

**CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE  
ENGAGEMENT: MEDIATING ROLE OF PERSONAL  
ENVIRONMENTAL NORMS AND GREEN WORK BEHAVIOR  
IN THE HOTEL SECTOR IN NUWARA ELIYA DISTRICT**



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**BY:**

**ILANTHAMILSELVAN PRETHIKA THAMILSELVAM**

**EU/IS/2019/MS/130**

**INDEX NO: MS 2310**

A Project Report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial full filament of the requirement for the Degree of Bachelor of Business Administration Honours.

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

## ABSTRACT

This study investigates the impact of corporate social responsibility on employee engagement in the hotel sector in the Nuwara Eliya District, Sri Lanka, with a specific focus on the mediating roles of personal environmental norms and green work behavior. The study was conducted using four main variables: corporate social responsibility as the independent variable, employee engagement as the dependent variable, and personal environmental norms and green work behavior as mediating variables. This research aims to address the empirical gap in the Nuwara Eliya District hotel sector by examining how CSR influences employee engagement both directly and indirectly through personal environmental norms and green work behavior.

Data were collected using a structured questionnaire from 181 employees working in selected hotels in the Nuwara Eliya District. The collected responses were analyzed using descriptive statistics, correlation analysis, and mediation analysis to identify the relationships among the variables and the presence of indirect effects.

The findings revealed that Corporate Social Responsibility, Personal Environmental Norms, GWB, and Employee Engagement were perceived at high levels among the participants. The results indicated a positive relationship between CSR and Employee Engagement, and also between CSR and both mediating variables PEN and GWB. While PEN showed a significant positive relationship with Employee Engagement and partially mediated the CSR–EE link, GWB & PEN show a significant direct effect on engagement and thus serve as a mediator. These results emphasize the importance of environmental values in enhancing employee commitment through CSR practices in the hospitality sector.

**Keywords:** *Corporate Social Responsibility, Employee Engagement, Personal Environmental Norms, Green Work Behavior.*

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