

[International Journal of Hospitality and Tourism Administration]

Effects of perceived corporate social responsibility (CSR) performance on hotel employees' behavior

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Submitted exclusively to International Journal of Hospitality and Tourism Administration

26 March 2021

Abstract

This study aims to examine the effect of perceived corporate social responsibility (CSR) performance on hotel employees' behavior, as reflected in their attitude and satisfaction. Understanding employees' reaction to and perception of hotel CSR is essential before exercising effective CSR practices with customers. This study indicates that the social/philanthropic and ethical domains of hotel CSR enhance employees' attitude and satisfaction with working for this CSR-implementing hotel and their behavior (organizational citizenship, pro-social, and pro-environmental behaviors) within an organization and society. However, environmental, legal, and financial domains do not significantly affect attitude toward CSR-implementing hotel. In addition, the hotel employees' organizational tenure partially moderates the relationships among the proposed constructs. This study is the initial empirical attempt to understand hotel employees' responses to hotel CSR. It provides insights and practical suggestions into human resource departments for maximizing the effectiveness of CSR implementation in the hotel industry.

Keywords: sustainable, corporate social responsibility, responsible, organizational behavior, environmental, ethical, social, hotel

Introduction

Corporate social responsibility (CSR) in the hotel industry, as a sustainable practice, elicits considerable attention among researchers and practitioners given the increasing hotel industrial problems of pollution, climate change, environmentalism, business ethics, fair trade, unfair wages, social maladies, garbage, and food safety (Cai, Jo, & Pan, 2011; Farrington, Curran, Gori, O’Gorman, & Queenan, 2017; Wong, Kim, Lee, & Elliot, in press). CSR refers to practices or policies a company implements within its business operations to conduct societal and environmental responsibilities that significantly affect society. Hotel CSR executes duties involved in financial sustainability, legal compliance, ethical standards, and environmental and social impacts (Holcomb, Upchurch, & Okumus, 2007). These endeavors contribute to the development of companies’ competitive advantages (Leonidou, Leonidou, Fotiadis, & Zeriti, 2013). For example, CSR reduces production costs (Bohdanowicz & Zientara, 2016) and enhances brand image (Martínez, Pérez, & del Bosque, 2014). Thus, reputable hotel groups focus on advocating environmental sustainability and community well-being by sustainable development of business, society, and environment (Nyahunzvi, 2013).

The present study aims to use the Hong Kong hotel industry as research context. The 2016 Hong Kong Business Sustainability Index recorded a score of 45.73 on a 100-point scale, denoting a 9.53% increase from the results in 2015. Although these figures are lower compared to the mid-60 points of European and American companies in 2015 (Lai, 2015), companies in Hong Kong have a keen interest in business sustainability and exerted efforts to engage in CSR practices (South China Morning Post, 2017). However, CSR in Hong Kong’s hospitality industry elicited limited attention among scholars (Kucukusta Mak, & Chan, 2013; Mackenzie & Peter, 2014; Tsai, Tsang, & Cheng, 2012).

Academic and industrial interests in hotel CSR are increasing rapidly. Previous research emphasized the effects of hotel CSR on financial performance and customers' reactions (Benavides-Velasco, Quintana-García, & Marchante-Lara, 2016). However, scholars neglected employees' reactions to hotel CSR implementation. As internal customers, hotel staff members personally provide service to customers. Thus, their understanding of hotel CSR is directly linked to hotel performance. Specifically, a hotel should identify the effect of CSR on employees' attitude and satisfaction with the hotel as well as intention to participate in extended community activities. However, only a few studies investigated employees' perceptions of hotel CSR according to the dimensions that comprise hotel CSR. Consequently, the dimensional structure of hotel CSR is underexplored. In addition, limited efforts were exerted to identify the interrelationships among dimensions of perceived hotel CSR and their influences on employee behaviors. In addition, reactions to hotel CSR can vary based on employees' work-related characteristics, including working experience. Thus, an investigation is needed to understand the moderating effect of employees' organizational tenure on their perceptions of hotel CSR.

Therefore, the present study aims to solve research gaps in the existing literature. First, the measurement of hotel CSR scale in understanding the dimensional framework of hotel CSR will be assessed. Second, this study tests the structural model that integrates domains of hotel CSR, employees' attitude and satisfaction toward the hotel implementing CSR activities, organizational citizenship behavior (OCB), and pro-social and pro-environmental behaviors. Third, this study assesses if the structural model differs from employees' organizational tenure as a moderating variable. Testing the effects of employees' perceived CSR performance on hotel employees' attitude, satisfaction, and behavioral intention in the Hong Kong context contributes to the further development of CSR strategies in Hong Kong and other destinations.

Literature and hypotheses

Employees' perceived CSR and attitude toward hotel CSR

The importance of employees' perceived CSR was highlighted in previous studies, which emphasized that employees have the major responsibility for implementing CSR because the success of CSR primarily depends on the employees' attitude of collaboration (Collier & Esteban, 2007; Slack, Corlett, & Morris, 2015). Social identity theory (SIT) provides a theoretical foundation to account for the association between employees' perceived CSR and attitude toward hotel CSR in that employees tend to classify themselves based on an individual characteristic, such as interests, beliefs, and social value (Ashforth & Mael, 1989). As a consequent, a socially responsible hotel helps enhance employees' sense of pride to be part of the hotel and formulate a positive attitude to hotel CSR (Morgeson, Aguinis, Waldman, & Siegel, 2013; Wong et al., in press).

The theoretical foundation of CSR developed by Carroll (1991) is widely adopted in the tourism and hospitality businesses. However, given that this theory was developed three decades ago, it cannot be further used to reflect newly emerging issues such as environmental responsibility (Ghaderi, Mirzapour, Henderson, & Richardson, 2019). Environmental responsibility significantly affects the perceptions of customers and employees toward hotel CSR (Chung, 2019; Kasim, 2004; Kim, Kim, Choi, & Phetvaroon, 2019; Kucukusta et al., 2013; Tsai et al., 2012; Yusof, Awang, Jusoff, & Ibrahim, 2017). For example, Kim et al. (2019) emphasized the importance of the environmental aspect of hotel human management, given that it enhances employees' organizational commitment and eco-friendly behavior. Yusof et al. (2017) revealed that the green practice implemented as a hotel's CSR activity significantly affected customers' loyalty by exploiting satisfaction.

Social/philanthropic responsibility refers to activities or actions an enterprise intends to do to respond to society's needs and requirements (Carroll, 1991). This component is considered one of the skeletons forming a CSR structure given the interest of companies in society (Albinger & Freeman, 2000; Farooq, Farooq, & Jasimuddin, 2014; Lee, Lee, & Li, 2012; Sen & Bhattacharya, 2001). For example, Farooq et al. (2014) revealed that the contribution of CSR to the community significantly and positively influenced employees' attitude toward their organization. In the food and beverage industry, Lee et al. (2012) found that employees tend to exhibit high organizational trust and positive attitude toward their organization when they perceived a high value of social/philanthropic CSR.

Legal responsibility is defined as an essential component in CSR strategies (Harjoto & Jo, 2015; Park, Lee, & Kim, 2014). Previous hospitality and tourism studies examined the relationship between legal CSR and employees' attitude (Kim, Song, & Lee, 2016; Lee, Song, Lee, Lee, & Bernhard, 2013). Legal responsibility plays the most significant role in strengthening positive employee attitude among different dimensions of CSR (Lee et al., 2013). Similarly, legal CSR is the most influential sub-dimension that modifies employees' attitude (Kim et al., 2016).

The underlying and fundamental requirement of society is ruled by legal responsibility. However, ethical responsibility deals with practices that are not codified into law (Carroll, 2016). Although ethical CSR sounds critical, previous studies showed that its influential power is weak or even insignificantly influences employees' attitude and behavior. Studies (Lee et al., 2012; Song, Lee, Lee, & Song, 2015) concluded that the relationship between ethical CSR and employees' attitude (e.g., organizational trust) is insignificant. However, recent studies (Hsieh &

Wang, 2016; Kim et al., 2016) found that ethical organizational climate can foster employees' positive attitude and behavior.

Studies (Closon, Leys, & Hellemans, 2015; Kim et al., 2016; Lee et al., 2012; Song et al., 2015) also reported that economic CSR positively affects employees' attitude. Lee et al. (2012) found that economic CSR indirectly influences employees' attitude. The discrepancy among the results of existing studies is attributed to different measurement items used to specify the economic domain of CSR. Accordingly, the following hypotheses are proposed:

Hypotheses 1: Domains of hotel CSR including environmental (Hypothesis 1a), social/philanthropic (Hypothesis 1b), legal (Hypothesis 1c), ethical (Hypothesis 1d), and financial/economic (Hypothesis 1e) positively affect employees' attitude toward hotel CSR.

Attitude and satisfaction toward hotel CSR

Job satisfaction refers to employees' pleasurable emotional state from working under the management of hotel CSR. In the past decades, the relationship between employees' attitude and satisfaction in hospitality CSR elicited little attention among scholars. The employee attitude in this study is based on assumptions of rationality and objectively observed hotel CSR performance. This situation is in contrast with the affective approach that demonstrates the significant impact of employees' moods and emotions on measuring satisfaction (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Thus, employees' general attitude toward the CSR-implementing hotel is distinct from employee satisfaction toward hotel CSR. Rupp, Ganapathi, Aguilera, and Williams (2006) reported that employees with a positive attitude toward CSR practices are more likely to have strong satisfaction. Likewise, Zhu, Yin, Liu, and Lai (2014) confirmed that CSR efforts perceived by employees significantly affect their loyalty by

addressing employees' satisfaction. Rahman, Haski-Leventhal, and Pournader (2016) proved the effect of employees' CSR attitudes on job satisfaction in Bangladesh. In the hospitality industry, Choi, Kwon, and Kim (2013) confirmed the indirect impact of employee attitude on job satisfaction. Accordingly, the following hypothesis is formulated:

Hypothesis 2: Employees' attitude toward hotel CSR positively affects job satisfaction.

Attitude toward hotel CSR and behavioral intention

A positive attitude toward a particular organization causes employees' OCB (Ko, Moon, & Hur, 2018; Sarfraz, Qun, Abdullah, & Alvi, 2018). Organ (1994) also suggested that OCB fortifies hotel staff's beliefs and values. Consequently, hotel employees' attitude is believed to affect OCB (Lee & Kim, 2013). Employees with a positive attitude toward their organization are willing to perform pro-social behavior (De Roeck & Farooq, 2018; Thornton & Rupp, 2016; Whitburn, Linklater, & Milfont, 2018). In the context of hotels, Kim et al. (2019) examined how green human resource management affects employees' eco-friendly behavior by their organizational commitment. Results showed that green human resource management perceived by hotel employees generally enhanced their eco-friendly behavior by organizational commitment. Accordingly, the following hypotheses are proposed:

Hypotheses 3: Employees' attitude toward hotel CSR positively affects employees' OCB (Hypothesis 3a), pro-social behavior (Hypothesis 3b), and pro-environmental behavior (Hypothesis 3c).

Employees' satisfaction with hotel CSR and behavioral intention

Previous studies (Lapierre & Hackett, 2007; Kim, Knutson, & Choi, 2016) reported that job satisfaction improves employees' loyalty, productivity, and OCB. In a hotel setting, Jung and Yoon (2015) confirmed that hotel employees' aspiration and optimistic philosophy among positive psychological capital are salient factors that increase OCB by the mediation of job satisfaction. Specifically, employees tend to engage deeply in volunteerism (Lup & Booth, 2019) and obtain many social networks (Brissette et al., 2002) when they have a positive mood or high satisfaction with their organization.

Job satisfaction leads to pro-social behavior by attachment to an organization (Valentine, Godkin, Fleischman, Kidwell, & Page, 2011). However, most studies focused only on the relationship between job satisfaction and employees' pro-social behavior within their organization (Tsai, Chen, & Liu, 2007; Xie, Zhou, Huang, & Xia, 2017). Previous research (Biga et al., 2012; Bissing-Olson, Iyer, Fielding, & Zacher, 2013; Ryan & Deci, 2000) reported that employees who are intrinsically involved and satisfied with their work favorably show further pro-environmental behavior. Accordingly, the following hypotheses are formulated:

Hypotheses 4: Employees' satisfaction with hotel CSR positively affects employees' OCB (Hypothesis 4a), pro-social behavior (Hypothesis 4b), and pro-environmental behavior (Hypothesis 4c).

Moderating effect of organizational tenure on the hypothesized relationships

Scholars (Boğan & Dedeoğlu, 2017; Hameed, Roques, & Ali Arain, 2013; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Ng & Feldman, 2010; Riketta & Van Dick, 2005) claimed that the length of employment within an organization is an important factor that can

determine employees' attitude and behavior. For example, Ng and Feldman (2010) ascertained that the longer employees stay in an organization, the higher the possibility that they perceive themselves as valuable assets given their familiarity with specific knowledge, skills, networks, and culture used and practiced within an organization. Moreover, Hameed et al. (2013) confirmed that employees with longer organizational tenure exhibit greater identification with their organization than those who only work for a short period.

Oh, Chang, and Jung (2018) reported that the organizational tenure of the chief executive officer had a negative influence on corporate social irresponsibility, especially in a high market growth situation. Since employees want to stay longer in an organization, they tend to increase their familiarity and integration with organizational beliefs (Gupta, Briscoe, & Hambrick, 2017). This was supported by a previous study (Vlachos, Panagopoulos, Bachrach, & Morgeson, 2017) that showcased the significant moderating role of managers' organizational tenure in the relationship between managers' and employees' perceived genuine CSR initiatives. Although the moderating effect of organizational tenure has not been explicitly tested in the context of hotel CSR, perceptual differences in structural associations will be demonstrated according to the length of employees' organizational tenure.

***Hypothesis 5:** The hypothesized relationships on the structural model will be different according to hotel employees' organizational tenure.*

Methods

Measurement of hotel CSR and other constructs

Items pertinent to employees' perceived CSR performance were adopted from previous studies (Carroll, 1991; Costa & Menichini, 2013; Crespo & Del Bosque, 2005; Knowles,

Macmillan, Palmer, Grabowski, & Hashimoto, 1999; Maignan, 2001; Maignan, Ferrell, & Hult, 1999; Ricaurte, 2011; Singh & Del Bosque, 2008; Wong & Kim, 2020). The scale used in this study was composed of five domains, namely, environmental, ethical, legal, social/philanthropic, and financial/economic domains. The items used to evaluate the key variables in this study are adopted from the following existing research: employees' attitude (Hope & Mühlemann, 1998; Josiam et al., 2009), satisfaction (Babin & Boles, 1998; Netemeyer, Boles, & McMurrian, 1996), OCB (Gao & He, 2017; Van Dyne & LePine, 1998), pro-social behavior (Gagné, 2003; Twenge, Baumeister, DeWall, Ciarocco, & Bartels, 2007), and pro-environmental behavior (Howell, 2013; Nordlund & Garvill, 2002). All items were measured using a seven-point scale from "strongly disagree" (1) to "strongly agree" (7).

Data collection

The sample unit used in this study was Hong Kong hotel staff members currently working in a hotel implementing different CSR activities, had an understanding of CSR practices implemented within their hotel, and had been working for three years or above in the hotel industry. Data collection was conducted from April to July 2019 via a self-administered online survey. One of the authors contacted the directors of human resources or managing directors of the top 20 deluxe hotels from a tariff-A hotel list developed by the Hong Kong Tourism Board, comprising 17 international chain hotels and 3 top local management hotels. Twelve directors consented to help this project by allowing an e-survey link into the internal email networks of employees at each hotel to facilitate their participation in this survey. Given that one of the authors had long working experience in the Hong Kong hotel industry, hotel directors were contacted or reached personally. The results of this survey were helpful in understanding

employees' responses to hotel CSR performance. To encourage employees' voluntary participation in the online survey, a Starbucks e-gift card was provided as a token of appreciation.

After the questionnaire in English was translated into Cantonese by two researchers, the Cantonese version was back-translated by two other researchers. The two versions were then compared to verify if their meanings are the same. The following three screening questions were applied to filter targeted samples before joining the actual survey: 1) "Do you have three years or more experience in the hotel industry?", 2) "Are you currently working under a hotel that implements CSR practices?", and 3) "Do you have knowledge on the CSR practices implemented in your hotel?" Although 351 respondents participated in the survey, 17 were removed given their insincere answers stating a choice on only one number or multiple missing answers. Consequently, 334 questionnaires were used for further data analysis.

Data analysis

Missing values had not been observed in the data because the online survey required respondents to answer every question so that they could proceed to the next page. In addition, a univariate normality test was conducted, and all items indicated normality as an absolute skew value < 2 (West, Finch, & Curran, 1995). Nevertheless, the univariate institutionalized kurtosis indicated that all items could be considered normally distributed because of an absolute kurtosis value < 7 (West et al., 1995). Multiple validity tests were conducted to certify the extent to which CSR concepts were precisely measured. Content validity was achieved in this study by an extensive literature review and in-depth interview with hotel CSR experts. The scales were also verified by pre- and pilot tests by using a pool of respondents including CSR researchers, graduate students, and hotel employees to ascertain a comprehensive understanding of the five

sub-domain structures of CSR and other dependable constructs. Convergent and discriminate validity tests were also adopted to review and compare average variance extracted (AVE) and the correlation values of the corresponding inter-constructs (Fornell & Larcker 1981, Hair, Black, Babin, Anderson, & Tatham, 2006). Confirmatory factor analysis (CFA) was executed to confirm the five-factor structure of the CSR measurement scale. Structural equation modeling (SEM) was performed to test the hypothesized relationships and the proposed conceptual model. An invariance test was conducted to identify the moderating role of organizational tenure on the proposed model.

Findings and discussions

Profiles of the respondents

Over half of the respondents were women (55.4%). Approximately 44.7% of the respondents were in their 30s, 23.7% were in their 40s, 23.1% were in their 20s, and 8.7% were in their 50s or older. Approximately 43% of the respondents had bachelor degrees or higher, while 39.2% had community college or associate degrees. About 11% had a high school or lower educational level. The highest percentage of respondents held supervisory or lower-level positions (50.3%), while 38.3% held managerial positions. Approximately 50.6% of them had 9 years or less experience in their current hotel. The majority worked for chain-brand hotels (84.4%), and 77.2% reported working in front-of-house departments. More detailed profiles are provided in Table 1.

[Insert Table 1]

CFA of the measurement model (N = 334)

CFA was conducted to confirm dimensions and items from the adopted measurement scale. Results indicated a satisfactory level of fit for the overall fit indices. The standardized factor loading of each item was within the range of 0.67 to 0.97, indicating that all measurement items exceeded the threshold value of 0.5 (Hulland, 1999). All AVE exceeded 0.5, supporting convergent validity (Fornell & Larcker, 1981). All of the construct reliability (CR) values were higher than 0.88, indicating that all items were higher than the threshold value of 0.70 (Hair et al., 2006). The AVE value for each construct was greater than the squared correlation coefficients for the corresponding inter-constructs, confirming discriminant validity (Tables 2 and 3).

[Insert Tables 2 and 3]

SEM

As shown in Table 4, SEM results indicated a satisfactory level of fit for the overall fit indices. Twelve direct relationships were examined in this study. In addition, a multi-group analysis was conducted to examine the moderating role of employees' organizational tenure. The relationship between environmental domain and attitude toward hotel CSR was insignificant. The influence of the social/philanthropic domain on attitude toward hotel CSR was significant at the 0.001 level. Interestingly, the legal domain had an insignificant impact on attitude toward hotel CSR at the 0.001 level. By contrast, the ethical domain significantly and positively affected attitude toward hotel CSR.

The financial/economic domain exhibited a non-positive and insignificant effect on attitude toward hotel CSR. The relationship of attitude toward hotel CSR to satisfaction with hotel CSR showed significance at the 0.001 level. In addition, the influence of attitude and satisfaction with hotel CSR on organizational citizenship behavior was significant with positive

signs at the 0.001 level. The hypothesized associations between attitude toward hotel CSR and pro-social behavior and between satisfaction with hotel CSR and pro-social behavior were significant at the 0.001 and 0.05 levels, respectively. The relationships between attitude toward hotel CSR and pro-environmental behavior and between satisfaction with hotel CSR and pro-environmental behavior were significant at the 0.001 and 0.05 levels, respectively.

[Insert Table 4 and Figure 1]

Multi-group analysis

To examine the moderating effect of employees' organizational tenure, the respondents were separated into two groups as suggested from previous studies (Conway & Coyle-Shapiro, 2012; Levin, Whitener, & Cross, 2006). The first group was composed of employees with 9 years' or less experience in their current hotel, while the second group was made up of employees with 10 or more years' experience in their current hotel. A total of 169 respondents had worked for 9 years or less in their current hotel, whereas 165 respondents had worked for 10 years or longer. Then, measurement invariance analysis was conducted on the proposed model to determine if measurement models across groups were invariant. First, by comparing a non-restricted model from the full metric invariance model using CFA, a significant chi-square difference was observed between the two groups. Second, the invariances constraints across two groups were released step-by-step based on the modification indices and expected parameter changes. Third, the partial metric invariance model with eight items released was supported and used as a baseline model for further analysis (Steenkamp & Baumgartner, 1998; Yoo, 2002; Table 5).

[Insert Tables 5]

Figure 2 reveals the direct path for the structural model for the two groups. The structural invariance analysis was subsequently conducted by using the partial invariance measurement model. In testing the baseline model (partial path invariance model) and constrained model (full path invariance model), a significant chi-square difference was observed across the two groups. Therefore, all of the models showed a satisfactory level of model fit indices (Table 6). Results further indicated that the paths between the two groups were different or at least one path was not equivalent.

Table 7 shows the results of the invariance tests for the paths between the two groups. Results of the cross-group invariance test indicate that the two groups have a significant difference in seven out of twelve paths. Therefore, the moderating effect of the organizational tenure was partially verified. This finding has partially supported prior studies indicating that employees' perceptions of their company differ based on their organizational tenure (Meyer et al., 2002; Riketta & Van Dick, 2005).

[Insert Tables 6, 7, and Figure 2]

Discussion and conclusion

The findings of this study have multi-faceted meaningful implications, as follows. First, the significant relationship between social/philanthropic CSR and attitude toward hotel CSR is identified. This result shows that the social component of hotel CSR has the most influential power in explaining employees' positive attitude toward hotel CSR. This result is consistent with previous studies that reported the positive effect of social/philanthropic CSR on employees' overall evaluation of their company (Farooq et al., 2014; Kim, Woo, Uysal, & Kwon, 2018; Lee et al., 2012). However, this result does not concur with the findings of other studies (Closon et al.,

2015; Song et al., 2015) that social/philanthropic CSR is not impactful on further attitudinal consequences.

Second, an insignificant association between the financial/economic domain and attitude toward hotel CSR was observed. This result indicates that although a hotel may perform the financial/economic aspects of CSR, these actions do not affect employees' attitudes toward hotel CSR. This finding does not correspond to those of previous studies, in which the financial/economic component of CSR positively and significantly affected employees' attitude (Kim et al., 2016; Song et al., 2015). There are two feasible explanations. First, hotel staff tend to prefer immediate personal benefits over the long-term financial success of their hotels (Goh & Kong, 2018). Second, the high turnover rate in the Hong Kong hotel industry acts as a surrogate for employees' low loyalty to their hotels, leading to a low level of interest in the hotels' long-term sustainability (Yao, Qiu, & Wei, 2019), which could explain the insignificant association between financial/economic CSR and employees' attitudes.

Third, the effect of the ethical domain on attitude toward hotel CSR is significant at the 0.001 level. This result confirms the findings of previous studies that ethical CSR has a positive effect on employees' attitude toward their company (Hsieh & Wang, 2016; Kim, et al., 2016; Lee et al., 2012; Song et al., 2015). Therefore, ethical CSR initiatives are helpful in enhancing employees' positive attitude and satisfaction with hotel CSR. From these ethical CSR practices, employees receive substantial benefits such as dissipation of discrimination, fair and equal opportunity in promotion, and workforce diversity. This finding can be expounded by social exchange theory, given that employees are willing to formulate a positive attitude as long as they believe that their current employers will supply them with more direct benefits (Ward & Berno, 2011).

Fourth, the effect of the environmental domain on attitude toward hotel CSR was not significant at the 0.05 level. This finding is contradictory to the results of previous studies, in which employees who perceived higher performance in environmental CSR had a positive attitude toward their hotels (Chan & Hawkins, 2010; Kim et al., 2019; Kucukusta et al., 2013; Tsai et al., 2012; Yusof et al., 2017). One explanation may be that since CSR development is still at an introductory stage in Hong Kong, societal interest in environmental protection remains meager (Lai, 2015; Yeung, 2016). Another reason may be that hotel employees in Hong Kong are unwilling to pursue environmentally-friendly measures if these will negatively affect their operational efficiency (Loon & Chik, 2019). For example, front-office employees may not appreciate the implementation of paperless check-in/check-out procedures because the information from paperless check-in/check-out procedures does not link with the hotel property management system. This practice will increase their workload and the time involved in the check-in/check-out procedure, which may trigger service delays. Therefore, the magnitude of perception of environmental CSR does not necessarily positively affect employees' attitudes toward hotels' CSR.

Fifth, an insignificant relationship between legal CSR and attitudes toward hotel CSR was identified. This result indicates that a hotel's legal CSR does not influence its employees' attitudes toward their company. This result is inconsistent with those of previous studies that reported a positive association between legal CSR and employee attitudes (Kim et al., 2016; Lee et al., 2013). One plausible explanation for this finding is that the legal CSR has been already codified as law because it is recognized as an essential element in every hotel. However, it does not mean that legal CSR can be ignored. Legal CSR is one of the fundamental elements in CSR

implementation, even though legal CSR does not significantly generate additional and positive attitudes in employees toward the CSR-implementing hotel.

Sixth, the positive relationship between attitude toward hotel CSR and satisfaction with hotel CSR is identified. This finding demonstrates that employees with a more favorable attitude toward hotel CSR are more highly satisfied with their work. The results of this study confirm those of previous studies that hotel CSR significantly affects employees' attitude toward working organization on job satisfaction (Rahman et al., 2016; Rupp et al., 2006).

Seventh, a significant relationship between attitude toward hotel CSR and OCB and between satisfaction with hotel CSR and OCB is found. The principle of reciprocity and social exchange theory can help to elucidate the findings of other studies that employees perform devotional behavior at work to reward an organization that offers a pleasant and content working environment (Bowling, 2010; Cialdini, 2009).

Eighth, the effects of attitude toward hotel CSR and satisfaction with hotel CSR on pro-social behavior are significant. The results are meaningful, given that they have proven the influential power of CSR on employees' pro-social behavior at a community level after they learn or experience the CSR practices implemented in a hotel. This attempt surpasses intra-company issues, such as intention to work harder, collaborative activity, or commitment to an organization (Belschak & Den Hartog, 2010; Tsai et al., 2007; Xie et al., 2017).

Ninth, significant and positive signs between attitude toward hotel CSR and pro-environmental behavior and between satisfaction with hotel CSR and pro-environmental behavior are observed. The results reveal that the employees that exhibit greater positive attitude and satisfaction with hotel CSR strengthen their pro-environmental behavior. These findings advocate the results of previous studies regardless of the implementation level of CSR activities

(Kang, Gatling, & Kim, 2015; Kim & Brymer, 2011). Specifically, the higher the positive attitude and satisfaction of employees, the higher their intention to exhibit pro-environmental behavior.

Finally, by exercising diverse statistical tests, this study has explored the moderating role of employees' organizational tenure on the proposed constructs about their perception of hotel CSR on attitude, satisfaction, and behavior intention. The effort of investigating the moderating effect of employees' organizational tenure using multi-group analysis opens the possibility of the existence of other unexplained variables in the effect of hotel CSR on further organizational behavior.

Theoretical and practical implications

The findings of this study shed important theoretical implications. First, this study proposed the five-dimensional structure in measuring hotel CSR as perceived by employees in the Asian context, which are linked with employees' behavioral consequences. Although recent studies (He, Zhang, & Morrison, 2019; Luu, 2017; Su, Pan, & Chen, 2017; Supanti & Butcher, 2019) examined the influence of employees' perceived CSR on organizational citizenship behavior, their proposed conceptual model only consisted of a single domain, which failed providing the comprehensive understanding of the effects of employees' perceived CSR performance. Therefore, the findings of this study demonstrate that only social/philanthropic and ethical domains of CSR are positively associated with employee attitude, satisfaction, and behavior. The outcomes contributed to deepening the extant CSR literature by providing a comprehensive analysis of employees' perceived CSR with the empirical evidence.

Second, compared with most studies that have examined the effects of hotel CSR on employees' organizational behavior within an organization (Fu, Ye, & Law, 2014; Ko et al., 2018; Luu, 2017; Tsai et al., 2007), this study extended employees' response to hotel CSR into the community or society by comprising pro-social and pro-environmental behaviors in a new model. Hence, this study empirically proves that the CSR modifies employees' attitude toward society and enhance their global citizenship, which have not been tested by previous research.

Finally, this study examined the moderating role of employees' organizational tenure to discern the differences among the respective effects of employees' perceived CSR performance on their attitude toward hotel CSR, satisfaction toward hotel CSR, organizational citizenship behavior, pro-social behavior, and pro-environmental behavior by various methods such as measurement invariance, structural invariance, and an invariance test of paths. An attempt of this multi-group analysis assists to broaden the range of future studies through determining the effect of employees' perceived CSR.

In addition, the results of this study have several practical implications. First, improving social/philanthropic CSR performance is necessary by allocating hotel resources on charity activities, ameliorating the welfare of the community, participating in community service and volunteerism, endowing local residents with priorities for job opening, and using local materials or products. Social/philanthropic CSR is the most salient predictor of employees' attitude toward hotel CSR. Therefore, hotel managers should educate their internal customers about the significance of social/philanthropic activities or events to approach the community or customers by a closer and friendlier manner. This education or training should not be considered budget-consuming but a good investment for the long-run.

Second, ethical management is a buzzword in the hotel industry. Ethics is one of the most important challenges in running hotel businesses, given that this industry is vulnerable to unethical practices, such as overbooking, forced up-selling, mysterious back-charged minibar items using customers' credit cards after they check-out, and misleading information in restaurant menus, hotel brochures, and websites (Stevens, 2001; Teng, Lai, Hsu, & Chen, 2018; Wong & Li, 2015). A study by Gonenc Guler and Yukselen (2010) that examined hotel employees' beliefs on 20 unethical practices in the hotel industry indicated that hotel employees do not accept those unethical practices. Thus, unethical managerial behavior is found to significantly diminish employees' satisfaction (Wong & Li, 2015). Instead, hotel staff members highly value equal opportunities for promotion and hiring, committing to well-defined ethics and principles, providing accurate information to customers, and protecting customers' personal information (Kim & Brymer, 2011; Teng et al., 2018). Thus, the prioritization of ethical concerns over financial performance will help ameliorate ethical CSR performance.

Third, those who have a positive attitude toward hotel CSR tend to perceive stronger satisfaction, whereas high satisfaction and positive attitude stimulate stronger OCB, pro-social behavior, and pro-environmental behavior. This finding demonstrates that employees' perceived CSR performance affects their behavior within the hotel and in their daily lives. Therefore, the implementation of CSR is believed to solidify staff's voluntary and selfless behavior for society as well as hotels.

Finally, the effects of attitude and satisfaction vary across two organizational tenure groups. Hotel staff members who have worked for 9 years or less exhibited a strong relationship between attitude and behavior, whereas those who have worked for 10 years or more showed a strong relationship between satisfaction and behavior. For practical implications, hotel managers

need to reorient their CSR activities on social and ethical CSR by formulating CSR goals, reports, and various practices. For example, CSR efforts need to be localized and immediately implemented to local communities. All levels of hotel staff should be involved and encouraged to participate in business ethics meetings, setting up of corresponding rules and policies, and various social CSR practices.

Conclusion and suggestions for future research

Hotel employees are the internal customers that create the core values of a hotel. Thus, understanding their perception of CSR strategies is essential for successful hotel operations. This study uses the newly developed CSR scale in the hotel industry and further examines the relationship between employees' perceived hotel CSR and further attitudinal and behavioral consequences. Thus, this study has identified the positive influences of social/philanthropic and ethical CSR performance perceived by employees on the ensuring variables.

Several limitations with suggestions for future studies are stated as follows. First, this study has adopted the newly developed CSR scale in the hotel industry and identified the significant relationship between employees' perceived social/philanthropic and ethical CSR performance, attitude, and behavior. Future studies are encouraged to assess other employees' emotional and behavioral outcomes produced by hotel CSR, such as organizational trust, organizational commitment, customer-orientated behavior, and counterproductive work behavior. Second, although organizational tenure is considered a moderating variable, other variables such as personality traits or other demographic characteristics should be examined to assess how these variables affect the magnitude of hotel CSR. Finally, this study has identified hotel staff's

response to CSR performance. Thus, further studies are needed to examine the reactions of different stakeholders such as customers or hotel management.

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Table 1. Profile of respondents

Variable	Category	Percentage (%)
Gender	Female	44.6
	Male	55.4
Age	20s	23.1
	30s	44.7
	40s	23.7
	50s or older	8.7
Position level	Supervisory-level or below	50.3
	Managerial-level	38.3
	Executive-level	11.4
Educational level	High school or less	10.8
	Post-secondary school /Associate Degree/ Diploma (etc...)	39.2
	University degree	42.8
	Master degree and above	7.2
Hotel type	Independent privately owned hotel	14.4
	Chained-brand hotel	84.4
	Others	1.2
Working department	Front of house	77.2
	Back of house	19.8
	Others	3.0
Years of experience in currently working hotel	9 years or less	50.6
	10 years or more	49.4

Table 2. Confirmatory factor analysis ($N = 334$)

Domain or Construct	Item	Factor loading	<i>t</i> -value	SMC	AVE	CCR	Cronbach's α
Environmental domain of CSR	Extent of effort to educate employees, customers, and partners to support environmental protection.	0.75	^a	0.57	0.60	0.92	0.92
	Extent of effort to protect natural environment.	0.80	14.62	0.65			
	Extent of effort to maintain a balanced ecosystem (e.g., sustainable food chain).	0.71	14.72	0.50			
	Extent of effort to conserve natural resources.	0.82	14.72	0.67			
	Extent of effort to implement the reuse/recycle program in a guest room (e.g., linen/towel reuse/recycle card reminder).	0.67	11.28	0.44			
	Extent of effort to reduce greenhouse gas/carbon emission in a guest room (e.g., better control of heating/cooling system).	0.80	14.49	0.64			
	Extent of effort to reduce energy usage in a guest room (e.g., occupancy and daylight sensor).	0.83	14.98	0.68			
	Extent of effort to reduce water usage in a guest room (e.g., low flow plumbing).	0.79	13.17	0.62			
Social domain of CSR	Extent of effort to use local materials/products (e.g., food, flower, and furniture).	0.72	^a	0.52	0.65	0.88	0.87
	Extent of effort to participate in community services and volunteerism.	0.81	14.22	0.65			
	Extent of effort to improve the welfare of the community.	0.82	14.37	0.68			
	Extent of effort to allocate hotel resources for charity activities.	0.87	13.67	0.75			
Legal domain of CSR	Extent of effort to implement internal policies to prevent discrimination.	0.93	^a	0.86	0.84	0.95	0.95
	Extent of effort to meet legal standards of offered services/products.	0.94	28.01	0.88			
	Extent of effort to comply with all laws regulating hiring and employee benefits.	0.90	22.82	0.81			
	Extent of effort to ensure that employees can fulfill their duty within the standards defined by law.	0.89	20.06	0.78			
Ethical domain of CSR	Extent of effort to use employee satisfaction to measure hotel's business performance.	0.83	^a	0.69	0.64	0.91	0.91
	Extent of effort to use customer satisfaction to measure interest in hotel's business performance.	0.74	15.42	0.55			
	Extent of effort to provide ethical studies with best practices to employees.	0.76	18.39	0.57			
	Extent of effort to follow codes of conduct.	0.82	17.77	0.68			
	Extent of effort to provide accurate information to customers.	0.83	17.09	0.69			
	Extent of effort to confidentially protect employees who report misconducts to the management of hotel (e.g., stealing and sexual harassment).	0.81	15.17	0.65			

Financial domain of CSR	Extent of effort to ensure survival and long term financial success.	0.95	^a	0.90	0.76	0.93	0.90
	Extent of effort to seek financial effectiveness (e.g., attention to revenue and cost effectiveness).	0.74	17.75	0.54			
	Extent of effort to secure enough resources to continue the business.	0.95	32.81	0.91			
	Extent of effort to return a profit to incentivize stakeholders.	0.84	17.12	0.70			
Attitude toward hotel CSR	I feel positive working in this hotel, given that it implements CSR activities.	0.84	^a	0.83	0.82	0.95	0.95
	Working in this hotel is desirable for me, given that it implements CSR activities.	0.94	23.67	0.85			
	Working in this hotel is good for me, given that it implements CSR activities.	0.94	21.08	0.88			
	Working in this hotel is pleasant for me, given that it implements CSR activities.	0.93	22.89	0.72			
Satisfaction with hotel CSR	I am enthusiastic about my job in this hotel, given that it implements CSR activities.	0.85	^a	0.86	0.83	0.95	0.94
	I am happy to work for this hotel, given that it implements CSR activities.	0.94	23.96	0.89			
	I feel a great sense of personal satisfaction with this hotel, given that it implements CSR activities.	0.92	23.36	0.88			
	I am satisfied with my present line of work in this hotel, given that it implements CSR activities.	0.91	22.51	0.70			
OCB	In this hotel, I make suggestions to improve work procedures.	0.77	^a	0.59	0.70	0.9	0.89
	In this hotel, I am willing to speak up when a policy does not contribute to the goals of my department.	0.85	20.25	0.72			
	In this hotel, I volunteer to do things for my colleagues.	0.85	12.15	0.73			
	In this hotel, I help my colleagues to learn and execute a certain work.	0.88	15.07	0.77			
Pro-social behavior	I like to spend more time in community service and volunteerism.	0.97	^a	0.95	0.84	0.94	0.91
	I plan to be involved with community service and volunteerism.	0.97	45.83	0.95			
	I support donations/charity activities for underprivileged people (e.g., clothes donation and flag day fundraising)	0.73	18.49	0.53			
Pro-environmental behavior	I support energy conservation programs.	0.81	^a	0.66	0.74	0.89	0.87
	I support the 3Rs program (reduce, recycle, and reuse materials).	0.95	20.29	0.90			
	I support a low-carbon living style (e.g., reduced shower time, planned shopping, and buying local food).	0.82	15.14	0.66			

Note: Fit indices: $\chi^2(815) = 1459.3$ ($p < 0.000$), CFI = 0.96, TLI = 0.95, IFI = 0.96, RMSEA = 0.05.

AVE = average variance extracted; CCR = composite reliability; SMC = squared multiple correlations.

^a: In the measurement model, the estimated parameter was fixed at 1.0.

Table 3. Correlation (squared correlation), mean, and standard deviation ($N = 334$)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1)	1.00									
(2)	0.77*(0.59)	1.00								
(3)	0.71*(0.50)	0.75*(0.56)	1.00							
(4)	0.72*(0.52)	0.74*(0.55)	0.80*(0.64)	1.00						
(5)	0.65*(0.43)	0.71*(0.50)	0.76*(0.58)	0.74*(0.55)	1.00					
(6)	0.72*(0.52)	0.78*(0.61)	0.71*(0.50)	0.76*(0.58)	0.69*(0.48)	1.00				
(7)	0.69*(0.48)	0.75*(0.56)	0.72*(0.52)	0.75*(0.56)	0.70*(0.49)	0.79*(0.62)	1.00			
(8)	0.56*(0.31)	0.66*(0.44)	0.65*(0.42)	0.67*(0.45)	0.65*(0.42)	0.63*(0.40)	0.68*(0.46)	1.00		
(9)	0.48*(0.23)	0.57*(0.32)	0.54*(0.29)	0.59*(0.35)	0.53*(0.28)	0.59*(0.35)	0.62*(0.38)	0.67*(0.45)	1.00	
(10)	0.52*(0.27)	0.59*(0.35)	0.59*(0.35)	0.67*(0.45)	0.57*(0.32)	0.61*(0.37)	0.66*(0.44)	0.68*(0.46)	0.75*(0.56)	1.00
Mean	5.82	5.87	6.22	5.90	5.97	5.95	5.56	5.53	5.14	5.90
Std. Dev.	0.71	0.75	0.74	0.75	0.73	0.79	0.87	0.90	0.97	0.76

Note: (1) Environmental domain, (2) Social domain, (3) Legal domain, (4) Ethical domain, (5) Financial/Economic domain, (6) Attitude toward hotel CSR, (7) Satisfaction with hotel CSR, (8) OCB, (9) Pro-social behavior, and (10) Pro-environmental behavior.

* $p < .001$.

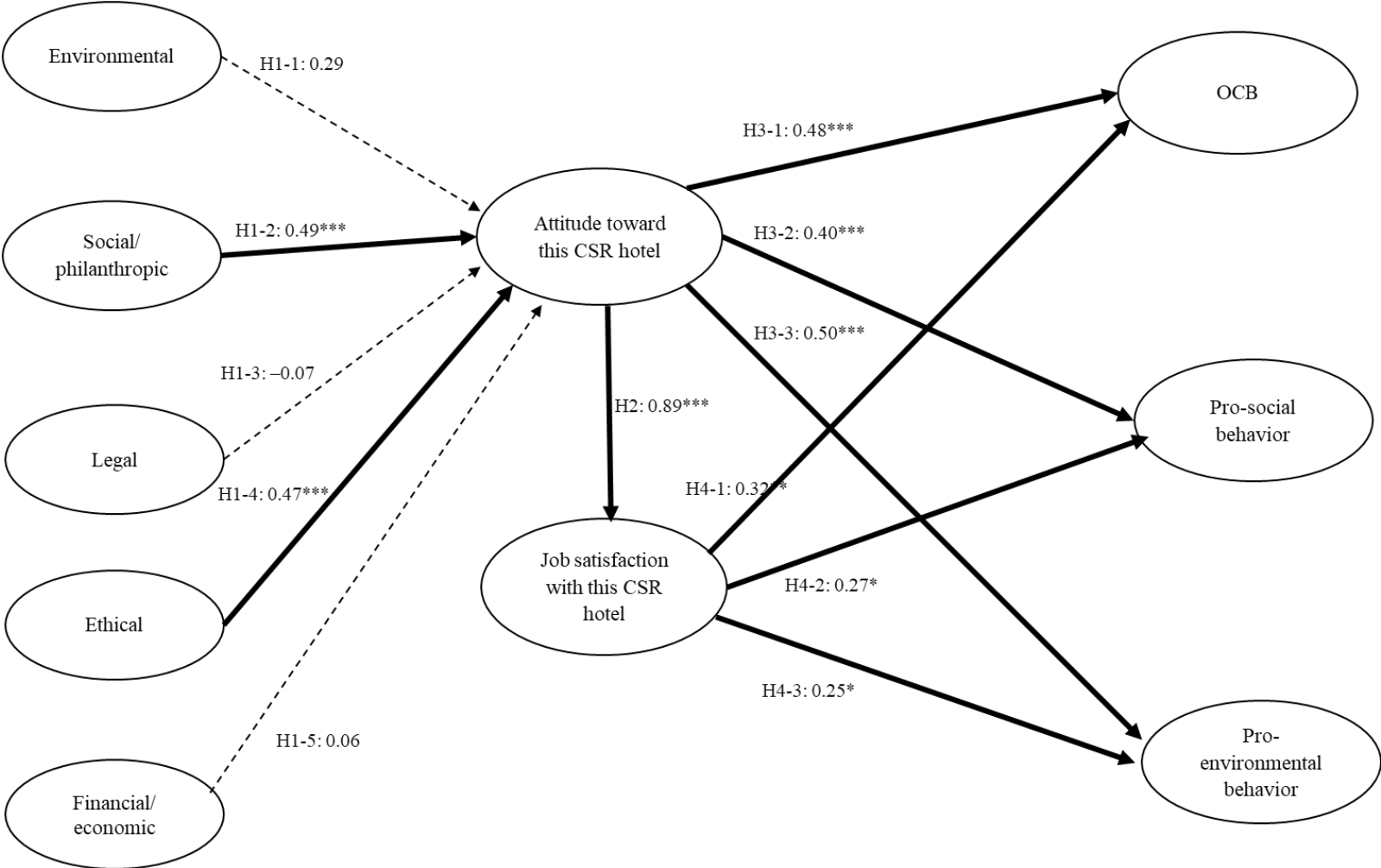
Table 4. Direct path for structural model ($N = 334$)

Hypothesis	Regression paths		Standard coefficient	<i>t</i> -value	Decision
H1-1	Environmental domain	→ Attitude toward hotel CSR	0.02	0.29	Reject
H1-2	Social domain	→ Attitude toward hotel CSR	0.49	5.32***	Accept
H1-3	Legal domain	→ Attitude toward hotel CSR	-0.07	-1.00	Reject
H1-4	Ethical domain	→ Attitude toward hotel CSR	0.47	5.16***	Accept
H1-5	Financial domain	→ Attitude toward hotel CSR	0.06	1.17	Reject
H2	Attitude toward hotel CSR	→ Satisfaction with hotel CSR	0.89	16.54***	Accept
H3-1	Attitude toward hotel CSR	→ OCB	0.48	4.68***	Accept
H3-2	Attitude toward hotel CSR	→ Pro-social behavior	0.40	3.65***	Accept
H3-3	Attitude toward hotel CSR	→ Pro-environmental behavior	0.50	4.58***	Accept
H4-1	Satisfaction with hotel CSR	→ OCB	0.32	3.24**	Accept
H4-2	Satisfaction with hotel CSR	→ Pro-social behavior	0.27	2.51*	Accept
H4-3	Satisfaction with hotel CSR	→ Pro-environmental behavior	0.25	2.42*	Accept

Note: $\chi^2(833) = 1684.75$ ($p < 0.000$), CFI = 0.95, TLI = 0.94, RMSEA = 0.06, GFI = 0.80.

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Figure 1. Direct path of structural model ($N = 334$)



Note: *** $p < 0.001$, ** $p < 0.01$, and * $p < 0.05$.

Table 5. Measurement invariances for two organizational tenure groups

Models	9 years or less ($n = 169$) vs. 10 years or longer ($n = 165$)		
	χ^2/df	$\Delta\chi^2/df$	CFI (RMSEA)
Non-restricted	2786.03 / 1624		0.927 (0.046)
Full metric invariance of CFA model (L(X)Y = IN*)	2878.90 / 1658 ^a	92.87/ 34	0.923 (0.047)
Partial metric invariance of CFA	2810.56 / 1650 ^b	24.53 / 26	0.927 (0.046)

Note: ^a Chi-square difference test: $\Delta\chi^2(df) > \chi^2_{.05}(34) = 48.62$; thus, the full metric invariance model was not supported.

^b Chi-square difference test: $\Delta\chi^2(df) < \chi^2_{.05}(26) = 38.89$; thus, the partial metric invariance model was supported (with eight items of invariance constraints released).

Table 6. Structural invariances for two organizational tenure groups

Models		χ^2	df	$\Delta\chi^2/df$	CFI	TLI	RMSEA
9 years or less vs.	Partial metric invariance of CFA model (L(X)Y = IN)	3078.33	1696		0.91	0.90	0.05
10 years or longer	Full path invariance model (L(X)Y = IN, GA = IN, BE = IN) ^a	3114.07	1708	35.73 / 12	0.91	0.90	0.05

Note: ^a Chi-square difference test: $\Delta\chi^2(df) > \chi^2_{.05}(12) = 21.03$; thus the full structural invariance model was not supported and the paths across the two groups were different.

Table 7. Invariance tests of paths

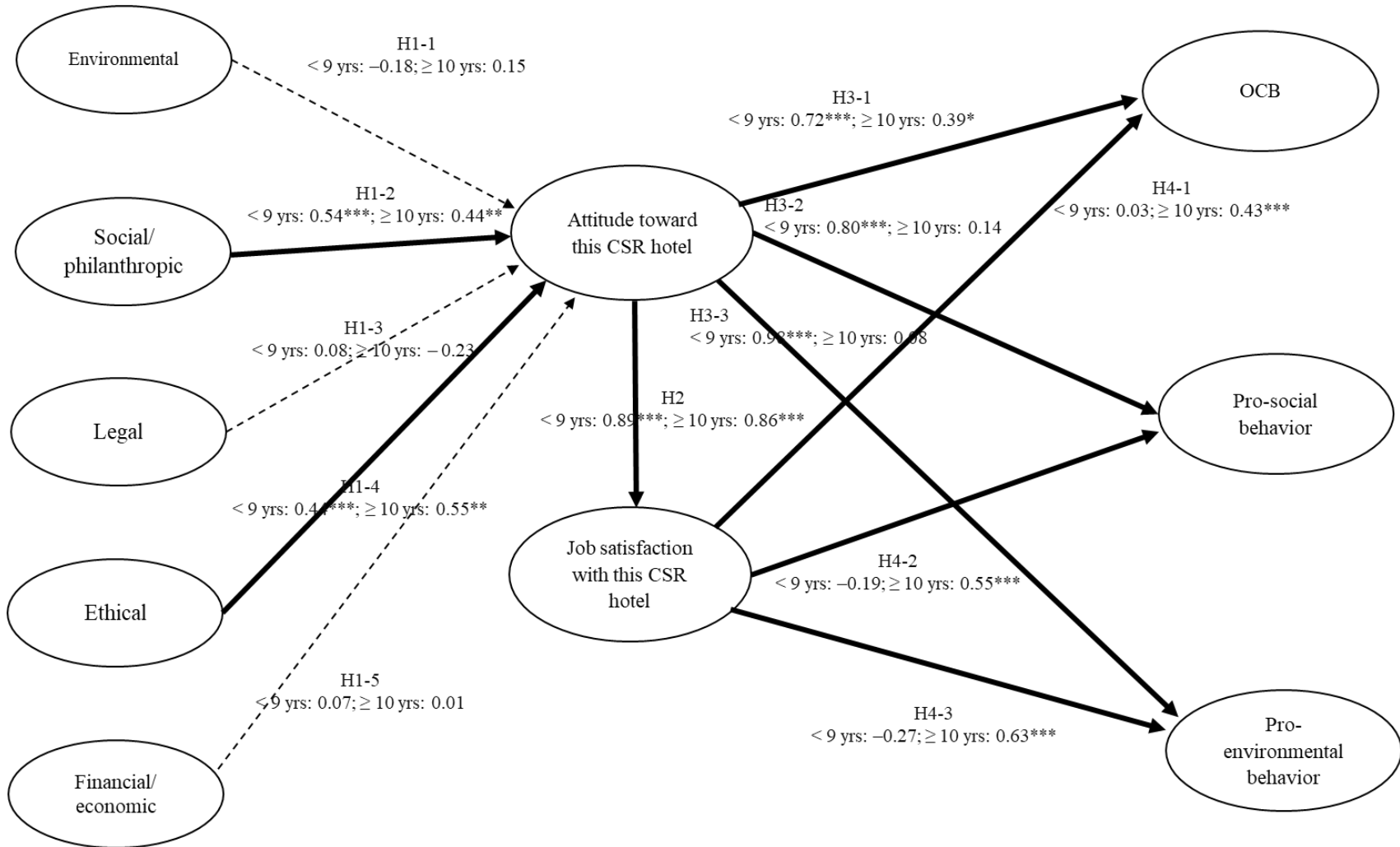
Hypothesis	Path	9 years or less vs. 10 years or more	
		χ^2/df	$\Delta\chi^2/df$
	Free model	3078.332 / 1696	
H1-1	Environmental domain to attitude toward hotel CSR	3082.72 / 1697	4.39 / 1**
H1-2	Social domain to attitude toward hotel CSR	3078.43 / 1697	0.10 / 1
H1-3	Legal domain to attitude toward hotel CSR	3081.35 / 1697	3.02 / 1*
H1-4	Ethical domain to attitude toward hotel CSR	3078.68 / 1697	0.35 / 1
H1-5	Financial domain to attitude toward hotel CSR	3078.77 / 1697	0.44 / 1
H2	Attitude toward hotel CSR to satisfaction with hotel CSR	3078.69 / 1697	0.36 / 1
H3-1	Attitude toward hotel CSR to OCB	3080.39 / 1697	2.06 / 1
H3-2	Attitude toward hotel CSR to pro-social behavior	3086.58 / 1697	8.25 / 1***
H3-3	Attitude toward hotel CSR to pro-environmental behavior	3094.37 / 1697	16.04 / 1***
H4-1	Satisfaction with hotel CSR to OCB	3082.99 / 1697	4.658 / 1**
H4-2	Satisfaction with hotel CSR to pro-social behavior	3088.29 / 1697	9.96 / 1***
H4-3	Satisfaction with hotel CSR to pro-environmental behavior	3094.89 / 1697	16.56 / 1***

Note: * Significant differences ($\Delta\chi^2/df > \Delta\chi^2_{0.1}(1) = 2.70$).

** Significant differences ($\Delta\chi^2/df > \Delta\chi^2_{0.05}(1) = 3.84$).

*** Significant differences ($\Delta\chi^2/df > \Delta\chi^2_{0.01}(1) = 6.64$).

Figure 2. Direct path for structural model (two tenure groups)



Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

