job insecurity, they become unsatisfied and stressed consequently and have the intention to leave (Hwang et al., 2014; Raza et al., 2015; Bello et al., 2021).

Due to the seasonality nature of the tourism field and the new condition (Covid-19) in the labor market, Most of the hospitality and tourism establishments have carried out an organizational restructuring of the workforce and laid off large numbers of workers to provide costs related to wages. Consequently, this policy led to employees feeling job insecure. Lack of a sense of job security caused employees to believe that the work environment is unsafe and threatened their careers (Segon et al., 2015; Arnoux-Nicolas et al., 2016). Also, most institutions changed work contracts from full-time to part-time, reduced working hours, gave employees unpaid leave, or hired temporary employees, which raised the employees' feelings of insecurity (Vujičić et al., 2015; Alaeddinoğlu & Rol, 2020; Ozdemir, 2020). It is recognized that without a sense of job security, an individual cannot live a stable life and the case of his survival remains a major challenge (Willie, 2021). Many previous studies dealt with the effect of seasonality on employees' intention to leave or the turnover (e.g. Andriotis, 2005; Chalkiti & Sigala, 2010; Arıcı, 2018; Arasli & Arici, 2019; Belias et al., 2022). So, the following hypothesis was formulated:

*H2: Tourism seasonality impact employees' intention to leave.*

### ***Entrepreneurship intention and employees' intention to leave***

Mourmant and Kalika (2009) argue that entrepreneurship is a path to labor turnover and job leaving. In this context, Lee et al. (2011) showed that the entrepreneurial intentions of employees are considered one of the obvious reasons for leaving their jobs to establish their projects. Therefore, Thompson (2009) confirmed that employees who have strong intentions towards entrepreneurship have a great desire to leave the organization in which they work to pursue their own business that they are looking forward to establishing. Li et al. (2022) also show that there is a positive significance between employees' dreams of entrepreneurship and leaving their jobs to achieve these dreams and aspirations. Based on the above, Hatak et al. (2015) believe that these intentions toward entrepreneurship and their positive impact on

leaving jobs may expose the organization to losing its human capital. Hence, we assume two hypotheses as follows:

*H3: Entrepreneurial intention influences positively the intention to leave the job.*

*H4: Entrepreneurial intention mediates the relationship between tourism seasonality and the intention to leave the job.*

### ***The moderating role of internal CSR***

Employees may depart their place of employment because of social, financial, or mental factors that make them have not a sense of attachment to the institution (Borah & Malakar, 2015). Due to the difficulty of predicting actual turnover before it occurs, the best alternative is to measure employees' intention to leave, as the intention to leave is the immediate and most important antecedent of the turnover decision (Eastham, 2014). Turnover intention is a cognitive process within the individual's brain that begins with thinking about quitting, then planning to leave, and ends with the desire to leave the job. Preceding one's intention to quit, many cognition processes are carried out in the mind. The employees' commitment to their organization arises from the employer's commitment to his employees and supporting them. This is the condition of reciprocity between the employee and work owner via internal CSR (Coyle-Shapiro & Shore, 2007). Adding on, employees appreciate beneficial transactions through internal CSR activities that create confidence with their employers. Consequently, Internal CSR increases the commitment and satisfaction of the employees which decreases turnover intention (Low et al., 2017).

Internal CSR describes the activities that an organization chooses to carry out to fulfill employees' desires, actively meet and enhance organizational justice concerning employees (e.g. enhancing employees' happiness and satisfaction with their health), and ensure the growth and safety of work and development of employees (Turker, 2009; Kim et al., 2018). Internal CSR is closely related to employees' psychological and physiological health through introducing welfare services to employees, and the basic idea of CSR revolves around how to benefit employees rather than pursuing the interests of the organization (Farooq et al., 2017). CSR has four stakeholders; society, employees, clients, and the government. CSR approach for the second stakeholder (employees) is evident in following the principles of fairness and achieving transparency in decisions related to them that directly influence them (Turker, 2009). If employees believe that the organization they work for considers employees while making decisions about them, their perceptions of fairness and transparency within the organization will also be enhanced. This is because the more awareness of fairness within the organization, the employees' commitment and trust will increase, and the employees will never develop the idea of leaving their job (Iyigun, 2012; Bayarçelik & Findikli, 2016).

The implication of internal CSR policies has many benefits for organizations among these benefits increasing employees' performance, reducing intention to leave, along with a decline in turnover and employee burnout (Aguilera et al., 2007; Brammer et al., 2007; Bhattacharya et al., 2008; Turker, 2009; Vlachos et al., 2010; Hansen et al., 2011; Ghosh & Gurunathan, 2014; Rupp & Mallory, 2015; Bayarçelik & Findikli, 2016; Glavas, 2016; Low et al., 2017; Wang et al., 2017; De Roeck & Maon, 2018; Chang et al., 2021; Ikram et al., 2021; Paruzel et al., 2021).

CSR activities play an influential role in building and sustaining a good relationship between the organization and its employees (Kim et al., 2010). Furthermore, it was reported that CSR activities were to work on attracting and retaining employees (Young & Thyil, 2009; Obrad & Gherheş, 2018). Employees' perceptions of CSR affect their intention to leave. As positive internal CSR aid employees to improve their employability, therefore this decreases

their intention to leave. Moreover, employees are less willing to leave work if the organization implements internal CSR activities because the organization's internal CSR expresses welfare practices and procedural justice and thus improves its attractiveness, which negatively impacts their employees' intent to leave (Du et al., 2015; Low et al., 2017; Ranjan & Yadav, 2018). On the other hand, when employees perceive that the organization they work for does not provide CSR activities, or provides them poorly, or if they believe the practice of CSR in their organization is cynical, then the idea of leaving the organization will be formed in employees' minds (De Roeck & Farooq, 2018; Chang et al., 2021; Cheng et al., 2022). Therefore, the following hypotheses were formulated:

*H5: Internal CSR moderates the relationship between tourism seasonality and entrepreneurship intention.*

*H6: Internal CSR moderates the relationship between entrepreneurship intention and intention to leave the job.*

The study's model is shown in figure 1.

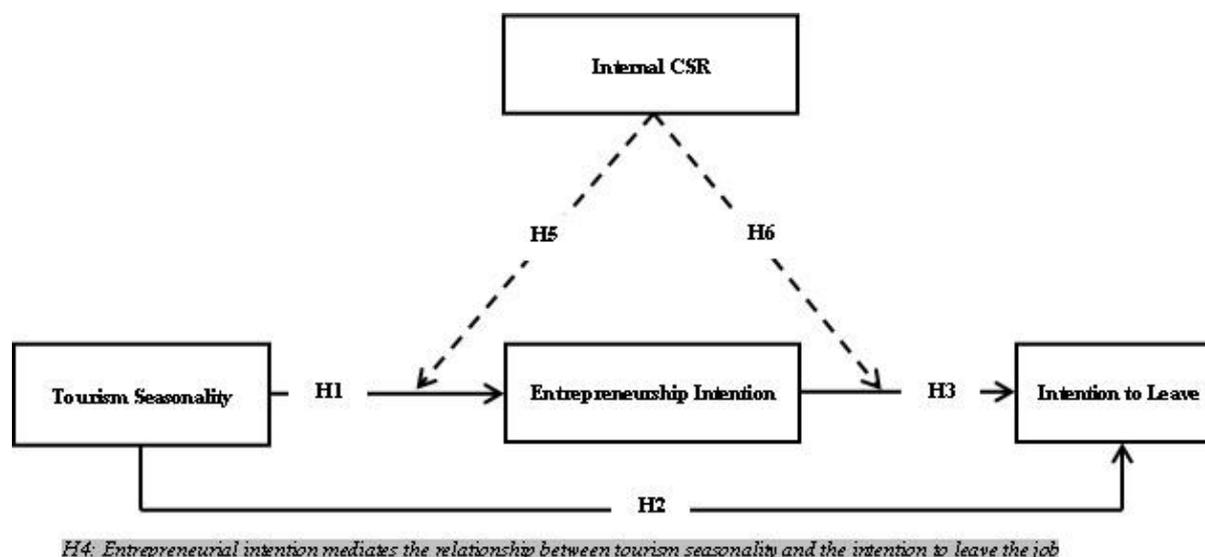


Figure 1: The study's model

## Methodology

To evaluate the study's suggested model, information was gathered from 100 category (A)' travel agencies and 28 five-star hotels in Egypt's Greater Cairo. This region of Egypt was chosen because it is a prominent tourist destination with multiple hotels and about half of Egypt's travel agencies; 34 five-star hotels (Shaheen et al., 2021) and 1254 category (A) travel agencies (Gaafar et al., 2021). Category (A) of travel agencies was chosen because they are authorized to provide all forms of tourist services, whereas the five-star hotels were chosen because of the likelihood that they have large staffs.

The total number of disseminated questionnaires is 1200. The questionnaires were distributed between September 2022 and December 2022. Only 673 of the 1200 questionnaires distributed were returned. Following the removal of all invalid surveys, a total of 654 valid questionnaires (258 from travel agencies and 396 from five-star hotels) were used to conduct the final data analysis, representing a 54.5% response rate. The questionnaire was sent to hotels and travel agencies either online through LinkedIn accounts or in person on-site. Human

resources managers at hotels and travel agencies were contacted first to obtain permission to distribute the survey on their premises. The investigated hotels and travel agencies were assured of privacy and anonymity when dealing with the surveys.

Because of the study's geographic scope and the presence of five-star hotels and category (A)' travel agencies throughout Egypt, the convenience sample was utilized. Furthermore, because the fundamental requirement for this sort of sampling technique is the agreement of the participants to participate, a simple random sample is not necessary.

In this study, constructs based on the literature were employed to confirm that all measures used were valid and reliable. Tourism seasonality was measured using the 4-item scale of Martin and Martinez (2019). Examples of such statements include "Tourism seasonality makes it harder for hotels and travel agencies to attract stable staff" and "Tourism seasonality diminishes the bonuses for employees in the tourism and hospitality industry". Entrepreneurship intention was evaluated by the 3-item scale of Yoopetch (2021). For instance, "There is a high possibility that I would consider starting my own business" and "I have a high desire to start my own business". In addition, a 7-item scale adapted from Lee et al. (2018) and Freire et al (2022) was used to evaluate internal CSR. For instance, "The hotel/company offers a secure and healthy working environment for all employees" and "The hotel/company guarantees job security for all employees". To assess employees' intention to leave, the 3-item scale of Bayarçelik and Findikli (2016) was used. For example, "I'm planning to leave this work permanently at some time" and "I would leave this job if I could find a better one".

Four experts in the same field of research—two academicians and others from the industry—were given the questionnaire to get their input on its content validity to confirm that the instrument is valid and reliable. After being originally written in English, the questionnaire was subsequently translated back into Arabic. Finally, the questionnaire was delivered in Arabic to ensure high-quality phrase interpretation and the highest potential response rate. Two parts comprise the questionnaire. The first part asked participants for their gender, age, education level, experience, and work field. The second part asked participants about the variables being studied: tourism seasonality, entrepreneurship intention, internal CSR, and intention to leave. Participants' replies were evaluated using a 5-point Likert scale, with 1 being strongly disagreed and 5 strongly agree. SPSS v. 22 and WarpPLS 7.0 software were used to analyze data. The suggested model of the study was tested using PLS-SEM. Descriptive statistics, such as means and standard deviations, were also used to describe and summarize the data. The significance level was set at a p-value of 0.05.

### ***Data analysis and results***

Table 1 shows participants' profiles, and information regarding gender, age, education, work field, and years of work experience. The participants included 76.1% (n=498) males and 23.9% (n=156) females, and 56.9% (n=372) less than 30 years old. The majority of respondents (n= 453, 69.3%) had a bachelor's degree. Regarding years of working experience, 53.2% (n=348) of respondents had less than 5 years, and 40.8% (n=267) had 5–15 years. In addition, about two-thirds (n= 396, 60.6%) were working in hotels, while about one-third were working in travel agencies (n= 258, 39.4%).

**Table 1. Participants' profile (N=654)**

Items	Frequency	Percent
Gender	Male	498
	Female	156
		76.1
		23.9

Age	1- Less than 30	372	56.9
	30-45	243	37.2
	46-60	39	6.0
Education	Bachelor	453	69.3
	Master	78	11.9
	PhD	21	3.2
	Other	102	15.6
Work field	Travel agency	258	39.4
	Hotel	396	60.6
Experience	Less than 5 years	348	53.2
	5-10 years	156	23.9
	11-15 years	111	17.0
	More than 15 years	39	6.0

### *Descriptive statistics for studied variables*

Table 2 illustrated the mean scores of tourism seasonality, entrepreneurship intention, internal CSR, and intention to leave as reported by study participants ( $3.69 \pm .92$ ), ( $3.81 \pm .87$ ), ( $3.09 \pm .83$ ), and ( $3.30 \pm 1.04$ ), respectively. Employees reported a high level of industry seasonality and entrepreneurship intention as well. While they reported a moderate level of internal CSR and also their intention to leave.

**Table 2. Descriptive statistics (N=654)**

	Mean*	SD	Category
Tourism Seasonality	3.69	0.92	High
Entrepreneurship Intention	3.81	0.87	High
Internal CSR	3.09	0.83	Moderate
Intention to leave	3.30	1.04	Moderate

\* Low: 1.00 - 2.33, Moderate: 2.34 - 3.66, High: 3.67 - 5.00

Table (3) illustrated that there are no significant differences in participants' responses to the studied variable with the differences in their work field ( $P > 0.05$ ).

**Table 3. T-test**

	Workplace	Mean	Std. Deviation	t	Sig.
Tourism Seasonality	Travel agency	3.69	0.92	0.033	0.843
	Hotels	3.69	0.92		
Intention to leave	Travel agency	3.17	1.06	-2.639	0.227
	Hotels	3.39	1.01		
Entrepreneurship Intention	Travel agency	3.86	0.81	1.301	0.065
	Hotels	3.77	0.90		
Internal CSR	Travel agency	3.18	0.81	2.351	0.442
	Hotels	3.02	0.83		

### *Measurement model results*

The validity and reliability have been assessed by calculating the average variance extracted (AVE) and Cronbach's alpha. According to Manley et al. (2021), all variables in Table (4) have more than 0.7 is regarded to be a satisfactory Cronbach's alpha value. More than 0.5 AVE values were reported, confirming the scales' validity (Hair et al., 2020).

**Table (4) Measurement model assessment results**

No.	Variables	Composite reliability	Cronbach's alpha	AVE
1	Tourism Seasonality	0.925	0.891	0.869
2	Entrepreneurship Intention	0.916	0.862	0.885



3	Internal CSR	0.927	0.908	0.802
4	Intention to leave	0.901	0.834	0.866

Item loadings were computed as well, and they ranged between 0.756 and 0.932 (see Table 4). It was suitable since it exceeded 0.6 (Soliman et al., 2022).

**Table (5) Item loadings for study constructs**

Item	Loading	Item	Loading
Seasonality.1	0.880	Internal CSR.1	0.826
Seasonality.2	0.901	Internal CSR.2	0.786
Seasonality.3	0.861	Internal CSR.3	0.789
Seasonality.4	0.832	Internal CSR.4	0.863
Entrepreneurship Intention.1	0.889	Internal CSR.5	0.837
Entrepreneurship Intention.2	0.834	Internal CSR.6	0.756
Entrepreneurship Intention.3	0.932	Internal CSR.7	0.758
Intention to leave.1	0.851	Intention to leave.3	0.846
Intention to leave.2	0.903		

### *Discriminant validity*

There was additional testing of discriminant validity. The AVE value was found to be more than the maximum common value for each variable (see Table 6). The study model's validity and reliability were proven when the AVE value was determined to be more than the maximum common value for each variable (Elshaer et al., 2021), as shown in Table 6.

**Table 6. Discriminant validity results**

No.	Variables	Tourism Seasonality	Entrepreneurship Intention	Internal CSR	Intention to leave
1	Tourism Seasonality	0.869			
2	Entrepreneurship Intention	0.515	0.886		
3	Internal CSR	0.127	0.194	0.803	
4	Intention to leave	0.529	0.548	0.004	0.867

### *Model fit and quality indices for the research model*

To evaluate the measurement and structural model and to verify the research hypotheses, the PLS-SEM approach was applied in the current study by using WarpPLS software 7.0. Ten model fit and quality indices are included in the WarpPLS 7.0 software (see table 7). As a result, the ten-model fit and quality indices criteria were fulfilled.

**Table 7. Model fit and quality indices**

Indices	Value	Criterion
Average path coefficient (APC)	0.356, P<0.001	Satisfactory if P value <0.05
Average R-squared (ARS)	0.344, P<0.001	Satisfactory if P value <0.05
Average adjusted R-squared (AARS)	0.338, P<0.001	Satisfactory if P value <0.05
Average block VIF (AVIF)	1.200	Satisfactory if less than or equal 5, ideally if less than or equal 3.3
Average full collinearity VIF (AFVIF)	1.430	Satisfactory if less than or equal 5, ideally less than or equal 3.3
TenenhausGoF (GoF)	0.521	small if large than or equal 0.1, medium if large than or equal 0.25, large if more than or equal 0.36
Sympson's paradox ratio (SPR)	1.000	Satisfactory if more than or equal 0.7, ideally if equal 1
R-squared contribution ratio (RSCR)	1.000	Satisfactory if more than or equal 0.9, ideally if equal 1
Statistical suppression ratio (SSR)	0.750	Satisfactory if more than or equal 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Satisfactory if more than or equal 0.7

### *The structural models for hypotheses*

Path coefficient analysis ( $\beta$ ), P-value, and R-square ( $R^2$ ) were used to analyze the structural model. The results (Figure 2) of the hypotheses tests that there is a positive relationship between tourism seasonality and entrepreneurship intention ( $\beta=0.54$ ,  $P<0.01$ ). This suggests that the employees likely to have high levels of entrepreneurship intention when the seasonality of the tourism industry is high. So, **H1** is supported (see figure 3). The findings also revealed that show that there is a positive relationship between tourism seasonality and intention to leave ( $\beta=0.34$ ,  $P<0.01$ ). This means that when tourism seasonality is high, employees are more likely to leave. **H2** is therefore supported (see figure 3).

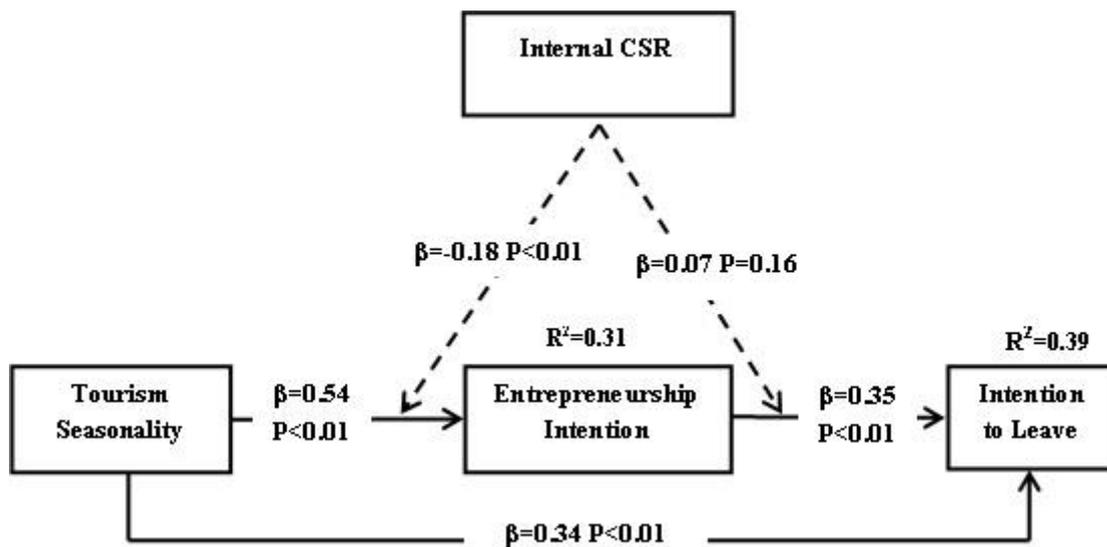


Figure 2: Final results of the study model and hypotheses

In addition, a positive relationship existed between entrepreneurship intention and employees' intention to leave ( $\beta=0.35$ ,  $P<0.01$ ). This means that employees are more likely to depart from their jobs if they are allowed to create their own business. **H3** is therefore supported (see figure3).

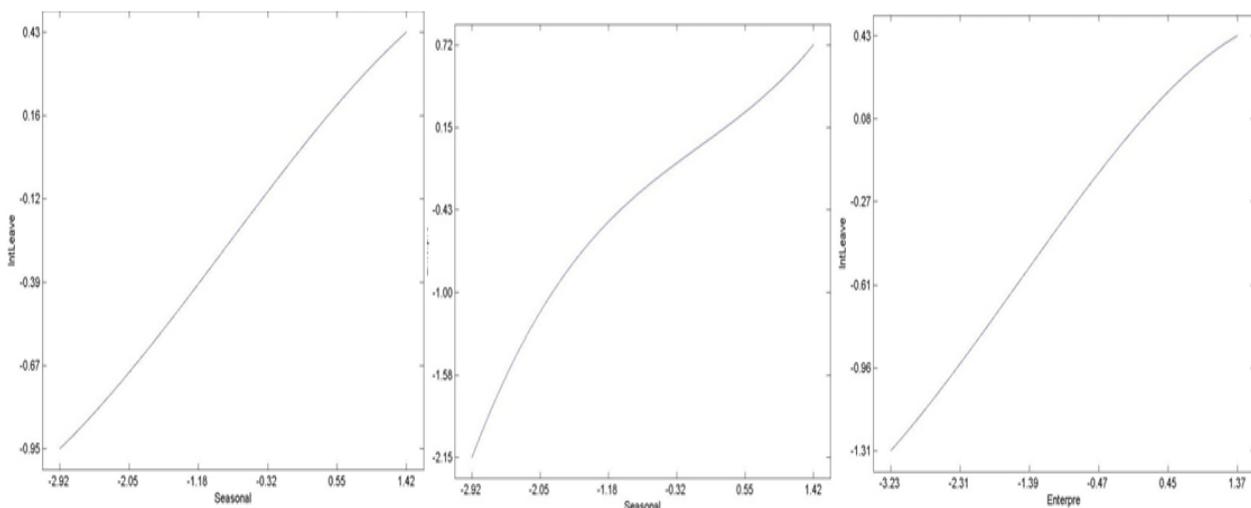


Figure 3: Best-fitting curve for multivariate relationships

The indirect effect was also calculated to measure the mediating effect of entrepreneurship intention between tourism seasonality and intention to leave. The findings revealed that entrepreneurship intention had a mediating effect between tourism seasonality and intention to leave ( $\beta=0.191$ ,  $P<0.001$ ). Therefore, H4 was supported. For the moderating role of internal CSR, the results showed that there is a moderating role of internal CSR on the relationship between tourism seasonality and entrepreneurship intention ( $\beta=-0.18$ ,  $P<0.01$ ). This means that internal CSR dampens the positive link between tourism seasonality and entrepreneurship intention. So, H5 was supported (see figure 4).

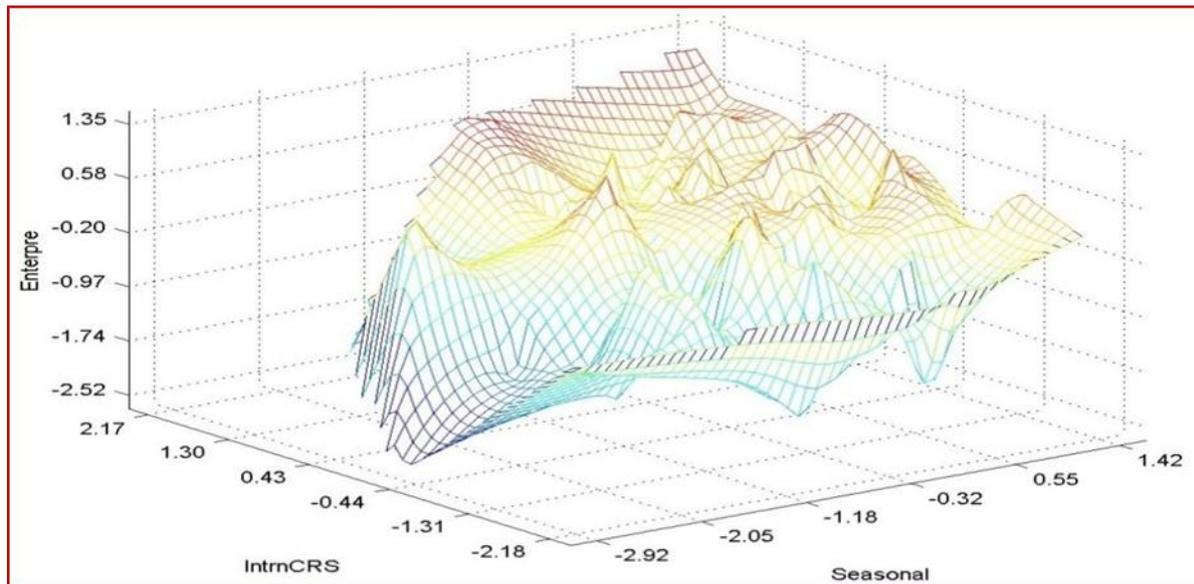


Figure 4. Rocky 3D graph for the moderating effect

However, there is not a moderating role of internal CSR on the link between employees' entrepreneurship intention and their intention to leave ( $P=0.16$ ). Therefore, H6 was rejected. Figure 2 also illustrates that tourism seasonality explains 31% of the change in entrepreneurship intention ( $R^2=0.31$ ). In addition, tourism seasonality and entrepreneurship intention explain 39% of the change in employees' intention to leave ( $R^2=0.39$ ).

## Discussion

To fully realize the vision of the study aims, it is necessary to present the research's significant findings. The study's findings indicated a link between entrepreneurial intention and tourism seasonality. This indicates that increased seasonality in the tourism industry raises employees' intentions to become entrepreneurs. These results are in line with those of Mapelu and Jumah (2013), who found that the seasonality of the tourism industry enhances employees' willingness to become entrepreneurs. This agrees with the finding of Dawson and Henley (2012) that off-season tourism has less capacity to offer employment options, which encourages employees to launch their own firms.

Additionally, the intention to leave is positively impacted by tourism seasonality. This explains why employees are more likely to want to leave their jobs when the tourism industry is very seasonal. This finding is consistent with those of Pegg et al. (2012) and Arnoux-Nicolas et al. (2016), who found that seasonality is an issue in the off-season and that it decreases tourism's capacity to create jobs, elevates employees' intentions to quit their positions, and increases turnover. In this regard, Hajinejad et al. (2014) and Segon et al. (2015) revealed that

one of the most significant characteristics that affect employees' intention to leave the tourism and hospitality business is employees' feeling of job insecurity due to seasonality.

On the other side, the findings revealed a correlation between entrepreneurial intention and the intention to leave. In other words, the more employees intend to become self-employed, the more they intend to quit their employment. These results support those of Lee et al. (2011), who demonstrated that entrepreneurial intention affects employees' job-leaving behavior. In light of this, Hatak et al. (2015) stressed that employees with strong entrepreneurial inclinations may leave their positions, which results in a loss of human capital in the company. These findings are in line with Li et al. (2022) study, which found that employees with aspirations of starting their businesses have good intentions toward quitting their jobs to pursue their business ambitions.

The findings indicated that the association between tourism seasonality and the intention to leave employment is mediated by entrepreneurial intention. As a result, employees in the tourist and hospitality industries are pushed to pursue their business ventures to escape the seasonality of the tourism industry. The internal CSR of travel agencies and hotels, on the other hand, can prevent the negative effects of tourism seasonality on employees and their propensity to quit their jobs at the company to launch their enterprises, as shown by the results. This promotes employee retention at hotels and travel firms. This outcome is in line with Hatak et al. (2015), who found that it is possible to take advantage of an employee's entrepreneurial intent, enthusiasm, ideas, and ambition when creating a new business for the organization. Contrarily, the findings indicated that internal CSR has no moderating influence on the association between the intention to start a business and the intention to leave work. Very entrepreneurial employees may have the motivation to leave their positions to pursue their objectives and aspirations, regardless of the organization's responsibilities to them. The findings of Li et al. (2022) are consistent with this outcome.

### **Implications**

The theoretical and managerial ramifications of this study are extensive in the tourist and hospitality industries. Theoretically, tourism seasonality is a research gap that is filled by this study. Even while there have been numerous studies on the detrimental effects of seasonality on tourism industry employees, there have been far fewer studies on how internal CSR can help to mitigate these effects. Additionally, this study is the first of its type to examine the moderating effect of internal CSR on the link between these variables by using a model that incorporates tourism seasonality, entrepreneurial intention, and intention to leave employment. The researchers are also not found studies that developed such a model in Egypt. Therefore, this study has particular theoretical importance to the tourism literature.

The current study also makes important contributions to practitioners in the hospitality and tourism industry. First, a greater grasp of tourism seasonality can help people better comprehend human resource challenges. The results indicate that employee entrepreneurship and turnover intentions are more closely correlated with tourism seasonality. Consequently, coping strategies for tourism seasonality, such as internal social responsibility, provide both opportunities and challenges to industry practitioners. Management's failure to understand the reality of tourism seasonality effects on their employees is likely to exacerbate turnover and the expenses associated with operations. Second, this study is crucial for managers when developing and implementing CSR strategies. Internal CSR strategies are critical for fostering a good attitude among employees. This is because employees' attitudes are precious and irreplaceable. Therefore, internal CSR strategies – through limiting the impact of tourism seasonality - may assist hospitality and tourism organizations in maintaining efficient human resources and successfully enforcing organizational business plans. Third, implying that CSR

initiatives assist managers to improve internal employees' attitudes. As a result, while making CSR strategic decisions, managers must consider not only the external CSR but also the personal requirements of their employees by adopting internal CSR strategies.

There are several restrictions to this research. First, due to the widespread of hotels and travel agencies in three governorates in greater Cairo, the researchers had to distribute the questionnaire online using LinkedIn. Second: This study was applied to Egypt only, so researchers in the future can explore the study model in other countries such as African countries or Middle Eastern countries. Third: The study discovered that internal CSR plays no moderating effect in the association between entrepreneurial intention and the intention to leave. Therefore, more prospective studies are required. Fourth: This study was limited to travel agencies and hotels. Therefore, the researchers suggest applying the study model to other organizations in the tourism and hospitality industries, such as airlines and restaurants.

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