



รายงานวิจัยฉบับสมบูรณ์

**Corporate social responsibility (CSR) and employee engagement:
Investigating the convergence of two frameworks and
implications for proactive work behaviour**

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Abstract

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Abstract :

Research at individual level of corporate social responsibility (CSR) provides support that employees' perception of corporate social responsibility (CSR) relate positively to employee engagement. This is an important linkage given the impact of creating work environment that will increase engagement, as well as the importance of CSR for society. Recent study is yet to know a deeper understanding of how CSR contributes to employee outcomes. This project fills to that gap by 1) exploring the nature of CSR practices and its outcomes for employees and organisations and 2) examining the effects of CSR on employee outcomes. Integrating social identity and social exchange perspectives, a model is tested in which forms between CSR perception and CSR participation enables employees to bring more positive outcomes in terms of their engagement, helping behaviour, voice behaviour. A mixed-method research design was employed using qualitative approach followed by quantitative approach. Data emerged from interviews suggest new themes, such as emotion, meaningfulness, and exchange relationship as potential outcomes from manager perspective. Data from 245 employees were analysed using a partial least squares structural equation modelling (PLS-SEM) approach. Results indicate that employees with high participation in CSR show stronger effects on their engagement at work, helping behaviour, and voice behaviour. These results suggest that organisations should take efforts in encouraging employees to participate in more CSR activities.

Keywords: corporate social responsibility, employee engagement, helping behaviour, voice behaviour, meaningfulness, hotel employees

บทคัดย่อ

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ชื่อโครงการ : ความรับผิดชอบต่อสังคม (CSR) และความผูกพันของพนักงาน: การตรวจสอบการบรรจบกันของทั้งสองแบบแผนและการนำไปสู่พฤติกรรมเชิงรุกของพนักงาน

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งานวิจัยในระดับบุคคลเกี่ยวกับความรับผิดชอบต่อสังคม (CSR) ให้การสนับสนุนถึงการรับรู้ CSR ของพนักงานมีความสัมพันธ์เชิงบวกต่อความผูกพันของพนักงาน การเชื่อมโยงระหว่าง CSR และความผูกพันนี้เป็นสิ่งสำคัญต่อการสร้างสภาพแวดล้อมในงานที่จะเพิ่มความผูกพันพร้อมมุ่งเน้นความสำคัญของการมี CSR ต่อสังคม งานวิจัยก่อนหน้านี้ยังไม่ได้ศึกษาเพื่อสร้างความเข้าใจมากขึ้นของการเกิด CSR ที่มีผลต่อพนักงาน โครงการนี้สอดคล้องกับช่องว่างดังกล่าวโดย 1) เพื่อสำรวจลักษณะของ CSR และผลที่ได้ต่อพนักงานและองค์กร และ 2) เพื่อศึกษาผลกระทบของ CSR ต่อผลการปฏิบัติงานของพนักงาน การทดสอบโมเดลได้บูรณาการมุมมองของทฤษฎีอัตลักษณ์ทางสังคม (Social identity theory) และทฤษฎีการแลกเปลี่ยนทางสังคม (Social exchange theory) เพื่อศึกษาความแตกต่างระหว่างการรับรู้ CSR และการมีส่วนร่วมของ CSR ที่มีผลต่อพนักงานในการสร้างผลการปฏิบัติงานเชิงบวก ในรูปแบบของความผูกพันของพนักงาน พฤติกรรมการช่วยเหลือและพฤติกรรมการแสดงความคิดเห็น โดยใช้การวิจัยแบบผสมผสานวิธีเริ่มจากวิธีการเชิงคุณภาพตามด้วยเชิงปริมาณ ประเด็นใหม่ที่ได้จากข้อมูลการสัมภาษณ์ผู้จัดการ พบด้านอารมณ์ ด้านคุณค่าของงาน และด้านการแลกเปลี่ยนความสัมพันธ์ การวิเคราะห์ข้อมูลจากพนักงานโรงแรม 245 คน โดยใช้วิธีการแบบจำลองสมการโครงสร้าง (PLS-SEM) ผลการวิจัยแสดงให้เห็นว่าพนักงานที่มีส่วนร่วมมากใน CSR แสดงให้เห็นถึงการเพิ่มขึ้นในความผูกพัน พฤติกรรมการช่วยเหลือและพฤติกรรมการแสดงความคิดเห็น ผลการวิจัยเหล่านี้ชี้ให้เห็นว่าองค์กรควรให้ความสำคัญในการส่งเสริมให้พนักงานมีส่วนร่วมในกิจกรรม CSR มากขึ้น

คำสำคัญ : ความรับผิดชอบต่อสังคม, ความผูกพันของพนักงาน, พฤติกรรมการช่วยเหลือ, พฤติกรรมการแสดงความคิดเห็น, คุณค่าของงาน, พนักงานโรงแรม

Executive Summary

Given that only 4% of CSR studies published in management-related disciplines up to 2011 have taken an individual level perspective (Aguinis & Glavas, 2012). Growing evidence suggest that employees' perception of CSR relate positively to positive outcomes at work. In this project, a cognitive measure of CSR in perception together with a behavioural measure of CSR participation are tested in the model. We acknowledged the effect of CSR perception on positive outcomes at work, but at the same time various CSR initiative should be investigated jointly in any research study so that differential effects can be appropriately determined. That is, we proposed that the extent to which employees' perception of and participation in CSR activities influence their work outcomes, including their engagement at work, helping behaviour, and voice behaviour. We interviewed nine managers and five employees for the refinement of scale measurements in the survey instrument. We confirmed our hypothesized relationships via survey data from 245 employees in Ao Nang, Krabi working at ten 4-star hotels. This project extends and provides important contributions to the development of an integrated model consolidating CSR and employee outcomes for researchers as well as managers in several ways.

First, interview results offer some practical implications for organisations by understanding the consequences of CSR practices from manager perspective. That is, organisation can work towards creating an environment that will enhance engagement. In particular, hotels may use this concept of fostering positive emotion and meaningful work as an employment selection criterion. Especially for new talents, HR managers should set up meaningful work as a selection procedure, for example probing questions for candidate interview relating to how work is important to him/her and what task/responsibility is meaningful to his/her life. For current employees, HR managers may design CSR activities targeting on the enhancement of employees' sense of meaningfulness at work. This might demonstrate how employees' participation in CSR aligns with their personal meaningful to hotel's core values, how their efforts are an integral mechanism to the hotel's function that are altogether fostering opportunities to serve social benefits and community through their work.

Second, survey results offer empirical support for the notion of CSR-employee outcome relationship by showing the extent to which employees' participation in CSR predict their engagement at work, helping behaviour, and voice behaviour stronger than CSR perception. This implies that not only suggests a positive impact of perceived CSR that pays off in terms of increased employee engagement at work, helping behaviour, and voice behaviour, but it also

highlights the importance of making employees participating in CSR activities. By integrating social exchange perspective, the research model demonstrates that employees' perception and participation of CSR activities may create positive work environment benefiting better service quality and ultimately encourage employees to carry out positive work behaviour in terms of helping colleagues and sharing ideas among colleagues. This perspective has contribution to the understanding of work engagement that benefits hotel operations, which is an important issue in the service management of hotel industry.

Third, by revealing the mediating role of meaningful work, the results presented in published articles suggest that employee awareness about their hotel's CSR actions deepens an employees' sense of meaningful work and which can lead to greater citizenship behaviours. This line of thinking is extended to illustrate that active participation in particular leads to greater meaningfulness and willingness to assist co-workers. Furthermore, this study has contribution to the understanding of generational differences between Generation X and Generation Y presented in published article. It seems meaningful work is an important mechanism process on how to promote helping behaviour for hospitality employees in Generation X. This finding suggests that managers should pay more attention to meaningful work through training programs aiming for the development of pro-environmental work behaviour. Thus, hotel managers should recognize that promoting other positive work outcomes, such as helping their colleagues, is achievable for Generation X employees. While Generation X hotel employees are valuable resources, work meaningfulness plays a more important role in achieving practical outcomes for hotel management. This requirement suggests customized CSR strategies tailored to different generations might be beneficial.

For Generation Y employees, who may prefer active participation in CSR activities, hotel managers need to craft work to suit employees (Bavik, Bavik, & Tang, 2017) and provide increased access to CSR participation. At the same time, more effective decision making for the CSR programs should involve Generation Y employees at the local level rather than by hotel executive management teams alone. Hence, participation should occur at all stages of the process not just in the final stage of implementation. Likewise, actual contact with beneficiaries will allow employees to see hand-on experience from the impact of their efforts. Importantly, it must be recognized by hotel managers that not all employees are equally enamored by the prospect of CSR participation.

Publications in relation to this project

Conference paper

Supanti, D., Butcher, K., & Sukhabot, S. (2018). *Cultivating meaningfulness at work: Effect of corporate social responsibility (CSR) on positive work outcome among hotel employees.*

Paper presented at the 17th TRF-OHEC Annual Congress (TOAC), Petchaburi, Thailand.

Supanti, D., Butcher, K., & Sukhabot, S. (2018). *Cultivating meaningful work: How corporate social responsibility (CSR) participation promotes employees' helping behavior.* Paper presented at the 8th Advances in Hospitality Marketing and Management (AHTMM) Conference, Bangkok, Thailand.

Peer-reviewed paper

Supanti, D., & Butcher, K. (In press). *Is corporate social responsibility (CSR) participation the pathway to foster meaningful work and helping behavior for millennials?* International Journal of Hospitality Management, <https://doi.org/10.1016/j.ijhm.2018.06.001>.

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Chapter 1: Introduction

The research project is presented to investigate an important issue that has attracted increasing attention in the hotel industry worldwide. It is proposed to explore:

*How does Corporate Social Responsibility (CSR) contribute to employee outcomes
in the Thai hotel sector?*

This report consists of five chapters. The first chapter is an introduction chapter that presents the research background, a statement of the research problem, and significance of the research. In the second chapter, a literature review on CSR concepts and CSR consequences is presented. In this project, CSR is defined as any activity that demonstrates the inclusion of social and environmental concerns in business operations and in voluntary interactions with stakeholders (van Marrewijk, 2003). The literature review in Chapter 2 highlights the research gaps and concludes with a conceptual model. In Chapter 3, the method used for investigating the research problem is discussed. A sequential mixed methods design was employed to investigate employee outcomes from CSR practices within the context of the hotel industry in Thailand. Results of qualitative study are presented in Chapter 4 with discussion and implications. The last chapter, Chapter 5, provides results of quantitative study together with discussion and implications.

1.1 Research background

As CSR has recently become an industry norm, there has been an increase in the number of calls from researchers to understand the motivations and consequences of firms engaging in CSR. For instance, Aguinis and Glavas (2012, p. 953) argue that “we need a better understanding of the predictors that influence individuals to carry out CSR activities” because individuals “actually strategize, make decisions, and execute CSR decisions”. Such calls have also been put forward within the tourism and hospitality sector. Further, CSR has become more relevant in hospitality organisations, such as hotels, due to an increased focus on sustainable tourism (Sheldon & Park, 2011). There is increased concern in society regarding global issues such as climate change and the depletion of natural resources (Park & Levy, 2014). Hotels in recent times have spent substantial resources implementing CSR activities because, among other factors, doing so has been identified as good for stakeholders (McGehee, Wattanakamolchai, Perdue, & Calvet, 2009), and in turn, the hotels benefits from a better image, more customers, or increase profits (El Dief & Font, 2010). However, studies (e.g., Peterson, 2004) on employees have received little attention.

Companies in the Western countries use CSR activities to bring employees closer together by stimulating a concrete, coherent, and consistent communication process (Bhattacharya, Sen, & Korschun, 2008). This is because employee perceptions of CSR are important for firm performance (E. Lee, Park, & Lee, 2013). Several researchers have focused on the contribution of CSR on substantial benefits and on the development of employee outcomes, such as employee organisational identification (H. Kim, Lee, Lee, & Kim, 2010), job satisfaction (Brammer, Millington, & Rayton, 2007), commitment (Mueller, Hattrup, Spiess, & Lin-Hi, 2012), trust (Hansen, Dunford, Boss, Boss, & Angermeier, 2011); and employee attraction and retention (D. Jones, Willness, & Madey, 2014). As such, employee outcomes have become a key variable in terms of desired outcomes for the organisation. For this research project, we aim to focus on employee-related outcomes from CSR, for instance employee engagement and organisational citizenship behaviour (OCB).

In addition, hospitality industry is highly dependent on the 'human factor', which has become a major part of providing excellent service quality to customers (AlBattat, Som, & Helalat, 2014). From the Western perspective, employees engaging in CSR should not be seen solely as HR-driven activities (McBain, 2007). This view is different from a pragmatic standpoint in the hospitality industry, most HR professionals perceived CSR activities as HR tools for training and development in Thailand (Supanti, Butcher, & Fredline, 2015). Moreover, it has been indicated that hotel employees in Thailand, who were not satisfied by their work role, tend to have low job satisfaction and high turnover (Ronra & Chaisawat, 2010). Accordingly, the research problem is stated as: *How does CSR contributes to employee outcomes in the Thai hotel sector?*

1.2 Problem Statement

A key issue with much of the research investigating the link between CSR and employee outcomes. Most hospitality research to date tends to conceptualise CSR from a narrow perspective. While CSR terms vary slightly, such as employee perceived corporate sustainability practices (Choi & Yu, 2014), employee perceived reputation of social responsibility (Fu, Li, & Duan, 2014), and employees' CSR perception (H. Kim, Rhou, Uysal, & Kwon, 2017), the essence of such terms remain rooted in an evaluation of firms' CSR actions. For instance, Raub and Blunschi (2014) found that when employees are made aware of their hotels' CSR activities, they are more likely to believe they can make a positive difference for other people and for the environment.

In this study to empirically test the proposed CSR-OCB relationship, we go one step further to explore whether an employee's perception of their hotel's CSR activities and their active participation in CSR activities jointly foster more OCB. To date, there is a lack of work relating to CSR participation and furthermore how CSR perception and CSR participation are positively related to helping behaviour. This approach is supported by Maignan and Ferrell (2004) who argue that various CSR initiatives should be investigated jointly in any one research study so that differential effects can be appropriately determined. Similarly, Nan and Heo (2007) argue that the real impact of a CSR measure cannot be effectively determined without a comparative baseline measure. Hence, the widely used measure of CSR perception can be treated as a baseline to judge the relative efficacy of CSR participation on work-related outcomes.

1.3 Research Objectives

Following the aforementioned issues above, there are two main objectives in this study.

- 1) To explore the nature of CSR practices and its outcomes for employees and organisations.
- 2) To examine the effects of CSR (i.e., CSR perceptions and CSR participation) on employee outcomes (i.e., employee engagement, helping behaviour, and voice behaviour).

1.4 Significance of the Research

Based on an extensive review of literature, this project addresses research gaps in CSR literature. First, only 4% of CSR studies published in management-related disciplines up to 2011 have taken an individual level perspective (Aguinis & Glavas, 2012). That is, CSR questions, pertaining largely to a company's bottom line, emphasise an organisational level of analysis rather than an individual perspective. This focus of CSR studies at the organisational level is paralleled in the hospitality sector (de Grosbois, 2012). Second, given that employees are important stakeholders for firm success, they are also the agents who engage in CSR practices that contribute to firm performance and improve, at the same time, employee well-being and motivation (Voegtlin & Greenwood, 2016). Investigating how CSR contributes to employee outcomes is a key focus in this project. Third, given that most CSR research tend to concentrate on developed countries (e.g., D. Jones et al., 2014), while a shift to developing countries has received less attention. Moreover, the current research aims to investigate this issue to help hotel executives and HR practitioners deepen their understanding of substantial benefits of CSR from employee perspective. This study makes an important contribution in that it is anticipated to shed light on

how CSR practices can be an effective HR tool in enhancing employee-related outcomes regarding their performance and potentially developing their proactive work behaviours.

1.5 Research Methods

This research project utilised a sequential mixed-methods design, consisting of two studies: a qualitative study followed by quantitative studies, to investigate the research problem. The target population was 3-5 star hotel properties in one province of top five highly concentrated locations for hotel properties in the Southern region of Thailand (TourismThailand.org, 2016). The unit of analysis was managers and employees who involved in CSR practices. In addition, Phase 1 employed a qualitative approach to obtain additional information and to gather better understanding of the actual context of CSR practices and employee outcomes from both perspectives. The data emerged from the interviews were used to validate the scales in the survey instrument. Pre-test was conducted to enhance the reliability and validity of statements used in the survey.

In Phase 2, questionnaire survey was utilised to examine the effects of CSR on employee outcomes. The survey instrument was developed by adapting existing scales to measure all variables. A list of all hotel properties in Thailand was obtained from a local offices of the Tourism Authority of Thailand. This list covered all tourist accommodations in Thailand registered in 2014. The major statistical techniques was used including independent t-test, factor analysis, multiple regression analysis, and Structural Equation Modelling (SEM). Factor analysis was used to confirm the dimensionality of the constructs, and a series of multiple regression analyses was conducted to assess the predictive power of CSR practices on each employee outcome. SEM was used to test a full model.

1.6 Limitations

There are several limitations that may affect the generalisability of the results of this project. The first involves the scope of the outcomes for employees and organisations selected for the investigation. The tentative conceptual model derived from the literature was validated by the interview results and the three employee outcomes from the model were examined in this project. The interview findings also provided further support to the survey findings. However, in reducing the size of the conceptual framework to a manageable number of key variables, the risk of model mis-specification is present. The second limitation relates to the sampling frame used for the quantitative study in which Krabi was selected as one of top tourist destination in the South of Thailand. This sample might not be wholly representative of all accommodation in Thailand, and

nor were all names and addresses up to date. Third, robust attempts were made to interview and survey hotel managers who were deeply involved in CSR practices for that particular property. However, it is recognised that there is no 'one-size fit all' as CSR practices are likely to involve several people and several layers of management. Accordingly, the perceptions of a single individual may not fully correspond with the overall views of that hotel organisation, nor with the behavioural response of that hotel toward CSR practices. This limitation is common in social science studies involving managerial decision making and firm behaviours.

Chapter 2: Literature Review

In Chapter 1, the background to this project highlighted the growing interest in CSR within the hotel sector in Thailand. In particular, CSR has attracted the attention of academic researchers, and in Chapter 2, the work of CSR scholars is detailed. The focus of this chapter is to present a review of relevant literature to provide the background foundation for the investigation of the research problem. The research problem has been stated as:

How does CSR contribute to employee outcomes in the Thai hotel sector?

In this chapter, the review highlights the relevant gaps in the literature. Four main parts are presented. First, CSR conceptualization are synthesized, including how CSR is defined. Second, the discussion of theoretical foundations is provided. Third, the consequences of CSR are highlighted. Last, the conceptual model is presented.

2.1 Corporate Social Responsibility

This section presents an overview of the concept of CSR. Over the past half century, CSR has been conceptualized in a number of different ways, which are clearly related to differing views regarding the role of business in society (see Carroll, 1999; Lantos, 2001). Although numerous authors attempt to define CSR, the concept has remained vague and no universal accepted definition has emerged (Carroll, 1979; Frankental, 2001). Moreover, other terms are often used interchangeably with CSR (e.g., Carroll, 1999; Schwartz & Carroll, 2008) such as, sustainability, stakeholder management, business ethics, and corporate citizenship, which has caused confusion of what defines the notion of CSR.

A range of CSR definitions and the role of business in society are presented in Table 2.1. The perspectives of these CSR definitions are different as they are based on various viewpoints. Some definitions are general, for instance Moon (2007) opens the interpretation to the reader as he defines CSR in terms of corporate activities that reflect and address both the social imperatives for business success and the social consequences for business activity. Other definitions are specific, such as McWilliams and Siegel (2001) define it as actions that appear to further some social good, beyond the interests of the firm, and as that which is required by law. However, the range of definitions shows that authors appear to hold two opposing views when defining CSR.

On the one hand, a group of scholars views CSR as a business obligation to maximize profits (e.g., Vaaland, Heide, & Gronhaug, 2008). For example, the narrow scope of Friedman's (1970) definition indicates that firm shareholders or owners are the only group to which the business is

responsible. Accordingly, these scholars take the strong instrumental view that CSR should only be implemented for a firm's economic success. On the other hand, a range of scholars has generalized CSR into broader obligations toward society (e.g., Carroll, 1979; T. Jones, 1980; Wood, 1991). Specifically, Jones (1980) asserts that corporations have a broad obligation to society extending beyond the traditional duty to shareholders and other societal groups, such as employees and customers.

Academic researchers have attempted to use specific approaches defining the concept of CSR. For example, Brammer et al. (2007) distinguish external CSR that is primarily concerned with the external image and reputation of the organization, while internal CSR refers to those that are related to the internal operation of the organization. Specifically, internal CSR refers to the policy and practices of an organization that are related to the psychological and physiological well-being of its employees (Hameed, Riaz, Arain, & Farooq, 2016). Similarly, internal CSR refers to any CSR action addressing employees; needs and well-being inside the organization and at the workplace (Abd-Elmotaleb, Saha, & Hamoudahb, 2015). Accordingly, firms undertake more internal than external CSR actions (Hawn & Ioannou, 2016).

As the concept of CSR has been defined based on differing viewpoints, the scope of CSR has been broadening. Consequently, this raises the questions of which definition represents the notion of CSR and its conceptualization and operationalisation have become increasingly controversial. Despite a variety of CSR definitions in the literature, the seminal work of Carroll (1991) has provided a focal point for understanding CSR. Several scholars have used the definition provided by Carroll in their studies (e.g., Aupperle, Carroll, & Hatfield, 1985; Maignan & Ferrell, 2000) which will be detailed in the next section.

Table 2.1.

A range of CSR Definitions in Chronological Order

Author	Definition of Corporate Social Responsibility
Bowen (1953, p. 6)	The obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of actions, which are desirable in terms of the objectives, and value of our society.
Friedman (1970)	The only responsibility of business toward society is the maximization of profits to shareholders within the legal framework and the ethical custom of the country.
Jones (1980, p. 60)	The notion that corporation have an obligation to constituent group in society other than stockholders and beyond that prescribed by law or union contract.
Carroll (1991)	The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time
McWilliams and Siegel (2001, p. 117)	Actions that appear to further some social good, beyond the interests of the firm and that which is required by law.
van Marrewijk (2003)	Company activities that demonstrate the inclusion of social and environmental concerns in business operations and in voluntary interactions with stakeholders.
Kotler and Lee (2005, p. 3)	The commitment to improve community well-being through discretionary business practices and contributions of corporate resources
Aguilera, Rupp, Williams, and Ganapathi (2007, p. 312)	The firm's considerations of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm to accomplish social [and environmental] benefits along with the traditional economic gains which the firm seeks.
Aguinis (2011, p. 855)	context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance
Ferreira and Real de Oliveira (2014, p. 234)	Policies and practices that organisations engage regarding creating positive social, including environmental changes aimed at different stakeholders

2.1.1 CSR pyramid

In general, a broad definition of CSR by Carroll (1979, 1991) has been used in a number of studies as a narrow approach to understand CSR (see Jamali & Mirshak, 2007; Sheth & Babiak, 2010). In the definition of CSR, Carroll (1991) states that the business entity is bound to make an acceptable profit, to obey the law, to respect society's expectations, and to promote society's welfare. The CSR pyramid by Carroll (1991) is conceptualised as four categories of responsibilities in a hierarchical way, consisting of economic, legal, ethical, and philanthropy at the top. However, using the pyramid to represent CSR does not imply that the philanthropic responsibility is the most important domain (Schwartz & Carroll, 2003). Instead, the CSR pyramid indicates the hierarchy of importance attached to particular activities as Carroll (1991) asserts that businesses are required to undertake profitable operations while at the same time complying with the codified laws of the government and demands of society. While meeting the economic, legal and ethical responsibilities are obligatory, philanthropy is separated from the other categories based on its voluntary nature as firms are not required to contribute their financial resources to the community. From this perspective, the CSR pyramid has provided four different types of responsibilities that a corporation may consider in order to behave in a responsible way, as can be seen from Figure 2.2.



Figure 2.2. The Pyramid of CSR (Carroll, 1991, p. 42)

2.1.2 Current terms and definitions

The previous sections presented specific approaches defining the concept of CSR, which provide the boundary of what represents CSR. In general, “common CSR initiatives include corporate philanthropy; “green” initiatives (focused on environmental sustainability); employee assistance plans; community-based corporate volunteerism programs; the setting of voluntarily high standards/code of conduct around working conditions 9across the supply chain); and product quality/safety initiatives, among others” (Rupp et al., 2018, p. 560). However, there is still an on-going discussion about how to define the term CSR (e.g., M. Schwartz & Carroll, 2008) in which different types of industries have different CSR practices (e.g., Aguilera et al., 2007; Bansal & Roth, 2000; Godfrey, Hatch, & Hansen, 2010). For example, consumer-oriented firms tend to adopt cause-related marketing campaigns to enhance their reputation (Porter & Kramer, 2006) such as hotels including Accor, InterContinental Hotels Group PLC and Marriot which focus on environmental protection programmes (Bohdanowicz, 2005).

Specific to the hotel industry, several researchers have only used the term CSR in discussions related to environmental responsibility (e.g., Céspedes Lorente, Burgos Jiménez, & Álvarez Gil, 2003; Tzschentke, Kirk, & Lynch, 2008). For example, despite incorporating aspects of CSR, Hilton’s we care! Programme is directly engaged in environmental initiatives (Bohdanowicz, Zientara, & Novotna, 2011). Although the word ‘environment’ is not included in the acronym of CSR, Graci and Dodds (2008) assert that the word “green”, “sustainability”, and “environmental” have been linked to CSR in terms of practices in the hotel industry. In particular, these common practices are codes of conducts, best environmental practices, eco-labels and awards, environmental management systems, and environmental performance indicators (Ayuso, 2007).

In light of the different perspectives of CSR’s definitions in this literature, the preferred definition is the one provided by van Marrewijk (2003) that refers to any practices that demonstrates the inclusion of social and environmental concerns in business operations and in voluntary interactions with stakeholders. The term ‘*CSR practices*’ will be labelled and used to investigate the phenomenon of CSR in the hotel context.

2.2 Theoretical Foundations

The prevailing theoretical perspectives for explaining how CSR affects employee attitude and behaviour are based on the tenet of social identity theory and social exchange theory. Researchers studying CSR effects have on employees have drawn these theoretical underpinnings to explain the development of affective commitment to the organisation (e.g.,

Brammer et al., 2007; Rayton, Brammer, & Millington, 2015), OCB (e.g., H. Kim et al., 2017), and employee engagement (e.g., D. Jones, 2010). Further review of each theory is presented in the following sections.

2.2.1 Social Identity Theory

According to Tajfel and Turner (1979, p. 40), social identity refers to “an individual's self-image that derive from the social categories to which he perceived himself as belonging”. Within the context of intergroup behaviour, Tajfel and Turner further explain that any behaviour displayed by individual or more others is based on the actor's identification of themselves and the others as belonging to different social categories. Similarly, Abd-Elmotalieb et al. (2015) refer to social identification as the psychological process through which individual classify themselves into various social groups of references to boost their level of self-esteem. The integration of social identification into organisational and psychological research has been used as a theoretical perspective explaining the relationship between CSR and employees' attitude and behaviours (Harris & Cameron, 2005). From the perspective of justice theory, procedural, distributive, and interactional judgements toward CSR may associate with different employees' needs, such as control, belonging, and meaningful existence (Rupp et al., 2006). It has been found that an individual's identity may contain these two components: cognitive and evaluative elements. That is, cognitive element refers to the extent to which group membership is self-define while evaluative element captures the value that people attach to their group memberships, which in turn determines the importance of a group membership to how people think and feel about themselves. Empirical findings suggest that affective identification is found to provide incremental predictive validity exceeding cognitive identification in the prediction of employee's attitude and behaviours (Johnson, Morgeson, & Hekman, 2012).

2.2.2 Social Exchange Theory

The social exchange theory has been used to describe this mechanism of the employer-employee relationship and suggests that employees are more engaged at work when they perceived that the task environments offered them greater psychological meaningfulness and safety while they are psychologically available (Kahn, 1990). Especially, CSR – organisational commitment relationship can be explained using social exchange theory. Recent research has paid increasing attention to the social exchange processes in explaining a series of interactions between employers and employees. This creates a sense of employee obligation to reciprocate positively to organisational initiatives with higher levels of commitment (Saks, 2006). This integrative

explanation helps to understand how employees become more engaged in their work and organisation and posits to be among the most influential paradigms for understanding workplace behaviour (Cropanzano & Mitchell, 2005). This view is further explained by D. Jones (2010) who found that when employees who engaged in CSR tend to exchange reciprocal benefits to their companies. As such, this social exchange perspective helps to understand employees' shared perceptions of such exchange relationship during their CSR participation that improves their attitudes toward the organisation and lead to better employee-employer relationship.

Furthermore, Rupp and Mallory (2015) also suggest that the constructs pertaining social exchange perspective can be treated as complementary process and helps to explain the mechanisms in determining how employees' attitudinal and behavioural responses to CSR. In accordance with a more syncretic perspective on social exchange theory, De Roeck and Maon (2016) argue that this theory potentially explains better understanding of social-psychological mechanisms through CSR which can strengthen relationship with other employees and their organisation. For example, a firm's CSR actions directed at employees create a reason for the employees to reciprocate with their positive behaviour towards the firm.

2.3 CSR and Employee-related Outcomes

This section provides a brief focus on the relationship between CSR and firm performance, the effects of CSR, and the business case for CSR. Over the past thirty years, the investigation of the relationship between CSR and firm performance has been an important debate in the literature (e.g., Margolis & Walsh, 2003; Pelozo, 2006). As a result, three different types of studies have been found in the studies that examined the relationship between CSR and financial performance. The first group of researchers has asserted a negative relationship between CSR and financial performance (e.g., Wright & Ferris, 1997). This group has familiar arguments against CSR based on Friedman (1970), who argues that firms should focus solely on maximizing profits and creating wealth for shareholders. The second group has argued for the positive effects of CSR on financial performance (e.g., Waddock & Graves, 1997) and asserted that CSR can complement a firm's economic objectives and the benefits from CSR lead to increased profitability (Pelozo, 2006). Due to the positive effects of CSR, the pressure on firms to engage in CSR has increased, meanwhile resisting it would trade-off profitability (McWilliams & Siegel, 2000). The third group has found no link between CSR and financial performance (e.g., Aupperle et al., 1985). From this perspective, results showed evidence that the relationship between CSR and financial performance have been inconclusive.

In addition to the investigation between CSR and financial performance, several researchers have recently focused on the effects of CSR in regard to the reactions of specific stakeholder groups, such as employees and customers (see Sen & Bhattacharya, 2001). For example, firms that are responsive to an increasing number of both internal and external stakeholders will tend to develop a positive reputation (e.g., Fombrun & Shanley, 1990). Moreover, Branco and Rodrigues (2006) specify narrow benefits that firms may receive from CSR activities. These benefits may be derived in terms of internal benefits that firms may obtain such as an increased ability to attract better job applicants, while external benefits are related to the effects of a positive image with stakeholders. Since the benefits from CSR activities have been varied, Wood (2010) suggests that taking the *business case* approach would narrow the search for the relationship between CSR and financial performance and justifies why it is important for firms to be socially responsible. In particular, Carroll and Shabana (2010) refer to the term business case in the perspective of businesses pursuing CSR and other related activities because of the financial and other benefits. Furthermore, several benefits can be derived from CSR activities (Weber, 2008). For instance, positive effects on company image and reputation, positive effect on employee motivation, retention, and recruitment, cost savings, revenue increases from higher sales and market share and risk reduction or management. Although this study is not going to focus on the relationship between CSR and financial performance, the business case approach and the benefits that are derived from CSR have provided a foundation of why it is important to engage in CSR.

Pratt, Pradies, and Lepisto (2013) have argued that broader CSR practices as promoting corporate-level initiatives while narrow CSR practices focusing on direct employee participation. A growing body of empirical research generally suggest that CSR results in the development of employee-related outcomes, such as employee organisational identification (Kim et al., 2010), job satisfaction (Brammer et al., 2007), commitment (Mueller et al., 2012), trust (Hansen et al., 2011), and employee attraction and retention (D. Jones et al., 2014). The following sections will focus on the review of organisational commitment, employee engagement, and organisational citizenship behaviour (OCB).

2.3.1 CSR and Organisational Commitment

The relationship between CSR and organisational commitment has called much research attention (e.g., Brammer et al., 2007; Rayton et al., 2015). Allen and Meyer (1990) conceptually refer to organisational commitment in terms of affective, continuance, and normative commitment. Each component separately defines as an emotional attachment to the organisation, employees'

perceived costs associated with leaving the organisation, and their feeling of obligation to remain with the organisation, respectively. Among these components, Allen and Meyer consider the affective commitment as the most important component which could affect employees committed to the organisation in the long term. Accordingly, this study takes the affective commitment as the appropriate component to investigate the relationship between CSR and employees.

Moreover, there has been continued interest in CSR and organisational commitment at the individual level (e.g., Mueller et al., 2012; Rayton et al., 2015; Rego, Leal, Cunha, Faria, & Pinho, 2010). This is because companies should consider employees' perception of CSR and their feeling of attachment toward the organisation that may lead to superior firm performance (Lee et al., 2013). Accordingly, CSR may cause employees' emotional, attitudinal, and behavioural responses (Rupp, Ganapathi, Aguilera, & Williams, 2006). In particular, the emotional response conceptually refers to affective commitment to the organisation in which Allen and Meyer (1990, p. 2) denote "an affective or emotional attachment to the organisation such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organisation". This view has been corroborated by Brammer et al.'s (2007) study. That is, employee perceptions of CSR have an impact on organisational commitment which can be closely associated with greater job satisfaction.

2.3.2 CSR and Employee Engagement

A review of literature reveals that employee engagement has been conceptualised in three different ways. The first definition of engagement is the one from Kahn (1990, p. 694) that defines personal engagement as "the harnessing of organization members' selves to their work roles [by which they] employ and express themselves physically, cognitively, and emotionally during role performances". In a similar vein, Roberts and Davenport (2002, p. 21) define job engagement as a core aspect of representing an individual's "enthusiasm and involvement in his or her job".

The second approach, considering an erosion of engagement with the job is an opposite of burnout (Maslach, Schaufeli, & Leiter, 2001). That is, burnout is characterised by low levels of activation and pleasure, whereas engagement is characterised by high level of activation and pleasure. Maslach et al. (2011) argue that engagement is distinct from other established constructs in positive psychology as it focuses on the work itself, which provides a more complex perspective on an individual's relationship with work. Schaufeli, Salanova, González-Romá, and Bakker (2002) provide a third approach for employee engagement, asserting that job engagement and burnout are related to each other.

Engagement refers to “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli, Bakker, & Salanova, 2006, p. 702). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is characterized by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work. Accordingly, this study adopted Schaufeli et al.’s (2006) definition and measure of engagement (i.e., Utrecht Work Engagement Scale-9 [UWES-9]).

Previous studies have found CSR-employee engagement relationship. That is, employee engagement could be a potential outcome of relationship development and attachment to co-workers, workplace climate and opportunities for learning (Shuck, Rocco, & Albornoz, 2011). In Lee, Choi, Moon and Babin’s (2014) study, corporate philanthropy positively associates with both job engagement and organizational engagement in the context of hotel industry. It has been indicated in Lee et al.’s study that employees who feel that the hotel provides plenty of resources are likely to reciprocate with high engagement in both their job and hotel. Accordingly, the project uses employee engagement as potential outcome from CSR practices.

2.3.3 CSR and Organisational Citizenship Behaviour

The term ‘organisational citizenship behaviour’ (OCB) is defined as “individual behaviour that is discretionary, not directly or explicitly recognized by a formal reward system, and that promotes the effective functioning of the organisation in the aggregate” (Organ, 1997). OCB has recently received substantial attentions from researchers. However, researchers appear to have several views regarding the dimensions of citizenship behaviour. There are three important citizenship behaviours that researchers typically describe. The first operationalisation of OCB is by Organ’s (1988) five dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The second approach by N. Podsakoff, Whiting, Podsakoff, and Mishra (2011) uses helping behaviour, voice behaviour, and organizational loyalty. The third approach by Raub and Blunschi (2014) indicates helping behaviour and voice behaviour that are frequently studied in the hospitality industry. Thus, this study followed Raub and Blunschi (2014) using helping behaviour and voice behaviour.

OCB is important to hospitality industry. This is because employees' behaviours that go above and beyond job requirement can help improve delivering high service quality (Bienstock, DeMoranville, & Smith, 2003). Many researchers have examined factors that are closely correlated with OCB including human resource practices (Tang & Tang, 2012) and organisational commitment (Fu et al., 2014). Their focus is on how organisational efforts influence OCB, less attention being paid to how hotels' CSR practices could have an influence on OCB (Abdullah & Rashid, 2012). Recent study has found that employees' perception of CSR positively related to OCB (H. Kim et al., 2017). Thus, helping behaviour and voice behaviour are used as the effects of CSR practices in this project.

2.4 Conceptual Model

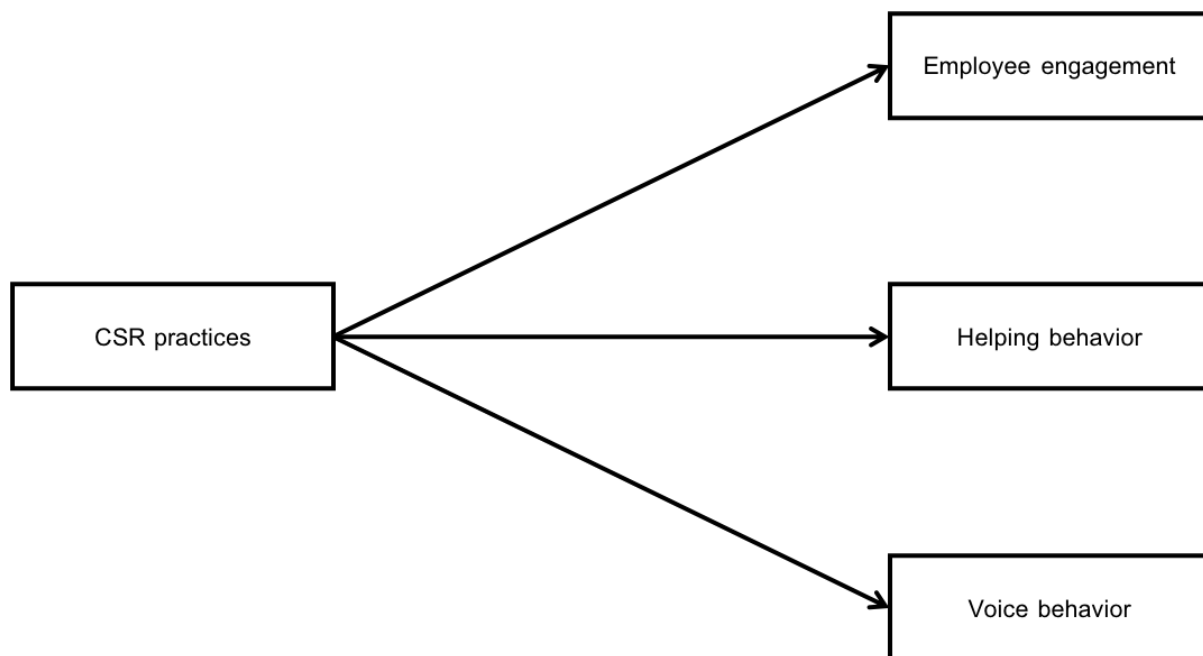


Figure 2.1. Tentative Conceptual Model

Chapter 3: Method

In Chapter 2, a review of the literature highlighted a number of issues and provided the foundation for this research investigation. The research problem stated in Chapter 2 for this thesis was developed and defined as: *How does Corporate Social Responsibility (CSR) contributes to employee outcomes in Thai hotel sector?* In addition, two research objectives were formulated in Chapter 2 to assist in the resolution of the research problem. In this chapter, the methods used to undertake the investigation and resolve the stated research problem are fully described and justified. Overall, this project adopted a mixed-methods approach, utilising a sequential research design to answer the specific research questions. In the first instance, the objective of the qualitative approach used in Phrase 1 was to guide the refinement of the questionnaire items for Phrase 2. Furthermore, the qualitative findings were expected to provide information about the nature of CSR practices and its outcomes for employees and organisations. Accordingly, these interview findings were used to identify important variables and provided the basis for developing the survey instrument to suit the Thai hotel context. In Phrase 2, a quantitative approach was undertaken to investigate the effects of CSR on employee outcomes. This second major study sought to comprehensively examine the model depicted in Figure 2.1. This model is a tentative conceptual model consisting of CSR practices and its consequences, such as employee engagement, helping behaviour, and voice behaviour. It is important to note that qualitative results may further suggest potential variables to represent potential employee outcomes.

The chapter begins with a discussion of the overall research design and justification of the appropriate data collection techniques used for this thesis investigation. The next section presents the details of the data collection procedures and analyses. There were two major stages of data collection. The first stage employed the qualitative method of in-depth interviews, while the second stage employed the quantitative method of survey. Within each of these two stages, the major topic areas discussed in this chapter are sampling design, instrument development, research procedures, and analytical techniques.

3.1 Research Design

Mixed methods research has recently gained popularity, which involves employing a combination of quantitative and qualitative approaches. In general, mixed methods research is defined by Johnson, Onwuegbuzie, and Turner (2007, p. 123) as “the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches for the broad purposes of breadth and depth of understanding and corroboration”. These elements

include the use of qualitative and quantitative viewpoints and the integration of the data at one or more stages in the process of research (Creswell, Plano Clark, Gutmann, & Hanson, 2008). The use of mixed methods offers a better understanding of the research problem being studied when compared to a single-method study (Plano Clark, Cresswell, Green, & Shope, 2008). This approach allows researchers to use the strength of additional methods to overcome the weaknesses in another method (R. B. Johnson & Onwuegbuzie, 2004). In addition, multiple perspectives obtained from combining both qualitative and quantitative data can be used to corroborate strong conclusions and can facilitate the incremental building of knowledge (Creswell et al., 2008). However, several challenges must be addressed when conducting mixed methods research, such as requiring time to implement data collection and to report data analyses (Plano Clark et al., 2008).

The purposes of combining qualitative and quantitative approaches are various and when considering a mixed methods research design, the researcher should identify the aim of conducting such research from the start (Tashakkori & Teddlie, 2008). In order to choose an appropriate research design, Greene, Caracelli, and Graham (1989) listed five purposes for employing mixed methods research. First, *triangulation*, which seeks convergence of results, is achievable. Second, using mixed methods is *complementarity* because it seeks elaboration of results from one method with the results from the other. Third, there is *development* when the results from the first method are used to inform the other method. Fourth, *initiation* occurs as using mixed methods seeks to discover new perspectives by reorganising results from one method with results from the other method. Fifth, *expansion* is achievable because breadth and scope is added to a study by using different methods for different components.

In regard to the research design for a mixed methods approach, numerous authors have classified types of designs using different criteria. For example, Cresswell, Plano Clark, and Garrett (2008) suggest that there are two major types of mixed methods designs to answer the research problem under investigation: concurrent and sequential design. The concurrent design occurs in a parallel manner. In contrast, the sequential design occurs across chronological phases in which the results of the first phase lead to the formulation of the next phase (Teddlie & Tashakkori, 2009). Hence, a sequential design has been chosen for this study as Cresswell (2009) recommends the design procedures for a mixed methods study should be determined based on three aspects: timing, weighting, and mixing.

Although several decisions are required prior to conducting mixed methods research, there are similarities among these choices. In this project, the sequential mixed methods design was adopted due to the research problem to be investigated. This design allowed the findings in one type of data to be used in the development of the next phase (Teddlie & Tashakkori, 2009). Using a similar approach, the main purpose of the first phase of this study was to use the qualitative data to support the development of the main survey instrument. As potential determinants derived from the literature were not adequate, the qualitative information was used to provide a more comprehensive view of CSR practices and its consequences within the Thai hotel context as well as to ensure the measurements for the main quantitative study were appropriate. Thus, in this project, qualitative data was first collected and analysed, followed by a quantitative study.

3.2 Phase 1: In-depth Interviews

This section provides the rationale for the choice of depth interviews as the technique for collecting qualitative data. There is a wide range of techniques which qualitative data can be obtained are focus groups, observations or interviews. An in-depth interview is defined as a one-to-one method of data collection from a conversation with the interviewees aiming for better understanding of and insights into the research issues (Hennink, Hutter, & Bailey, 2011). That is, researchers can gain rich and detailed information from the respondents through the interviews. The approach of utilising depth interviews is preferable over the focus group technique when the researcher desires to gain a deeper and better understanding of the participants' meaning (Legard, Keegan, & Ward, 2003). From this perspective, the aim of utilising a qualitative study in this research was to gain better understanding of the nature of CSR practices as well as its consequences for employees and organisations within the Thai hotel sector. However, it is important to note that the primary purpose of utilising this qualitative information was to assist in scale refinement for the main survey development. In summary, undertaking a series of interviews prior to a major survey of managers and employees was considered a valued step.

3.2.1 Instrument: Semi-Structured Interviews

Utilising semi-structured interviews as a qualitative data collection technique in this study allowed flexibility in probing the interviewees for further information (Arthur & Nazroo, 2003). In order to utilise the benefits from using semi-structured interviews, an interview guide was developed to provide a written list of questions and topics to be covered (Bernard, 2000). The set of interview questions was developed based on a review of existing CSR literature, and the interview guide was used to provide the researcher with a set of standard questions to follow, see Table 3.1. All

questions were all open-ended questions. However, the sequencing of the questions was left open in order to accommodate the interview procedure. That is, some questions might need further probing in relation to unprompted responses from the interviewees. Accordingly, notes were taken to collect any details that could not be audio recorded, such as interviewees' facial expression and interactions.

Table 3.1

An Interview Guide

Manager	Employee
<p>Introduction</p> <ul style="list-style-type: none"> -To introduce objectives of the study, confidentiality, timing. -To explore CSR practices in the hotel industry. -To explore how managers explain why CSR improve employee and hotel performance. 	<p>Introduction</p> <ul style="list-style-type: none"> -To introduce objectives of the study, confidentiality, timing. -To explore CSR practices in the hotel industry. -To explore how employees explain why CSR enhances their performance and benefits to the hotel.
<p>Current hotel performance</p> <ul style="list-style-type: none"> -What are the hotel's mission and values are? -How importance of CSR is to the hotel? 	<p>Employees' responsibilities and typical workdays</p> <ul style="list-style-type: none"> -What are your day-to-day task? -How did you start working for the hotel? -What did friends and families comment about you are working at the hotel?
<p>Exploring CSR activities</p> <ul style="list-style-type: none"> -What are CSR practices that the hotel has done in the past? -What are the benefits that you could see from these activities? 	<p>Employees' experience with CSR</p> <ul style="list-style-type: none"> -What did you know about CSR? -How did you involve in CSR? -Why did you volunteer to participate in these activities? -Whether you have benefited from or contributed to it?
<p>Understanding of employees' relationships with CSR and hotels</p> <ul style="list-style-type: none"> -What are your expectation from employees' participation in CSR? -How CSR affects employees' perceptions about the hotel? 	<p>Employees' relationship with the company</p> <ul style="list-style-type: none"> -How CSR affects your attitude/perception about the hotel? -What did friends and families comment about you are participating hotel's CSR activities?

3.2.2 Participant Selection and Data Collection

Qualitative researchers commonly use a non-probability sample to select the research population. A range of non-probability sampling approaches can be chosen, such as purposive, convenience, and snowballing samplings. This project used the purposive sampling technique by selecting units which provide information needed for answering the research questions (Teddle & Yu, 2007). The sample was drawn from reliable government sources (i.e., the Tourism Authority of Thailand and the Thai Hotels Association) to ensure of the appropriate representativeness of the hotel sector in Thailand. Krabi was selected as per high tourist destinations in the South of Thailand.

In addition, a snowball technique should be used together with other participant recruitment methods. The snowball approach, or *network chain referral*, was utilised by seeking further potential participants based on referrals (Neuman, 2006). An advantage of snowball recruitment is that potential participants are likely to be from the same social networks and operate within similar social contexts as the other participants (Hennink et al., 2011). This referral procedure was helpful in gaining access to key participants who were actively involved in CSR activities.

3.2.3 Interview Procedure

The majority of potential participants were first contacted by phone to discuss the possibility of collecting information regarding CSR in the hotels. The telephone operators were the first point of contact in the hotels. General questions were asked of the operators to gather information on the hotel's involvement in CSR and the main person responsible for CSR. Mostly, the operators directed the call to the HR Department, where HR officers were the first point of contact in the HR department. The HR officers then passed the information regarding the set-up of interviews to the HR Managers. Once the HR Managers confirmed the date and time of the interview, the interview packages were sent via email as an official invitation to the hotels to participate, as well as to request authority to proceed with the interviews. Then, the interview sessions were confirmed either via email or telephone.

The average interview time was approximately 20-30 minutes. Each interview session was conducted according to the interview procedure as follows. First, general information about the research was given to the interviewees, such as the purpose of the interview, the use of the data, the confidentiality of the data, and seeking permission to use a digital recorder. This introduction part also outlined the information required from the interviewees and that the interviews were conducted on the basis of anonymity. The participants were then thanked in advance for participating in the interviews and contributing their time by sharing the information. Then, the

initial conversation was carried out utilising the questions in the interview guide. The conversation topic started with the CSR practices/activities that participants had implemented and were involved in. Further probing questions were also asked if needed in order to acquire more details about the activities and the importance of these activities. Not all the questions in the interview guide were asked in every interview, as there were often interesting stories to probe further with participants.

3.2.4 Data Analysis

Data was fully transcribed and then translated into English. The transcribed interviews were coded using NVIVO. Analysis of the interview transcripts then proceeded through several stages of thematic analysis to identify, analyse, and report different patterns of responses, as recommended by Braun and Clarke (2006). The transcripts were coded under several themes which are in line within the pre-established concepts derived from the review of the literature. Each theme captured several aspects related to the nature of hotels' CSR practices and its outcomes for employees and organisations. The transcripts were reviewed and read several times to ensure that the statements under each theme and category were consistent. Consequently, several themes emerged from the interview data. These themes were then integrated, with the coding guided by the pre-established concepts proposed in the literature, to narrow the analysis of the themes. Results of interviews will be presented in Chapter 4.

3.3 Phrase 2: A Quantitative Approach

Self-administered questionnaires are one of the major methods in social survey research (Babbie, 2013). This approach is commonly used to obtain data from a large population, to ask many people about self-reported beliefs or behaviour, and to allow many questions to be asked at one time (Neuman, 2006). It also allows respondents to complete the questionnaire at their own pace (Malhotra, 2010). In an instrument development, this project used multi-item measurement scales by adapting and extending existing scales from the literature. That is, previously published scales were used as a basis for each scale and statements were subsequently adapted to suit the Thai hotel context and/or were extended to reflect revised scale definition, as informed by the qualitative data. In regard to the instrument development, four constructs were proposed in the conceptual model. One construct reflected independent variables while three constructs were the dependent variable.

The most widely used scale format for questionnaires used in social science research is the Likert scale, including business applications (DeVellis, 2012). The Likert scale is represented by several

points along a continuum that measures the level of agreement, frequency or importance of a group of attributes (Hinkin, Tracey, & Enz, 1997). The format of a rating Likert scale consists of two major components: the number of response categories to be offered, and the labelling of the response categories (Weijters, Cabooter, & Schillewaert, 2010). The Likert scale response format used in this survey was 7-point scales ranging from strongly agree to strongly disagree. For example, 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neutral, 5 = slightly agree, 6 = agree, and 7 = strongly agree.

The respondents received a survey package consisting of four main parts: a welcome message, a set of hotel information questions, personal information questions, and a lucky draw. The first section, a welcome message, was presented followed by an instruction on how to fill the questionnaire. The second section comprised questions about CSR practices and CSR participation. Next, the third section was designed to gain information from respondents about their level of agreement regarding employee outcomes. Last, the fourth section included five personal information questions which were gender, age, education, income, working department. This information was used to profile characteristics of the total sample.

Once questionnaires were received, data were input into SPSS software for preliminary data screening. The analyses of descriptive statistics provide mean scores, standard deviations, and percentages in relation to each variable to uncover the details of CSR practices and its consequences. This study employed several analytical techniques to answer the research questions, such as Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and regression analysis. Moreover, a partial least squares structural equation modelling approach (PLS-SEM) has gain popularity in predictive and explorative purposes and for handling complex models with small sample sizes (Richter, Sinkovics, Ringle, and Schlaegel (2016). The PLS approach is a nonparametric statistical method, which does not require the data to be normally distributed (Hair et al., 2017) and is now widely used by social science researchers (e.g., Chang and Busser, 2017). This approach was employed to examine model estimation in three steps: 1) to validate the outer (measurement) model; 2) to assess the inner (structural) model; and 3) to examine path coefficient to assess the path coefficients for each hypothesized relationship.

Chapter 4: Qualitative Results, Discussion, and Implication

Semi-structured interviews were chosen as an appropriate technique to explore the nature of CSR practices and its outcomes. Fieldwork took place in Krabi province, especially Ao Nang area for three visits during September 2016 and September 2017. Hotels were initially contacted by telephone and efforts were made to determine who took responsibility about CSR practices at the hotel. When such information was determined, arrangements were subsequently made for interviews. A total of 14 participants were interviewed with the sample including six males and fourteen females, ages ranged from 26 to 55. Nine of them were managers and five were employees. After interviewing the eleventh interviewee who was a manager, similar responses were grouped together and considered sufficient for conducting thematic analysis. Another three interviews were carried out to ensure that no new information was being added and no new themes had emerged from the data. Subsequently, the interview data was then coded by categorising it into several themes using thematic analysis.

4.1 Qualitative Results

The findings from the interviews with managers and employees within the Thai hotel sector are discussed in two parts. First, information relating to the nature of hotels' CSR practices is presented in Section 4.1.1. Several categories of practices were indicated. Second, the findings regarding CSR outcomes are reported in Section 4.1.2. This part includes employee benefits derived from CSR, such as emotion, helping colleagues, and meaningfulness. A summary of the qualitative findings is provided in Section 4.1.3, before moving to Section 4.2 relating to discussion and implications.

NVIVO software was used to analyse and organise data. Data were firstly transcribed, loaded into NVIVO, and then framed according to the pre-established concepts discussed in Chapter 2, Section 2.4. Most of the comments from the interviews corresponded closely with CSR practices identified from the literature. However, utilising a semi-structured interview technique allowed for the emergence of new understanding of CSR outcomes from the data collected, particularly regarding helping behaviour and meaningfulness. These themes are discussed in Section 4.1.1 and Section 4.1.2, respectively.

Feature visualising data in NVIVO allows data to be further explored, identify new themes, and discover new perspectives. Figure 4.1 illustrates all themes/nodes derived from interview data. Using nest shapes showed varying size and colours to compare data and themes emerged from

the interview. The orange colour categorised under the theme 'employee benefits' which covered 50% of area. The theme 'manager feedback' covered half of the theme employee benefits, see Figure 4.2. While employee benefits and manager feedback are the major themes from the interviews, the sub-themes of emotion and helping largely emerged from the data in Figure 4.3.

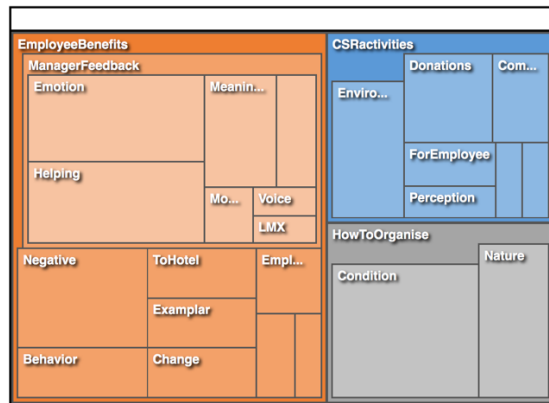


Figure 4.1. All Themes from Interview Data

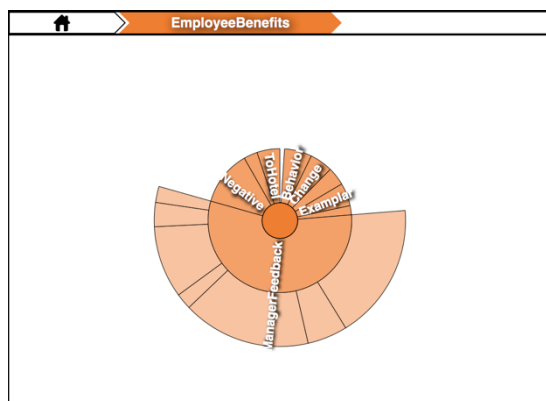


Figure 4.2. All Themes under Manager Feedback

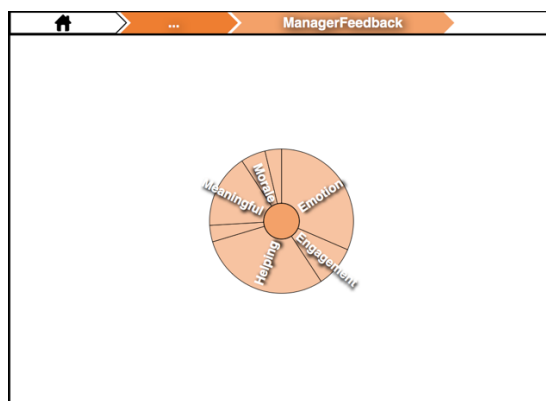


Figure 4.3. Comparing Themes under Manager Feedback

4.1.1 Categories of CSR Practices

In this section, the interviews provide an overall picture of the nature of CSR practices identified by managers. Overall, six categories of CSR practices were identified. These were activities for community, donation, activities involving education, environmental activities, employee activities, and relating to religion. Among all six categories, environmental activities and donation were easily recognised by managers. In addition, a manager expressed the importance of these CSR activities in stimulating and communicating with other staff. Thus, CSR perception is another theme under CSR practices. Table 4.1 shows the a summary of these seven themes under CSR practices.

4.1.2 CSR outcomes

This section reports CSR outcomes identified by managers. Data were firstly coded under the theme 'manager feedback' and then redo the screening and categorising data under specific outcomes mentioned by managers. These outcomes are identified in terms of how employees showed their emotion, how managers perceived the meaningfulness from CSR, showing engagement, strengthening relationship, and helping and voice behaviour. Overall, seven categories emerged from the data. It has been found that emotion and helping behaviour are highly coded under manager feedback. Table 4.2 shows these seven categories.

Table 4.1

A Summary Table of Identifying CSR Practices

Theme	Frequency	Meaning	Evidence
1. Environmental activities	10	A manager talked about CSR practices initiated by headquarter which explain about several environmental concerns within internal management of the hotel as well as concerns toward the community.	“...Planet 21 Project is everything relating to environment, colleagues, and community around the hotel. This project is initiated under the chain standard to enhance our internal management from water and electricity usage, waste management. We ensure that our batteries are trashed into the right bin. We categorised different types of wastes including recycle waste...” (Informant 8)
2. Donation	8	A manager talked about several donations were contributed by the hotel for several institution. This hotel tends to target children, students, and schools.	“...we have CSR activities that we donated goods for students during New year season. We organised activities for Children’s day. Recently, we just donate cloths for students...” (Informant 8)
3. Community	5	A manager highlights the location the hotel selected as it is in a need of resources. Thus, the activity was designed in this area aiming for a type of on-going activity that will be carry on for few years.	“...we always gave money to Baan Song Pandin School around 50,000 baht. This is an on-going project from last year that we already built canteen. This school is in remoted area and its location is far away and dangerous area...” (Informant 2)
4. Employee activities	4	A manager seemed to like this project that provided good results for her staff.	“...clear example would ‘White Hotel’ project with Thai Health Promotion Foundation about anti-drug campaign. We checked our staff, sometime randomly...We promoted non-smoking campaign

Theme	Frequency	Meaning	Evidence
			which is almost 100% successful. Most staff were in well-coordinated. Some of them could reduce their smoking around 5-8 cigarettes..." (Informant 6)
5. Education	2	A manager expressed that local education is one of his focus. He seems to see the importance of supporting local community.	"...in terms of education institution, we have MOU with local colleges, such as Phuket Technical College. For our hotel, we have MOU with Krabi Technical College. We would like to support local..." (Informant 1)
6. Religion	2	Only a manager mentioned about this activity, however the hotel participated in every occasions.	"...about offering food to monks for every occasions. Staff are well-participated..." (Informant 6)
7. Perception	3	Among all managers, this manager explained how CSR practices can be a good communication tool for other staff to perceive the importance of responsible practices for society.	"...it is like cultivating them about responsible practices for local community and for society. Sometime, we circulate this information for other staff to see that these activities are beneficial..." (Informant 7)

Table 4.2

A Summary Table of Categories under CSR Outcomes

Theme	Frequency	Meaning	Evidence
1. Emotion	17	Managers expressed how employees participated in CSR show their happiness in different ways. Happiness may take place in the part of being helpful for others and can be revealed through facial expression.	<p>“...It is an activity about being a giver offers you happiness. That is how it helps...” (Informant 9)</p> <p>“...after doing it, they all were having smiling face and happy. Making merit made you feel good. Like you are enjoy playing sport. Everyone is happy, it is personal happiness. The hotel allows family and kids to participate. That is much (flexibility) offered by the hotel...” (Informant 6)</p>
2. Helping	16	Managers identified that helping behaviour can be seen with the department and difference departments. Sharing story with other friends who did not attend can be seen as an open-up conversation that helps strengthening relationship and stimulates helping environment.	<p>“...good team spirit in their department, with different department too. They help each other in each department...” (Informant 6)</p> <p>“...first of all, they will talk among them that ‘I went to do this activity’. Sharing this story, somehow, strengthening their relationship. For those who did not go, sharing is kind of open-up their conversation, helping will come afterward...” (Informant 8)</p>
3. Meaningful	9	Managers expressed meaningfulness is a personal thing which may not relate to work. It may come from being a giver or seeing things	<p>“...I see it as personal meaningful deriving from being a giver. This actually directs to person. Especially when serving other, they feel more empathy. Caring is foundation of delivering service culture including being humble, perceiving others’ feeling first, or doing something good for others. This type polishes up a good person for society...which brings them meaningfully...” (Informant 2)</p>

Theme	Frequency	Meaning	Evidence
		in a different way from participating in CSR activities.	"...seem like they see the benefits which are different. Instead of serving customers, I get chance to see the sea, collect trash. After that, they could see different results, the beach is clean. Seeing this makes them feel good..." (Informant 8)
4. Engagement	5	Managers indicated their level of enthusiasm is increased for participating in CSR and engagement can be seen in terms of their active performance.	"...this type of activity offered teamwork. When we organised once and will organise next one, everyone is so enthusiastic to participate and many more want to attend..." (Informant 8) "...All right, nothing to say about their spirit, they are actively in performing..." (Informant 2)
5. Morale	3	A manager notices the improvement in employee motivation.	"...in terms of motivation, I think it improves. Like we did merit making. We are grateful and this will help..." (Informant 9)
6. Leader-member exchange	2	Managers indicated that CSR may promote better relationship among employees as well as between boss-employee relationship.	"...from another perspective, this activity will help regarding employee-employee relationship as well as boss-employee relationship too..." (Informant 5)
7. Voice	2	Managers expected to see voice from their employees. A manager mentioned about she saw her staff could speak up and share her opinion.	"...but somehow during their participation, they could speak up, share their opinion which sound genuine to me..." (Informant 7) "...actually, I see that managers should encourage staff to be confident in doing..." (Informant 3)

4.1.3 Summary of Qualitative Results

The previous sections reported the interview results. The interviews provided the nature of CSR practices and its outcomes. Overall, several categories of CSR practices emerged from the interview as well as a wide range of outcomes identified by managers. Accordingly, many outcomes were congruent with the literature review presented in Chapter 2, such as employee engagement and OCB. Moreover, the interview results were informative to provide further understanding of CSR outcomes from manager perspective. These results were then used to refine the conceptual definition and the tentative conceptual model proposed in Chapter 2. Three themes emerged from the data that have not reviewed in Chapter 2 are emotion, meaningfulness, and leader-member exchange. Accordingly, the measures of these themes are included in the survey instrument and are not the focus in this report.

In Section 2.4, four constructs were proposed in a tentative conceptual model to explain consequences of CSR practices. This section reports the integration of the existing measures from the literature, together with the interview findings from Section 4.1. The measures utilised the qualitative information from the interviews and were developed to be used in the survey instrument. These interview results were used to assist in scale refinement to closely reflect on measures for the Thai hotel context. That is, the construct of CSR practices is measured using CSR perceptions and CSR participation. In line with Maignan and Ferrell (2004), various CSR initiatives should be investigated jointly in any one research study so that differential effects can be appropriately determined. Several addition constructs are used in the survey instrument. However, this report focuses on five constructs including CSR perception, CSR participation, employee engagement, helping behaviour, and voice behaviour. Other constructs will be presented in the forms of published articles and proceeding papers. Table 4.3 illustrates the revised conceptual definition for each construct. Figure 4.5 shows the revised conceptual model used in this report.

Table 4.3.

Revised Definitions of Constructs

Construct	Definition	Source
CSR perceptions	an extent to which employees perceives their hotel as socially and environmentally responsible.	Vlachos et al. (2014)
CSR participation	an extent to which employees participate in CSR activities on voluntary basis.	Vlachos et al. (2014)
Employee engagement	the extent to which employees have a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption.	Schaufeli et al. (2006)
Helping behaviour	discretionary behaviours that have the effect of helping a specific other person with organisationally relevant task or problem.	Podsakoff et al. (1990)
Voice behaviour	the extent to which employees emphasize expression of constructive challenge intended to enhance work performance within their department.	Van Dyne and LePine (1998)
Meaningful work	the extent to which employees perceive work-related activities as more meaningful to them.	May, Gilson, and Harter (2004)
Leader-member exchange	the quality of the exchange relationship that exists between employees and their supervisors.	Graen and Uhl-Bein (1995)
Perceived organisational support	employees form general beliefs concerning how much the organisation values their contributions and cares about their well-being.	Rhoades, Eisenberger and Armeli (2001)

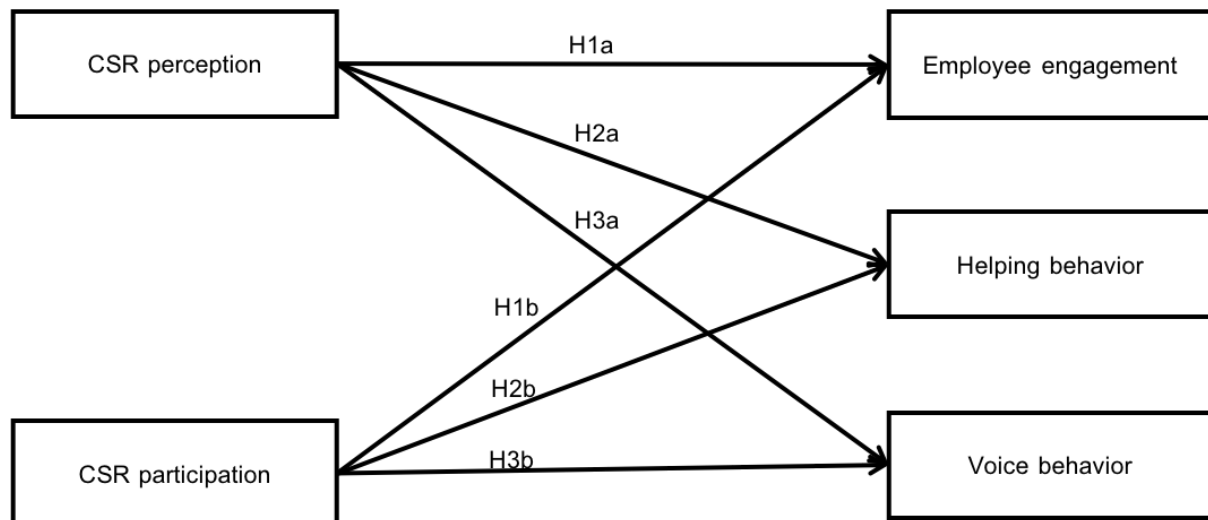


Figure 4.4. Revised Conceptual Model.

Qualitative results were further used to assist scale refinement for each construct used in the study. Table 4.4 shows the revision version of measurement items used for each scale. The proposed survey instrument questions were ready for further evaluation and testing. Expert reviews were employed to ensure the content and face validity for each construct. Five experts were given an item review document that contained the definition for all constructs and items. The experts were then asked to rate how representative each item was on a three-point Likert scale in which *1 = not representative*, *2 = somewhat representative*, *3 = representative*. At the end of each dimension, space was given for comments and feedback. Once the panel completed the reviews, minor changes were made and a few statements were adjusted in wording. Second, the statements were then organised into the questionnaire. As the questionnaire was designed in English, it needed to be translated into Thai, and this was done by the researcher. The second group of expert panel were academic staff from Prince of Songkla University, who reviewed the translated version of the questionnaire to ensure the accuracy of the translation. Accordingly, minor changes were made and the survey instrument was ready to be used for data collection.

Table 4.4.

The measurement items for each scale

Construct	Measures
CSR perceptions	<ul style="list-style-type: none"> -My hotel has environmentally responsible business practices. -My hotel provides substantial support for socially responsible activities. -My hotel encourages employees to participate in activities that enhance the well-being of society -My hotel has incorporated socially/environmentally responsible activities into the guest experience. -My hotel devotes a lot of time and money to help wide sections of Thai community. -My hotel has shown strong support for the preservation of Thai's traditional culture and heritage activities. -My hotel participates in many activities to enhance the quality of the environment.
CSR participation	<ul style="list-style-type: none"> -I voluntarily contribute my time to participate in my hotel's CSR activities. -I am actively involved in CSR activities at my hotel. - I participate in every new CSR activity at my hotel. -My job requires me to be involved in my hotel's CSR programs. -I perform CSR-related tasks for the hotel during my time off. -My hotel expects me to be involved in CSR activities, as part of my job. -I am involved in a lot of hotel's CSR activities on a voluntary basis.
Employee engagement	<ul style="list-style-type: none"> -I put a lot of energy into my work at the hotel. -I feel strong and vigorous in my work at the hotel.

Construct	Measures
	<ul style="list-style-type: none"> -I look forward to going to work. -Time goes very quickly when I am working at the hotel. -My work is very absorbing. -I get fully immersed in my work activities. -I am proud of the work that I do. -I am enthusiastic about my work at the hotel. -I feel inspired when I am at work.
Helping behaviour	<ul style="list-style-type: none"> -I help my hotel colleagues who have been absent. -I help others at the hotel who have heavy work load. -I help orient new staff, even though it is not required. -I willingly help colleagues who have work-related problems. -I am always ready to lend a helping hand to hotel colleagues.
Voice behaviour	<ul style="list-style-type: none"> -I make recommendations concerning issues that affect my work colleagues. -I speak up and encourage others in my department to get involved in issues that affect us. -I communicate my opinions about work issues to others in my department even when my colleagues may disagree with me. -I keep well informed about issues which might be useful to my department. -I get involved in issues that affect the quality of work life here in my department. -I speak up in my department with ideas for new projects or changes in procedures.
Meaningful work	<ul style="list-style-type: none"> -The work I do at the hotel is very important to me. -My job activities at the hotel are personally meaningful to me.

Construct	Measures
	<ul style="list-style-type: none"> -The work I do at the hotel is very worthwhile. -My job activities at the hotel are significant to me. -The work I do on this job at the hotel is meaningful to me. -I feel that the work I do in my job at the hotel is valuable.
Leader-member exchange	<ul style="list-style-type: none"> -My supervisor understands my job-related problems and needs. -I know where I stand with my supervisor. -My supervisor recognises my potential. -My supervisor would use his/her power to help me solve work related problems. -My supervisor would "bail me out" at his/her expense. -I defend and justify my supervisor's decision when he/she is not present to do so. -I have an effective working relationship with my supervisor.
Perceived organisational support	<ul style="list-style-type: none"> -My hotel really cares about my well-being. -My hotel strongly considers my goals and values. -My hotel shows substantial concern for me. -My hotel cares about my opinions. -My hotel is willing to help me if I need a special favour. -Help is available from my hotel when I have a problem. -My hotel would forgive an honest mistake on my part.

4.2 Discussion and Implications

While the primary purpose of utilising qualitative results in this project was to assist in scale refinement for the main survey development, the findings from the interviews offers better understanding of the nature of CSR practices as well as its consequences for employees and organisations within the Thai hotel sector. CSR practices are important for employees, which

expands the notion of work to go beyond traditional job and organisational boundaries (Aguinis & Glavas, 2017). This can be explained from Rupp et al. (2018) that CSR can contribute benefits to society in general as well as fulfil employees' experienced meaningfulness at work. In line with qualitative results, three new themes emerged from the interviews suggesting emotion, meaningfulness, and leader-member exchange are in forms of employee outcomes in addition to the pre-establish concepts reviewed in Chapter 2. This result is consistent with other studies which explain that affective disposition is linked to positive work experiences. This is because positive emotions (e.g., joy, interest, contentment) might facilitate people's proactive and adaptive work behaviours which can be further explained in terms of all kinds of team-building and committed action that is associate with meaningful work (Steger, Littman-Ovadia, Miller, Menger, & Rothmann, 2013). In other words, people with positive affective dispositions may enhance their own work engagement and helping others, which result in creating positive working relationships (Leiter & Maslach, 1988).

Furthermore, the results offer some practical implications for organisations. By understanding the consequences of CSR practices from manager perspective, organisation can work towards creating an environment that will enhance engagement. This result may offer suggestions to hotels to use this concept of fostering positive emotion and meaningful work as an employment selection criterion. While meaningful work and employee engagement were mentioned by managers, previous studies indicated that meaningful work is likely to be a stronger predictor of employee engagement than positive emotion (Steger et al., 2013). Hotels should recognise the importance of meaningful work as a predictor of engagement at work. Especially for new talents, HR managers should set up meaningful work as a selection procedure, for example probing questions for candidate interview relating to how work is important to him/her and what task/responsibility is meaningful to his/her life. For current employees, HR managers may design CSR activities targeting on the enhancement of employees' sense of meaningfulness at work. This might demonstrate how employees' participation in CSR aligns with their personal meaningful to hotel's core values, how their efforts are an integral mechanism to the hotel's function that are altogether fostering opportunities to serve social benefits and community through their work.

Moreover, previous research efforts in CSR have also explicitly addressed the mediating effect of affective commitment (e.g., Chun, Shin, Choi, & Kim, 2013). For example, Gong, Law, Chang, and Xin's (2009) findings indicate that employees reciprocate exchange relationship offered by companies' treatment with greater commitment to their companies when they perceive high level of CSR. While usual mediators/moderators used in studies were firm size or industry (Grewatsch

& Kleindienst, 2015), it would be interesting to examine mediating and/or moderating factors on the CSR-outcome relationship would support this study. Future study may focus mainly on the mediation effect of employees' emotion, meaningful work, or exchange relationship in the model.

Chapter 5: Quantitative Results, Discussion, and Implications

The second objective in this study is to examine the effects of CSR on employee outcomes from the perspectives of hotel employees. According to the revised conceptual model, this study focused on three employee outcomes: employee engagement, helping behaviour, and voice behaviour. This chapter outlines demographic and background information. Then, the survey results are presented according to the revised conceptual model, see Figure 4.4. Two models are presented based on its dependent variables. The first model examines the effects of CSR on employee engagement (Hypothesis 1a and 1b). The second model investigates the effects of CSR on helping behaviour (Hypothesis 2a and 2b) and voice behaviour (Hypothesis 3a and 3b). The discussion and research implications also provide in the following sections of each model's results.

5.1 Demographic and Background Information

This section reports the demographic characteristics and backgrounds of the research sample used in this study. This information includes gender, age, education, and income using descriptive statistics, such as mean and percentage. Two hundred ninety-five questionnaires were delivered in total to the ten participating hotels in Aonang, Krabi. The completed survey procedure resulted in a total of 265 survey responses. Twenty responses had some sort of data missing that brought down the count to 245 useable responses, yielding a response rate of 83%.

Of the 245 useable responses received, 62% of respondents were female, reflecting a domination of female respondents working in hotels. Most of the respondents in this study were Generation Y (79%) and Generation X (21%). The majority of the respondents (50%) had a university undergraduate degree. They were mainly from four departments: front office (18%); accounting (17.6%); housekeeping (17.1%); and food and beverage (12.7%). Further, almost 74% of the respondents who participated in this study were from chain hotels and 26.12% from independent hotels.

5.2 Model 1

Model 1 examines the effects of CSR on employee engagement. A set of hypotheses is listed as follows:

H1a: *CSR perception* has a positive effect on employee engagement.

H1b: *CSR participation* has a positive effect on employee engagement.

5.2.1 Measurement Model

Partial least squares (PLS) with SMARTPLS software version 3.0 was used in estimating the measurement model and the path coefficients in the structural model. Accordingly, a sampling guideline for PLS-SEM indicates that the minimum sample size should be ten times the largest number of indicators used to measure a construct (Hair, Hult, Ringle, & Sarstedt, 2017). This approach suggests that the current study for five indicators would need 50 observations for the minimum sample size. Thus, sample size is adequate to run statistical analyses using PLS. Results of measurement model present the estimations of individual reliability and the factor loadings. Table 5.1 presents average variance extracted (AVE) and composite reliability (CR) values. The heterotrait-monotrait (HTMT) ratio has been considered as a traditional assessment method to establish discriminant validity at the recommended threshold of 0.90. A boot-strapping procedure with 5000 subsamples was employed to assess the measurement model using three constructs including CSR perception, CSR participation, and employee engagement. The results suggest the existence of discriminant validity among the constructs, see Table 5.2.

5.2.2 Structural Model

Before testing the hypotheses, multicollinearity was assessed using the variance inflation factor (VIF) for each variable. Results indicate the highest VIF occurs for employee engagement (ed8) variable (VIF = 3.264). This value does not exceed the threshold of 5.00 suggested by Sarstedt, Ringle, Smith, Reams, and Hair (2014). Accordingly, the problem of multicollinearity is not a concern in this study. Results of structural model reveal that all structural regression coefficients were significant (see Figure 5.1). The R^2 results reveal that 69.30% the variance of employee engagement can be explained by CSR perception and CSR participation in the model. The path estimate show that CSR participation ($\beta = 0.45, p < 0.01$) and CSR perception ($\beta = 0.37, p < 0.01$) had a significant positive effect on employee engagement. Thus, Hypothesis H1a and H1b are supported.

Table 5.1

Assessment Results of the Measurement Model

Construct/Associated items	Loading	CR	AVE
CSR perception		0.907	0.711
C1	0.907		
C3	0.820		
C5	0.802		
C6	0.839		
CSR participation		0.868	0.622
PAR1	0.807		
PAR2	0.751		
PAR3	0.873		
PAR4	0.717		
Employee engagement		0.901	0.647
Ea4	0.772		
Ea5	0.800		
Ed8	0.850		
Ev1	0.883		
Ev3	0.704		

Table 5.2

Discriminant Validity (HTMT)

Construct	1	2	3
1. CSR perception			
2. CSR participation	0.850		
3. Employee engagement	0.776	0.819	

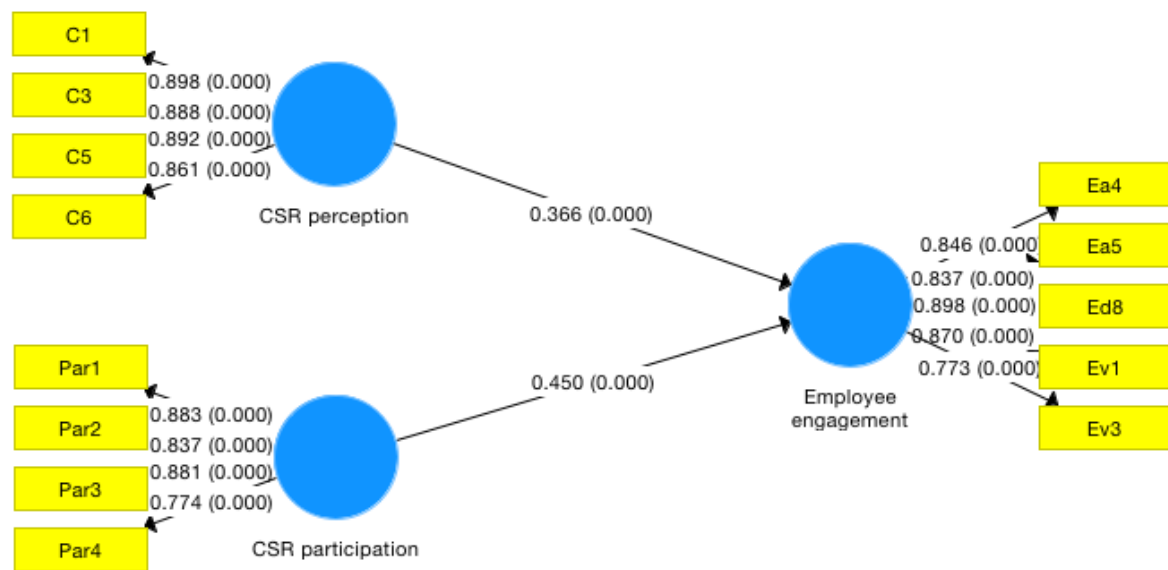


Figure 5.1. *Results of Model 1*

5.2.3 Discussion and Implications

This study investigates the effects of CSR perception and CSR participation on their engagement at work. Prior research supports the association between employees' CSR perception and their work engagement. That is, CSR enables employees being more engaged as they bring more of their whole selves to work (Glavas, 2016). In contrast, previous study of Ferreira and Real de Oliveira (2014) found no support of CSR policies and practice can boost engagement and no difference between internal and external forms of CSR. In this project, the result not only suggests a positive impact of perceived CSR that pays off in terms of increased employee engagement at work, but it also highlights the importance of making employees participating in CSR activities. This result has shown variance in employees perceived and participated in CSR activities. That being said, this finding suggests undertaking CSR, not only does this suggest an opportunity to strengthen a work environment that is designed to support the positive development of energy, vigor, involvement, dedication, absorption, and effectiveness among its employees (Maslach et al., 2001). It also suggests where managers supports employees' participation in CSR, in that managers should be successful in promoting their well-being and productivity.

5.3 Model 2

Model 2 examines the effects of CSR on helping behaviour and voice behaviour. A set of hypotheses is listed as follows:

H2a: *CSR perception* has a positive effect on helping behaviour.

H2b: *CSR participation* has a positive effect on helping behaviour.

H3a: *CSR perception* has a positive effect on voice behaviour.

H3b: *CSR participation* has a positive effect on voice behaviour.

5.3.1 Measurement Model

Following data analysis in the above section, results of measurement model present the estimations of individual reliability and the factor loadings. Table 5.3 presents average variance extracted (AVE) and composite reliability (CR) values. The heterotrait-monotrait (HTMT) ratio has been considered as a traditional assessment method to establish discriminant validity at the recommended threshold of 0.90. A boot-strapping procedure with 5000 subsamples was employed to assess the measurement model using three constructs including CSR perception, CSR participation, and employee engagement. The results suggest the existence of discriminant validity among the constructs, see Table 5.4.

Table 5.3

Assessment Results of the Measurement Model

Construct/Associated items	Loading	CR	AVE
CSR perception		0.907	0.710
C1	0.877		
C3	0.808		
C5	0.830		
C6	0.855		
CSR participation		0.868	0.624
PAR1	0.838		
PAR2	0.761		
PAR3	0.855		
PAR4	0.695		

Construct/Associated items	Loading	CR	AVE
Helping behavior		0.802	0.576
H2	0.699		
H3	0.762		
H4	0.812		
Voice behavior		0.885	0.658
V1	0.856		
V2	0.728		
V3	0.823		
V4	0.832		

Table 5.4

Discriminant Validity (HTMT)

Construct	1	2	3	4
1. CSR perception				
2. CSR participation	0.850			
3. Helping behavior	0.761	0.891		
4. Voice behavior	0.771	0.850		

5.3.2 Structural Model

Before testing results, multicollinearity was assessed using the variance inflation factor (VIF) for each variable. Results indicate the highest VIF occurs for CSR perception (C5) variable (VIF =2.941). This value does not exceed the threshold of 5.00 suggested by Sarstedt et al. (2014). Accordingly, the problem of multicollinearity is not a concern in this study. Results of structural model reveal that all structural regression coefficients were significant (see Figure 5.2). The R^2 results reveal that 78.50% the variance of helping behaviour and 72.50% of voice behaviour can be explained by CSR perception and CSR participation in the model. The path estimate shows that CSR perception ($\beta = 0.22$, $p < 0.05$) and CSR participation ($\beta = 0.58$, $p < 0.01$) had a significant positive effect on helping behaviour. Thus, Hypothesis 2a and 2b are supported.

Results also indicate that CSR perception ($\beta = 0.31$, $p < 0.01$) and CSR participation ($\beta = 0.51$, $p < 0.01$) had a significant positive effect on voice behaviour. Accordingly, Hypothesis 3a and 3b are supported.

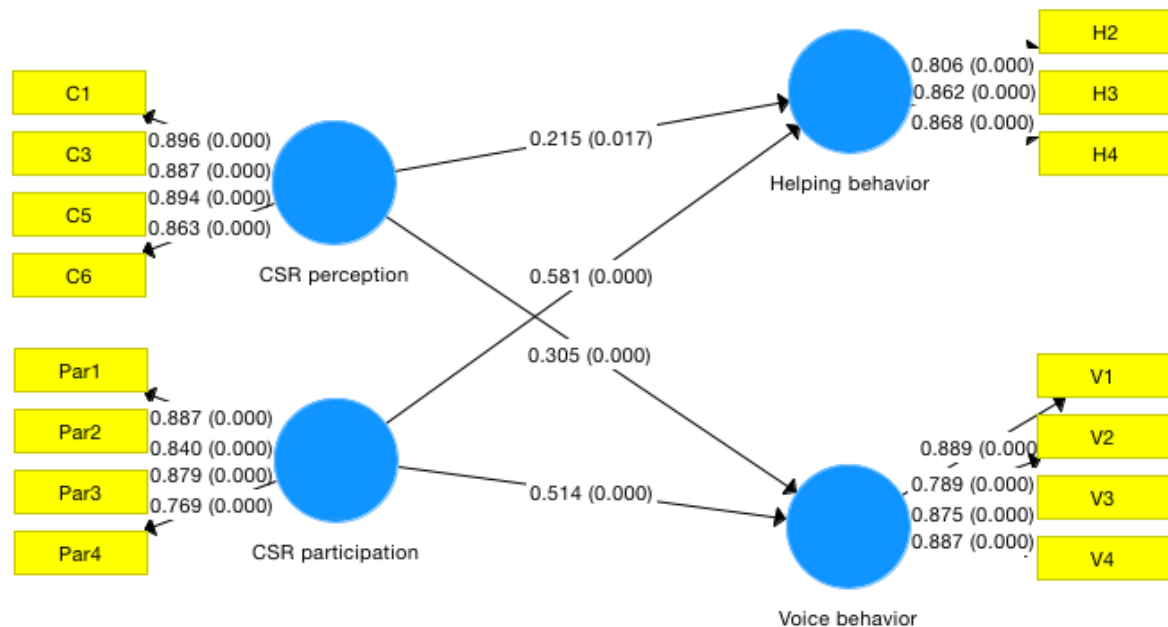


Figure 5.2. *Results of Model 2*

5.3.3 Discussion and Implications

Since employees recognise the importance of CSR, the current study focused on employees' perception and participation of CSR in the Thai hotel context. Model 2 proposed that CSR perception and CSR participation have a positive influence on helping behaviour and voice behaviour. Results showed that hotel employees' CSR perception and CSR participation positively influence their helping behaviour and voice behaviour. These results indicate that CSR participation has stronger effect on helping behaviour and voice behaviour than CSR perception. The present study extend H. Kim et al.'s (2017) findings by integrating social exchange perspective for demonstrating that employees' perception and participation of CSR activities may create positive work environment benefiting better service quality and ultimately encourage employees to carry out positive work behaviour in terms of helping colleagues and sharing ideas among colleagues. This perspective has contribution to the understanding of work engagement that benefits hotel operations, which is an important issue in the service management of hotel industry.

Research Outputs

6.1 Paper presented at TRF-OHEC Annual Congress 2018 (TOAC 2018)

Cultivating meaningfulness at work: Effect of corporate social responsibility (CSR) on positive work outcome among hotel employees

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Abstract

The study examines the effects of corporate social responsibility (CSR) on organizational citizenship behavior (OCB) in hospitality sector. Despite the popularity of CSR studies, little has been investigated regarding the mechanism underlying employee reaction to CSR using meaningful work as a mediator. While previous studies focus on CSR reputation in the hospitality industry, this study investigates both employees' CSR perception and their participation in CSR activities. Data from 245 employees in four-star hotels in Krabi province was analyzed using structural equation modeling (SEM). Results show that meaningful work fully mediates the effect of CSR perception on helping behavior and partially mediates the effect of CSR participation on helping behavior. This means that meaningful work is an underlying process in explaining the relationship between CSR and helping behavior. The practical implications for this study suggest that hotels that expect a more positive work outcome should call for employees' participation in CSR activities.

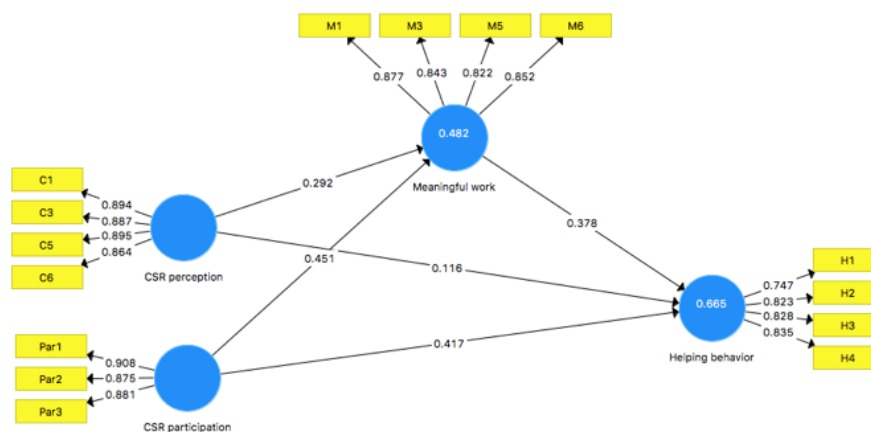


Fig 1. Test results of structural model

Keywords: corporate social responsibility (CSR), meaningful work, organizational citizenship behavior (OCB), helping behavior, hospitality industry, employee perspective

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6.2 Conference Proceeding



DARANEKORN SUPANTI <daraneekorn.s@psu.ac.th>

Congratulations - Your abstract has been accepted to the 8th AHTMM Conference

8th AHTMM <8thahmtmm@easychair.org>

Wed, Jan 24, 2018 at 7:13 A

To: Daraneekorn Supanti <daraneekorn.s@psu.ac.th>

Dear Daraneekorn Supanti,

I am pleased to inform you that your abstract ([Abstract # "NUMBER"]) titled "The significance of meaningful work: How corporate social responsibility (CSR) motivates hotel employees' helping behavior" has been accepted for a stand-up presentation at the 8th Advances in Hospitality and Tourism Marketing and Management (AHTMM) conference, which will be held in Bangkok, Thailand between June 25 – 29, 2018

The full paper/extended abstract are due by March 10, 2018. You can find the submission guidelines for full paper/extended abstract here: <http://www.ahmtmm.com/submission-guidelines-for-full-paperextended-abstracts/>

Please be reminded that all conference participants, including presenters, are required to register for the conference with full payment of registration fees before May 1, 2018. All presenters are required to submit the word version of their full papers/extended abstracts after registering to the conference to dgursoy@wsu.edu.

We look forward to welcoming you at the 8th Advances in Hospitality and Tourism Marketing and Management (AHTMM) conference in Bangkok, Thailand!

Sincerely,

Dogan Gursoy
Conference Co-Chair

=====

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CULTIVATING MEANINGFUL WORK: HOW CORPORATE SOCIAL RESPONSIBILITY (CSR)
PARTICIPATION PROMOTES HOTEL EMPLOYEES' HELPING BEHAVIOR

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ABSTRACT

Despite the popularity of corporate social responsibility (CSR) studies, little has been investigated regarding the mechanism underlying employees' reaction to CSR. According to social exchange perspective, CSR can promote employee citizenship behavior. Previous studies focus on CSR reputation in the hospitality industry, however this study investigates whether meaningful work mediates the effect of CSR participation on helping behavior. Partial least squared-structural equation modelling (PLS-SEM) and multigroup analysis were used to analyze data from 245 employees working at independent/chain hotels in Krabi province in Thailand. Results show that meaningful work fully mediates the effect of CSR participation on helping behavior for those employees working in independent hotels. This means that meaningful work is an important process promoting helping behavior in independent hotels. The practical implications for this study suggest that independent hotels should call for employees' participation in CSR activities in order to promote a more positive work outcome.

Key Words: corporate social responsibility; organizational citizenship behavior; meaningful work; helping behavior; hotel employees; Thailand.

INTRODUCTON

Today, corporate social responsibility (CSR) has become an integral part of business paradigm. Companies in the western countries use CSR activities to bring employees closer together by stimulating a concrete, coherent, and consistent communication process (Bhattacharya et al., 2008). This is because employee perceptions of CSR are important for firm performance (Lee, Park, Lee, 2013). While empirical findings indicate that CSR contributes to financial outcomes (e.g., Inoue & Lee, 2011; Kang, Lee, & Huh, 2010; S. Lee & Park, 2009), little is known about CSR from the employees' perspective. Based on the review of Aguinis and Glavas (2012), an emphasis on the micro level, such as the individual level, is accounted for only 4% of CSR studies in the journal of management and psychology. Moreover, a group of researchers have focused on the contribution of CSR on substantial benefits and on the development of employee outcomes, such as employee organisational identification (H. R. Kim et al., 2010), job satisfaction (Brammer et al., 2007), commitment (Mueller et al., 2012), trust (Hansen et al., 2011); and employee attraction and retention (D. Jones et al., 2014). Accordingly, we aim to focus on employee-related outcomes from CSR, for instance organizational citizenship behavior (OCB).

Over the years, OCB has received substantial attention from researchers. OCB's most widely used definition comes from Organ (1988, p. 4) which refers to "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization". For instance, an individual's helping behavior, such as helping other colleagues, solving coworkers' problems, and voluntarily orienting new staff- may support other team member as well as the entire team performance, resulting in efficiently assisting in operations and effectively attributing financial and human resources (Organ, 1988). Moreover, researchers appear to have several views regarding the dimensions of OCB. Organ categorized OCB into five types of behavior: altruism; conscientiousness; sportsmanship; courtesy; and civic virtue. Furthermore, Podsakoff, Whiting, Podsakoff, and Mishra (2011) use helping behavior, voice behavior, and organizational loyalty. Simialarly, helping behavior and voice behavior are frequently studied in the hospitality industry (Raub & Blunschi, 2014). This is because employees who go 'above and beyond' established routines are believed to deliver excellent service which exceeds customers' expectations (Ma & Qu, 2011). Thus, helping behavior is the focus in this study.

Furthermore, scholars have recently begun exploring CSR-OCB relationship, with studies finding a positive and significant relationship between CSR and OCB in hospitality industry (e.g., Choi & Yu, 2014; Fu et al., 2014). One reason is that in the social identity theory, employees whose beliefs and identifications are similar to their organization tend to share and act in best interests (Mael & Ashforth, 1992). Social exchange theory further supports the CSR-OCB relationship based on the existence of reciprocity norms (Cropanzano & Mitchell, 2005). This social exchange perspective is based on voluntary actions which may be initiated by an organization's treatment of its employees with the expectation that such treatment in terms of activities and support given to employees will be reciprocated (Cropanzano & Mitchell, 2005). The integration of social identification into organisational and psychological research has been used as a theoretical perspective explaining the relationship between CSR and employees' attitude and behaviours. Both theories imply that organizational practices are perceived and interpreted by employees, who subsequently would use the information for further actions.

Moreover, CSR practices may foster meaningfulness at work. This is because CSR activities promote employees' goals, values, and beliefs toward their organizations (Pratt & Ashforth, 2003) and enhance better relationship among employees (Supanti et al., 2015). According to Pratt and Ashforth (2003), organizations may exemplify meaningfulness-at-work practices through activities that build organizational communities. Particularly, these community-building activities allow employees to include their membership in the organization by realizing their similarity, creating deeper interpersonal bonds, and blurring boundaries between work and non-work life. As such, the process of fostering meaningfulness-at-work practices may allow employees to express who they are while at work. That is, these practices lead to meaningfulness-in-work when they perceive these given opportunities and resources to perform their work. Furthermore, empirical work has linked meaningful work to important work outcomes, such as promoting engagement (Kahn, 1990; May et al., 2004; Saks, 2006) and OCB (Purvanova, Bono, & Dzieweczynski, 2006). In addition to CSR-OCB relationship, meaningful work could mediate this relationship. This is because employees who perceived working in socially responsible organizations, they tend to feel pride working at their organization, which lead to meaningfulness at work that stems from being membership in the organization (Aguinis & Glavas, 2013). Accordingly, meaningful work has been used as the mediator in Woods and Sofat (2013) and Raub and Blunschi (2014). Therefore, this study will examine meaningful work as the mediator in the relationship between CSR participation and helping behavior. Hence, the research hypotheses are as follows:

H1: CSR participation positively influences helping behavior.

H2: Meaningful work mediates the effect of CSR participation on helping behavior.

METHOD

Data collection was carried out through self-administered questionnaire aimed at the hotel's employees participating in CSR activities. Data was collected from employees of ten chain and independent hotels operating in Krabi, Thailand, specifically, the target population covered hotels with a minimum of rating of four stars. Initially, 245 questionnaires were complete responses. Sixty-two percent of respondents were female and held bachelor degree (50%). Employees were mainly from four departments: front office, accounting, housekeeping, and food and beverage. For measures, CSR participation was formed using four items adapted from Vlachos, Panagopoulos, and Rapp (2014). For example, "I participate in every new CSR activity at my hotel". Six items were adopted from May et al. (2004), measuring meaningful work for example "The work I do at the hotel is very important to me". The measure of OCB consisting of five items adopted from Podsakoff, MacKenzie, Moorman, and Fetter (1990), referring to discretionary behaviors that have the effect of helping a specific other person with organizationally relevant task or problem. For instance, "I help my hotel colleagues who have been absent". The five-point Likert scale ranging from one (strongly disagree) to five (strongly agree) was used in survey.

RESULTS

To test the hypotheses, we employed partial least squares (PLS) with SMARTPLS software version 3.0 in estimating the measurement model and the path coefficients in the structural model. Results of measurement model present the estimations of individual reliability and the factor loadings. Table 1 presents average variance extracted (AVE) and composite reliability (CR) values. The heterotrait-monotrait (HTMT) ratio has been considered as a traditional assessment method to establish discriminant validity at the recommended threshold of 0.90. A bootstrapping procedure with 5000 subsamples was employed to assess the measurement model using three constructs including CSR participation, meaningful work, and helping behavior. The results suggest the existence of discriminant validity among the constructs, see Table 2.

Table 1

Assessment Results of the Measurement Model.

Construct/Associated items	Loading	CR	AVE
CSR participation		0.866	0.684
PAR1	0.840		
PAR2	0.759		
PAR3	0.878		
Meaningful work		0.840	0.637
M1	0.849		
M3	0.772		
M6	0.772		
Helping behavior		0.780	0.545
H1	0.662		
H2	0.700		
H3	0.841		

Before testing the hypotheses, multicollinearity was assessed using the variance inflation factor (VIF) for each variable. Results indicate the highest VIF occurs for CSR participation variable (VIF =2.62). This value does not exceed the threshold of 5.00 suggested by Sarstedt, Ringle, Smith, Reams, and Hair (2014). Accordingly, the problem of multicollinearity is not a concern in this study. Results of structural model reveal that all structural regression coefficients were significant (see Figure 1). The R² results reveal that 80% the variance of helping behavior can be explained by CSR participation in the model. The path estimate show that CSR participation had a significant positive effect on helping behavior ($\beta = 0.52, p < 0.01$), supporting H1.

Table 2

Discriminant Validity (HTMT)

Construct	1	2	3
1. CSR participation			
2. Meaningful work	0.871		
3. Helping behavior	0.791	0.791	

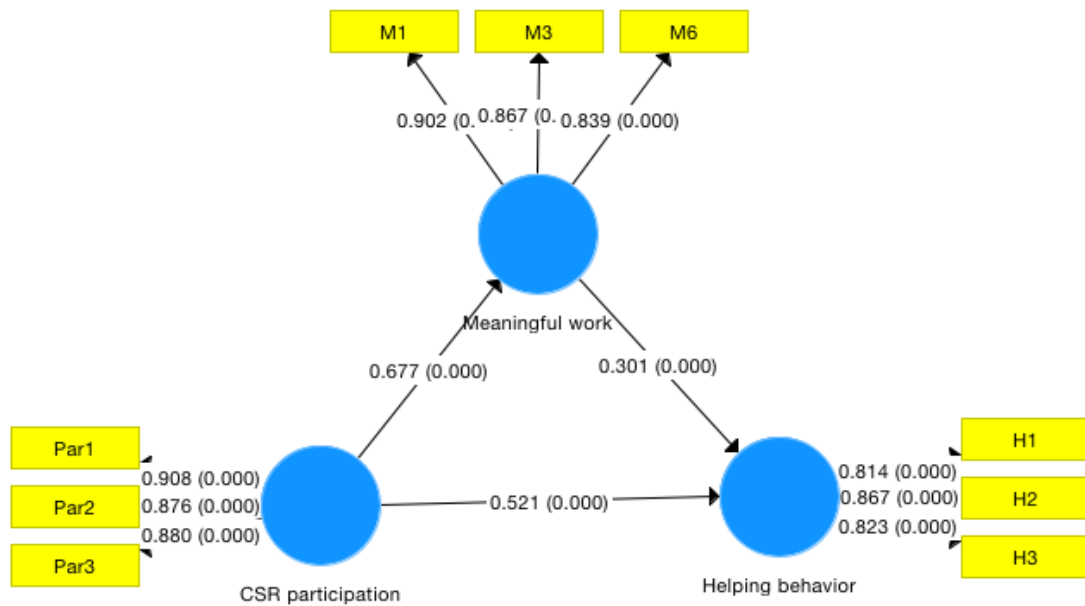


Figure 1. Structural Model.

H2 examines whether meaningful work mediates the effect of CSR participation on helping behavior. Results suggest that a significant partial mediation effect of meaningful work was found ($\beta = 0.20$, $p < 0.01$) in the presence of significant effect of CSR participation on helping behavior. This means that meaningful work partially mediates the effect of CSR participation on helping behavior, supporting H2.

Post hoc analysis was conducted using multigroup analysis to examine the difference between independent hotels and chain hotels. Table 3 shows the results of invariance tests. Results of multigroup analysis indicate that three significant differences between the path coefficients were found: 1) the effect of CSR participation on helping behavior ($\beta_{\text{diff}} = 0.42$, $p < 0.05$); 2) the effect of meaningful work on helping behavior ($\beta_{\text{diff}} = 0.23$, $p < 0.05$); and 3) the effect of CSR participation on helping behavior through meaningful work ($\beta_{\text{diff}} = 0.21$, $p < 0.05$).

The structural model in Figure 1 was used to test the baseline model of each group: independent hotel ($n = 64$) and chain hotel ($n = 181$). The structural path coefficients between the two groups were also tested, see Figure 2 and Figure 3. For the group of independent hotels, the R^2 results reveal that 86% the variance of helping behavior can be explained by CSR participation in the model. The effect of CSR participation was found to have insignificant effect on helping behavior ($\beta = 0.20, p > 0.05$). However, meaningful work was fully mediated in the effect of CSR participation and helping behavior ($\beta = 0.36, p < 0.01$). This means that the significant effect of CSR participation on helping behavior was found only when meaningful work is the mediator.

In comparison with the group of chain hotels, the R^2 results reveal that 82% the variance of helping behavior can be explained by CSR participation in the model. The effect of CSR participation was found to have significant effect on helping behavior ($\beta = 0.63, p < 0.01$). However, meaningful work was partially mediated in the effect of CSR participation and helping behavior ($\beta = 0.15, p < 0.05$). This means that a significant partial mediation effect of meaningful work was found in the presence of significant effect of CSR participation on helping behavior.

Table 3
Invariance Test Results

Regression paths	$\beta_{\text{independent hotels}}$	$\beta_{\text{chain hotels}}$	Absolute difference	p -value for difference (PLS-MGA)
CSR -> Help	0.197	0.625**	0.422	0.02*
CSR -> MW	0.651**	0.692**	0.041	0.33
MW -> Help	0.556**	0.221**	0.225	0.02*
CSR -> MW -> Help	0.362**	0.153*	0.209	0.03*

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

CSR: CSR participation, Help: Helping behavior, MW: Meaningful work,

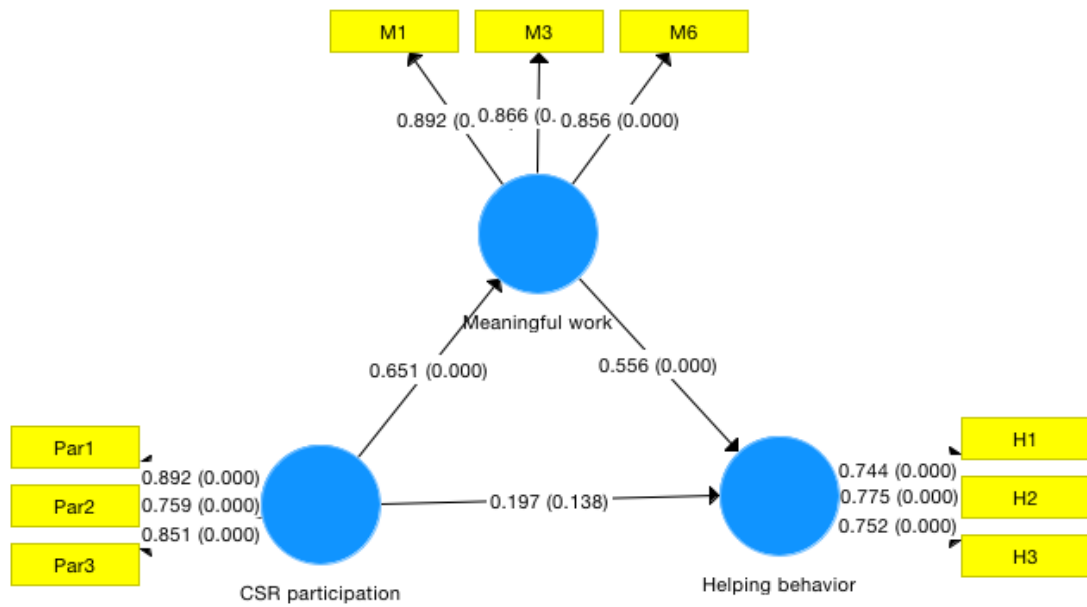


Figure 2. Structural Model with Independent Hotel Samples.

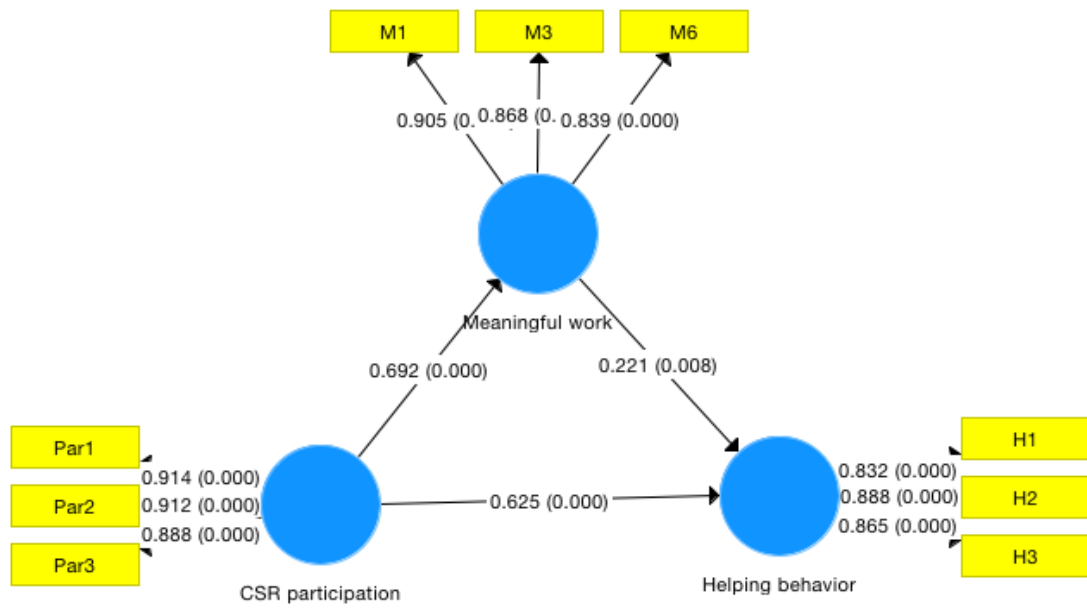


Figure 3. Structural Model with Chain Hotel Samples.

CONCLUSION

The study examined whether meaningful work mediates the effect of CSR participation on helping behavior. The literature provides support for the importance of CSR-OCB relationship. The findings showed that CSR participation has a direct and strong effect on helping behavior. The hospitality studies have recognized the importance of CSR in promoting employees' citizenship behaviors (e.g., Fu et al., 2014). This study further suggests that employees' participation in CSR activities results in promoting positive work outcome, particularly helping behavior. Importantly, meaningful work was found to significantly mediate such relationship. The findings extend previous studies by suggesting that this causal relationship is significant different for independent and chain hotels. Specifically, while the direct effect of CSR participation on helping behavior was not significant for employees in independent hotels, it was found that such relationship is significant only when meaningful work is the mediator. This means that meaningful work is an important mechanism process in understanding the effect of CSR participation on helping behavior for employees in independent hotels. The finding is partially in line with recent study. Raub and Blunschi (2014) found that employees are aware of hotels' CSR engagement, they perceived greater task significance (a form of meaningful work) which, in turn, lead to more positive attitude and work behaviors, such as work engagement, helping behavior, voice behavior, and personal initiative. Accordingly, employees who are highly participated in CSR, they could relate their CSR participation to greater meaning of work, and they become more enacted helping behavior, such as supporting their co-workers when they faced problems and helping others and new staff in their jobs. Further, the finding is congruent with the social exchange process that employees who participated in CSR activities improve their interactions between coworkers, which motivates to enact OCB (Ma & Qu, 2011). Accordingly, it is important to consider promoting employees' sense of meaningfulness at work through their participation in CSR activities for employees in independent hotels. This sense is critical to employees' performance, both of which enhance better positive work outcomes. Managers working in independent hotels should recognize that meaningful work is an important process in promoting employees' helping behavior, which in turn improve teamwork performance as well as service quality to customers.

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6.3 Peer-reviewed Paper

Your manuscript HOSMAN_2017_730_R2 has been accepted

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Ref: HOSMAN_2017_730_R2

Title: Is corporate social responsibility (CSR) participation the pathway to foster meaningful work and helping behavior for millennials?

Journal: International Journal of Hospitality Management

Dear Dr. Supanti,

I am pleased to inform you that your paper has been accepted for publication. My own comments as well as any reviewer comments are appended to the end of this letter. Now that your manuscript has been accepted for publication it will proceed to copy-editing and production.

Thank you for submitting your work to International Journal of Hospitality Management. We hope you consider us again for future submissions.

Kind regards,

Abraham Pizam
Editor-in-Chief
International Journal of Hospitality Management

Comments from the editors and reviewers:
- Reviewer 2

- I appreciate that the author(s) for addressing all the comments by reviewers and conducting another major revision to this manuscript. I believe the article has been adequately revised.



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Is corporate social responsibility (CSR) participation the pathway to foster meaningful work and helping behavior for millennials?

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Helping behavior
Hotels
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ABSTRACT

This study examines how corporate social responsibility (CSR) participation affects organizational citizenship behavior (OCB) through meaningful work. This work is significant for three reasons: the joint examination of CSR, meaningful work, and OCB is novel; the comparative effects of CSR perception versus CSR participation have not been examined previously; and this is the first examination of such relationships for different generations of employees. Data from 245 employees of four-star hotels were analyzed using a partial least squares structural equation modelling (PLS-SEM) approach and multigroup analysis (MGA). Results reveal that CSR participation has a strong influence over work-related outcomes. The strongest effect of CSR participation on helping behavior is in Generation Y whereas CSR perception has a strong indirect effect on helping behavior through meaningful work in Generation X. These findings offer managerial implications to hotel managers on how best to manage generational differences in predicting helping behavior at workplace.

1. Introduction

Today, corporate social responsibility (CSR) has become an important part of the business paradigm, especially in the hospitality industry (Kang et al., 2010; Kim et al., 2017). CSR refers to “context-specific organisational actions and policies that take into account stakeholders’ expectation and the triple bottom line of the economic, social, and environmental performance” (Aguinis and Glavas, 2012, p. 339). Furthermore, employees are important stakeholders who engage in CSR practices that contribute to firm performance and improve, at the same time, employee well-being and motivation (Voegtlin and Greenwood, 2016). Yet, Aguinis and Glavas (2012) suggest that only a handful of studies have investigated the boundary conditions relating to the proposed relationships between CSR and work related outcomes. This study contributes strongly to this discussion by examining specific linkages between CSR and desired organisational outcomes for hotel employees.

A particular gap arises in the literature from the manner in which CSR actions, as a driver of employee work outcomes, have been modelled in previous studies. For instance, scholars such as Shen and Benson (2014), suggest broadly that CSR practices may influence employee work behaviors in general. However, most studies investigating this relationship mainly focus on perceptions of a firm’s CSR reputation (e.g., Farooq et al., 2017; Fu et al., 2014). Yet, studies show that most

employees have little knowledge about their firm’s CSR activities (Pomeroy and Dolnicar, 2009). In turn, we lack an understanding of employees’ involvement in CSR activities (i.e., CSR participation) and does this participation help to meet their needs for meaningful work. In support, Bhattacharya et al. (2008, p. 39) argue that “a major challenge for managers is to increase employees’ proximity to their CSR initiatives, taking them from unawareness to active involvement”. This study is the first known study to investigate the linkages between CSR participation and work related outcomes, in general and within the hospitality industry.

This relationship between CSR activities and positive work outcomes becomes a major point of focus. Previous studies have been inconsistent about the relationship between CSR and OCB, finding both significant and insignificant relationship (e.g., Fu et al., 2014). Such inconsistencies tend to suggest that relationships are complex and may be subject to situational and/or mediating influences (Sen and Bhattacharya, 2001). For instance, industries struggle to understand the work values of different generations, especially Generation X (born between 1965–1980) and Generation Y (born from 1981 to 2000) (Gursoy et al., 2013). The latter group, also known as millennials, are the younger cohort and Brown et al. (2015) identified different work attributes for Generation Y, such as seeking challenging jobs that provide a sense of job significance. However, there is very limited research on the meaning of work in the hospitality industry, especially the focus

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on Generation Y (e.g., Jung and Yoon, 2016) and how this is reflected in desired work outcomes. However, a handful of studies have indicated that meaningful work may mediate the CSR-organisational outcomes relationship (e.g., Raub and Blunschi, 2014). Accordingly, a contribution of this study will be to provide greater understanding of the mediating role of meaningful work. A further contribution will be to explicitly examine how CSR activities relate to the OCB dimension of helping behavior.

Furthermore, one of the critical human resource outcomes in the hospitality industry is positive organizational citizenship behavior (OCB). Researchers tend to depict OCB as comprising multiple dimensions, such as helping behavior, voice behavior, and organizational loyalty (e.g., Buil et al., 2016). However, helping behavior is an important human resource factor for the hospitality industry (Raub and Blunschi, 2014) and needs to be investigated in its own right. Indeed, Ma and Qu (2011) argue that helping co-workers is essential in hospitality services due to the uniqueness of the hospitality product. Of the very limited number of studies investigating the influence of CSR on OCB, most have modelled OCB as a multi-dimensional construct. Such approaches combine the citizenship behavior of co-worker assistance with other dimensions into a single factor which can disguise the relative influences on individual dimensions. A core contribution of this study will be to investigate helping behavior as a single outcome variable of particular salience to hospitality.

The hospitality industry will derive key benefits from this study. At the same time as a new generation of hospitality employees may well possess different attributes and needs to previous generations, there is a corresponding industry need for more talent. The World Travel & Tourism Council (World Travel Tourism Council (WTTTC), 2015) forecasts that the hotel industry faces serious shortages in human capital over the next decade. In addition, Generation Y makes up more than 80% of today's workforce according to a survey from fifteen leading hospitality companies (Korn Ferry Institute, 2015). Key authors, such as Solnet and Hood (2008), Park and Gursoy (2012) and Gursoy et al. (2013) have called for urgent research to understand the impact of a new generation of human resources in the hospitality industry. In particular, some countries, such as Thailand, appear to be facing extreme talent shortages (World Travel Tourism Council (WTTTC), 2015). These fast-moving trends exacerbate the current longstanding difficulty for hospitality managers of attracting, motivating, and retaining quality employees. Managers will derive further benefits from this study, in terms of developing competitive advantage and more specifically understanding the role that CSR participation plays in building a quality workforce and workplace.

To address the current identified gaps in the hospitality literature, this study aims to determine (a) the more influential effects of CSR can be determined through the relationships between CSR (i.e., employee's perception of and participation in CSR activities) and OCB through meaningful work, (b) whether CSR has an effect on meaningful work and the important OCB of helping co-workers for different generations of hotel employees. This study will thus be the first to investigate such relationships in general and specifically for Generation Y.

2. Theoretical framework and hypothesis development

The theoretical framework for this study draws on literature pertaining to the internal consequences of a firm undertaking CSR actions (e.g., Donia et al., 2017; Farooq et al., 2017; Gond et al., 2017; Kim et al., 2017; Kim et al., 2016a; Vlachos et al., 2014). CSR is broadly defined as discretionary corporate activities that consider the good of the broader community, including stakeholder concerns for environmental, social, cultural, legal, and ethical issues (Aguinis and Glavas, 2012). In turn, CSR initiatives encompass such activities as: philanthropy, employment equity, environmental protection or regeneration, and cultural heritage protection. Scholars have advanced various arguments as to why the implementation of CSR initiatives will have a

positive effect on stakeholders, including employees. The foremost arguments appear to be social exchange theory (SET), organisational identity, signalling theory, causal attribution, organisational justice, and psychological needs theory (Gond et al., 2017). In reviews of the literature, scholars have recognised that while such explanatory theories have been advanced, previous studies have adopted dispositional approaches to determine how and when relationships between CSR and consequences occur (Vlachos et al., 2014). That is, the literature has mostly investigated what relationships exist and under what conditions but not why.

Nonetheless, these theories collectively support the idea that undertaking CSR activities will have largely positive consequences on internal stakeholders. According to social identity theory, employees whose beliefs and identification are similar to their organization's beliefs and identity tend to share and act in the best interests of the organisation (Mael and Ashforth, 1992). Furthermore, social exchange theory also supports the existence of a CSR-OCB relationship based on reciprocity norms. This social exchange perspective reflects the expectation that positive treatment, in terms of activities and support, given to employees will be reciprocated by the voluntary actions of its employees (Cropanzano and Mitchell, 2005). Both theories imply that organizational practices are perceived and interpreted by employees, who subsequently would use the information to frame their workplace attitudes and behaviors.

A further stream proposes a justice-based view where employees evaluate critical information to judge the fairness of the organisation (Aguilera et al., 2007). Consistent with these approaches, Vlachos et al. (2014) employ the term 'CSR judgement', referring to how employees frame their perceptions of a firm's internal and external CSR activities in a manner that makes sense to themselves. Furthermore, much of the extant literature draws heavily on the psychological needs – satisfaction paradigm (Vlachos et al., 2014) where employees may have social, belonging, security, or status needs. In this study, a generalised theoretical framework that ascribes positive work related outcomes consequential to exposure to knowledge about the firm's CSR performance is adopted following previous authors (e.g., Aguilera et al., 2007; Bhattacharya et al., 2008; Farooq et al., 2017). Furthermore, the framework investigated here posits that greater personal involvement and social connection to CSR actions within the firm will lead to a greater propensity to reciprocate through personal organisational citizenship behaviors.

2.1. Corporate social responsibility and organisational citizenship behavior

To date, there is considerable evidence that CSR may positively influence desired workplace outcomes, such as affective organisational commitment, organisational identification, job satisfaction, job performance, turnover intentions, and OCB (e.g., Kim et al., 2016a). The latter outcome of OCB has been receiving substantial attention from researchers, especially in hospitality related studies (e.g., Bavik et al., 2017; Kim et al., 2017; Ma and Qu, 2011; Raub and Blunschi, 2014). A widely used definition by Organ (1988, p. 4) refers to OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization". In the hospitality industry, employees who go 'above and beyond' established routines are believed to deliver excellent service which exceeds customers' expectations (Ma and Qu, 2011). However, OCB is a broader, more discretionary concept than this customer-centric focus suggests.

Consequently, researchers appear to have two main approaches regarding the dimensions of OCB and how it should be operationalized. One approach is to follow Organ (1988) who categorized OCB into five types of behavior: altruism; conscientiousness; sportsmanship; courtesy; and civic virtue. Scholars have adapted this approach but still depict OCB as comprising distinct forms of behavior. For instance, Podsakoff et al. (2011) use helping behavior, voice behavior, and organizational

loyalty as their three dimensions of OCB. Likewise, Kim et al. (2017) distinguish the four dimensions of interpersonal helping, individual initiative, personal industry, and loyalty boosterism in their hospitality study. A second approach is to categorize OCB dimensions based on who the behavior is directed at. For example, Farh et al. (2004) categorize helping behavior as reflecting ‘individual’ citizenship behavior whereas voice behavior, reflects the ‘organizational’ perspective of citizenship behavior. In hospitality, Ma and Qu (2011) depict OCB more specifically as being directed at coworkers, customers or stakeholders in general. Likewise, Bavik et al. (2017) distinguish dimensions based on coworkers, customers, and supervisors/managers.

A small group of scholars have recently begun exploring the CSR-OCB relationship, with studies finding a positive and significant relationship between CSR and OCB (e.g., Farooq et al., 2017). Likewise, a small group of studies in the hospitality industry have also found a positive and significant relationship between CSR and OCB (e.g., Fu et al., 2014; Kim et al., 2017). A brief review of this handful of studies highlights their limitations. In the study by Luu (2017) in the Vietnamese hotel industry, a significant correlation between employee perceptions of non-environmental dimensions of CSR and employee intentions to demonstrate OCB in relation to the environment was found. Similarly, Fu et al. (2014) found a positive relationship between economic and non-economic dimensions of CSR with OCB. In their study of hotel employees, OCB was measured by a single multidimensional variable capturing the conceptualization provided by Farh et al. (2004). Helping behavior is a common theme across both approaches to depict OCB dimensions. By focusing on an individual’s helping behavior, such as assisting other colleagues, solving coworkers’ problems, and voluntarily orienting new staff, this behavior can support the entire team performance, resulting in more efficient operations and use of financial and human resources (Organ, 1988). Within the hospitality industry, Özduran and Tanova (2017) indicate that hotel employees are not only expected to perform well, in the sense of being skillful and capable of serving customers, they need to act as a good team member. While scholars have agreed that helping behavior is a critical human resource factor in hospitality, little work has been undertaken to understand the influence of work practices, including CSR activities, on helping behavior, especially in hospitality. For instance, while Donia et al. (2017) found a significant relationship between CSR perception and OCB, they measured OCB as a single factor depicting multiple dimensions. The only study to investigate the specific CSR/helping relationship in hospitality by Raub and Blunschi (2014) found that CSR awareness was significantly correlated with coworker helping behavior. However, no studies could be found that have investigated the influence of CSR perception or CSR participation on helping behavior.

A key issue with much of the research investigating the link between CSR and work outcomes relates to the conceptualization of CSR. Most hospitality research to date tends to conceptualize CSR from a narrow perspective. While CSR terms vary slightly, such as employee perceived reputation of social responsibility (Fu et al., 2014), and employees’ CSR perception (Kim et al., 2017), the essence of such terms remain rooted in an evaluation of the firm’s CSR actions. That is, studies investigating the consequences of CSR initiatives rely on measuring employee perceptions about their firm’s CSR actions. With the exception of the study by Raub and Blunschi (2014), no other measures about CSR have been investigated. In their study, it was found that when employees are made aware of their hotels’ CSR activities, they are more likely to believe they can make a positive difference for other people and for the environment. While Raub and Blunschi (2014, p. 16) investigated the relationship between hotel employees CSR awareness with OCB, they recommended that CSR initiatives should be tailored within hotels to “allow for active participation of employees. Personal involvement fosters a better understanding” of CSR. In support, Bhattacharya et al. (2008) argue for the measurement of active participation in CSR rather than passive cognitive measures. This direction is supported by seminal work by Kahn (1990) who stated that employees who are more

physically involved at work rather than passive observers are likely to be more engaged.

Accordingly, a cognitive measure of CSR in perception together with a behavioral measure of CSR participation will be tested in this study. This approach is supported by Maignan and Ferrell (2004) who argue that various CSR initiatives should be investigated jointly in any one research study so that differential effects can be appropriately determined. Similarly, Nan and Heo (2007) argue that the real impact of a CSR measure cannot be effectively determined without a comparative baseline measure. Hence, the widely used measure of CSR perception can be treated as a baseline to judge the relative efficacy of CSR participation on workplace related outcomes.

H1. CSR perception influences helping behavior.

H2. CSR participation influences helping behavior.

2.2. The relationships between CSR, meaningful work, and OCB

In addition to the proposed relationships, stated in Hypotheses 1 and 2, it is proposed that meaningful work will mediate such relationships. A number of scholars propose models of the relationship between CSR perception and work outcomes which is likely to be mediated by internal mechanisms or individual evaluative processes. For instance, in the hotel industry, Fu et al. (2014) found that organizational commitment was a significant mediator between CSR perception and OCB. The notion of meaningful work, as distinct from just work, has been widely recognized in organizational psychology research and across disciplines. Conceptually, meaningful work refers to “work experienced as particularly significant and holding more positive meaning for individuals” (Rosso et al., 2010, p. 95). Meaningful work can be derived from different perspectives, such as job, career, or calling (Glavas, 2012). Hence, the literature illustrates that greater meaningfulness at work may be achieved through different pathways.

Finding meaningful work can be explained by the seminal work of Hackman and Oldham (1976) who indicated that the specific characteristics of a job, such as skill variety, task identity, task significance, autonomy, and feedback, may foster employees’ experiences of work meaning. In support, arguments proposed by Shen and Benson (2014) suggest that CSR related practices “may influence employee work behaviors above and beyond the impact of general HRM and this is likely to be in other ways and through different mediating paths from those for general HRM” (p. 2). Furthermore, those CSR practices that involve promoting the goals, values, and beliefs of the organization and changing the nature of the relationship among members may foster meaningfulness at work through such activities (Pratt and Ashforth, 2003).

The influence of meaningful work has been linked to some of the most important organizational outcomes in terms of employees’ attitude and behavior (e.g., Kahn, 1990; May et al., 2004; Saks, 2006). Meaningful work allows employees to feel more whole, be more motivated, and feel a greater values alignment with their organization (Glavas, 2012). In particular, authors have reported that employees with high levels of perceived meaningful work exhibited higher levels of citizenship behavior (e.g., Maharaj and Schlechter, 2007).

Surprisingly, few studies have investigated the role of meaningful work in the hospitality workplace. In one recent study, Jung and Yoon (2016) found that employee’s meaning of work is likely to enhance their job engagement, which in turn fosters greater commitment toward the hotel. A recent hospitality study by Kim et al. (2017) provides further support for the proposed relationships in this study. They investigated the relationships between CSR perception, quality of working life, and organizational outcomes, including OCB. Their construct of quality of working life encompassed a broader range of evaluations than meaningful work, such as social and health needs in the workplace. However, they reported that CSR perception, measured as a single factor comprising domain dimensions, was significantly related

to quality of working life. In turn, quality of working life was found to be significantly related to OCB. H. Kim et al. measured OCB as a single factor comprising multiple dimensions related to [Organ's \(1988\)](#) depiction.

Only one hospitality study could be found that modelled meaningful work as a mediator between CSR related variables and OCB. The study by [Raub and Blunschi \(2014\)](#) reported that task significance was a powerful mediator for the relationship between CSR awareness and OCB dimensions, including helping behavior. In their study, they defined task significance in the same manner as this study, drawing from the work of [Hackman and Oldham \(1976\)](#). Their explanation is that employee awareness about their hotel's CSR actions deepens an employees' sense of meaningful work and increases their belief in being able to make a difference in other people's lives. While this single study supports the general idea that greater knowledge about a hotel's CSR initiatives will lead to greater meaningfulness and OCB, there is a gap in whether active CSR participation provides a stronger predictor of meaningful work.

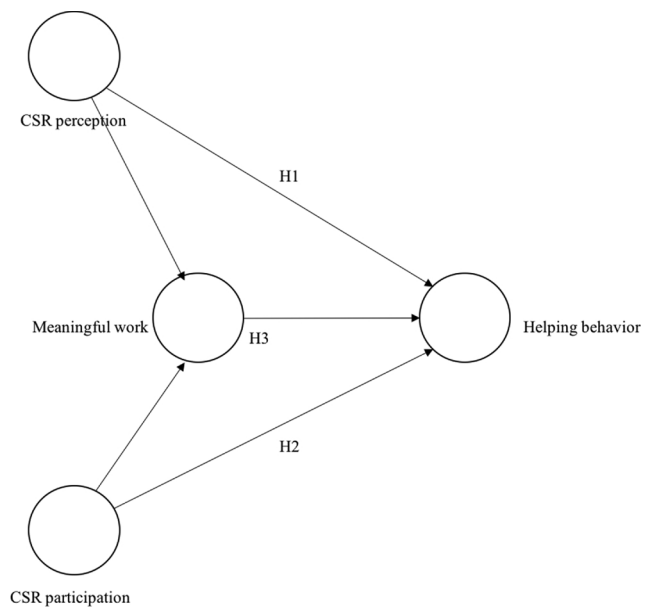
H3. Meaningful work mediates the influence of CSR perception and CSR participation on helping behavior.

2.3. Moderating role of generation

Younger employees entering the workforce may hold different values to previous generations (e.g., [Gursoy et al., 2013](#)). The term 'Generation' refers to a group of people born in the same time span who share key historical and social experiences in their life ([Smola and Sutton, 2002](#)). Thus, the idea of 'Generation' is considered more of a social force rather than just a demographic variable ([Lyons and Kuron, 2014](#)). Empirically, previous hospitality studies have confirmed these differences that are manifested in terms of work values ([Gursoy et al., 2008](#)), work attitudes ([Gursoy et al., 2013](#)), work engagement ([Park and Gursoy, 2012](#)), psychological contract and commitment ([Lub et al., 2012](#)), OCB ([Lub et al., 2011](#)), job satisfaction and turnover intention ([Lu and Gursoy, 2016](#)). In terms of work values, Generation X valued job security and work life balance whereas Generation Y enjoyed challenging jobs and wanted flexible work environment ([Gursoy et al., 2013](#)).

In particular, it appears that different generations have different work values and preferences which translates into the meaning they place on work. For instance, [Hoole and Bonnema \(2015\)](#) found a significant difference between Baby Boomers and Generation Y in the way generations attached meaning to work. The authors explained that different generations conceptualized and valued meaningful work according to their life stage. The older Baby Boomers had a greater experience of life in general than their younger counterparts. Consistent with previous studies, [Park and Gursoy \(2012\)](#) indicated that younger generations tend to lack the same motivation to be engaged in their work within the hospitality industry. They reported that younger employees found their hospitality work less meaningful and their desire to stay within the hotel industry less desirable, than older generation employees.

While previous studies in hospitality context collectively indicate that Generation Y possesses distinct attributes, there has been a lack of research into whether such differences translate into the CSR-OCB relationship. An exception was found in the study of [Kim et al. \(2016b\)](#) which examined the determinants of employees' pro-environmental behavior. Their findings found differences in the effects of autonomous motivation on employee behavior among Generation X and Generation Y. Moreover, most studies in hospitality have either not reported the age profile of respondents, reported ages but not tested for group differences or included age as an independent variable for control reasons. For instance, in the study by [Raub and Blunschi \(2014\)](#), where the average age of respondents was 28 years, they reported that age was not a significant independent variable in a series of regression analyses.



H4: Generation X vs. Generation Y

Fig. 1. A proposed model.

Furthermore, the importance of understanding how customer segments are likely to respond to specific CSR actions was underlined by [Sen and Bhattacharya \(2001\)](#) who argued that moderating influences are pervasive. Accordingly, the case is made that it should not be assumed that any proposed relationships will hold for all employees. The logic is that if a group of individuals hold different values, attitudes, and interests, they may also hold different views on relationships between those same constructs. Based on differences in experiences and preferences between the two generations, this study will attempt to offer suggestions on how to manage generational differences in the workplace, especially for CSR-meaningful work – OCB relationships (see Fig. 1). To address this gap in the literature, the following relationship is proposed to be tested:

H4. The relationships between CSR, meaningful work, and helping behavior will be significantly different for Generation X and Generation Y.

3. Method

3.1. Data collection

Thailand has a large and sophisticated hotel sector, including budget, midscale, and luxury hotel properties. Furthermore, Thailand is a world class tourist destination ([Hetter, 2016](#)) with 17.3 million tourist arrivals in the first half of 2017 ([TATNews.org, 2017](#)). The specific site for data collection within Thailand was the resort town of Krabi that draws many international tourists. Of the 14 four-star hotels located in Aonang beach, Krabi province, 10 hotels agreed to participate in the study. All 10 participating hotels are actively involved in CSR activities, such as beach cleaning, coral rejuvenation, mangrove plantation, blood donation, sports gear donation to local schools, food offering to monks, and donation to local temple. All full-time employees who were currently working at each of the four-star hotels were selected as the units of analysis. Two hundred and ninety-five questionnaires were delivered in total to the ten participating hotels to match the hotel population of current fulltime employees. Two hundred and sixty-five questionnaires were collected from the hotels after two weeks. Twenty surveys were discarded because of incomplete data. The final number of completed

and usable questionnaires was 245, giving a response rate of 92.5%.

3.2. Measurement of variables

The self-administered questionnaire comprised statements to measure four constructs: employee perception of their hotel's CSR reputation, personal CSR participation, meaningful work, and OCB. First, CSR perception refers to the extent to which employees perceive their hotel as socially and environmentally responsible. This measure was adapted from Vlachos et al. (2014) using six items, such as "My hotel believes strongly in corporate social responsibility". Second, CSR participation refers to the extent to which employees participate in CSR activities on a voluntary basis. Four items were adapted from the study of Vlachos et al. (2014). For example, one item stated "I participate in every new CSR activity at my hotel". Third, meaningful work refers to the degree of meaning that employees discover in their work-related activities. Six items were adapted from May et al. (2004). One example of this measure is "The work I do at the hotel is very important to me". Finally, the measure of OCB consisted of five items adapted from Podsakoff et al. (1990), referring to discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem. For instance, one item stated "I willingly help colleagues who have work-related problems". A 5-point Likert scale format ranging from one (strongly disagree) to five (strongly agree) was used in the survey.

A self-administered survey is likely to cause a biasing effect on the measurement of constructs (Podsakoff et al., 2012). It is thus desirable to minimise such biasing effects through survey design and appropriate tests for common method bias (CMB). In particular, Min et al. (2016) argue that including both procedural remedies and statistical control techniques offer the most effective approach to control common method variance. Accordingly, a number of critical procedural steps were undertaken in the instrument design, such as assurance of respondent anonymity, proximal separation of items for the measurement scales in order to diminish respondent's ability in answering questions based on prior responses, reducing difficulty of respondent accuracy, and increasing completion motivation by indicating survey relevance to the workplace, following Podsakoff et al. (2012). Furthermore, pre-tests and a pilot test of the instrument were undertaken, together with interviews of hotel managers to obtain feedback on respondent ability to answer accurately.

In addition to procedural remedies, the use of multiple statistical controls provides a more robust approach to control common method variance (Min et al., 2016). Three statistical controls were applied in this study. The first two tests comprise the measurement of items as a single factor while the third test adds a method factor to the measurement model. First, a Harman's single-factor test was performed by entering all employee self-report variables into a principle component factor analysis. If a single factor emerges from the factor analysis and accounts for more than 50% of the covariation in the variation, it suggests evidence of common method bias (Podsakoff et al., 2003). Results of the factor analysis revealed that each factor accounted for less than 50% of the covariation in the data. Second, a confirmatory factor analysis was conducted with the results showing that a one-factor model does not fit the data very well ($\chi^2 = 584.27$; $df = 90$; $p < 0.05$; CFI = 0.81; RMSEA = 0.15). In contrast, a four-factor model fits the data better ($\chi^2 = 270.00$; $df = 84$; $p < 0.05$; CFI = 0.93; RMSEA = 0.09). Third, an unmeasured latent method factor test was applied following Min et al. (2016). By adding the unmeasured method factor into the measurement model, factor loadings of all items were reduced by an average of 0.20. To measure the effect of common method bias, the squared ratio of average factor loading reduction (0.20) to average loading without the unmeasured latent method factor included (0.79) was calculated. This reduction in factor loading equates to an average of less than 7% of the variance of each item being accounted for by common method variance. The results of all three

statistical controls suggest that common method variance is not a serious concern in this study.

3.3. Data analysis

In addition to covariance based SEM (CB-SEM), a partial least squares structural equation modelling approach (PLS-SEM) has gained popularity in predictive and explorative purposes and for handling complex models with small sample sizes (Richter et al., 2016). The PLS approach is a nonparametric statistical method, which does not require the data to be normally distributed (Hair et al., 2017) and is now widely used by social science researchers (e.g., Chang and Busser, 2017).

The PLS approach was employed to examine model estimation in three steps: 1) to validate the outer (measurement) model; 2) to assess the inner (structural) model; and 3) to conduct multigroup analysis (MGA). First, the evaluation of measurement model focuses on metrics indicating reliability, convergent validity, and discriminant validity. Second, the structural model using PLS is assessed based on heuristic criteria that are determined by the model's predictive capabilities. This approach is different from CB-SEM in which the model is assessed in terms of how well it predicts the endogenous constructs. In this study, results of structural model are evaluated following Hair et al.'s (2017) recommendation. That is, the most important metrics to be presented are the significance of the path coefficients, the level of R^2 , the f^2 effect size, the predictive relevance Q^2 , and the q^2 effect size.

Third, the full structural model is then examined in comparing across the groups of respondents between Generation X and Generation Y using MGA to test Hypothesis 4. In order to ensure that these differences in the structural relationships are not from different meanings of constructs, Henseler et al. (2016) suggest a measurement invariance of composites method (MICOM) be followed. This method involves a three-step process: 1) the configural invariance assessment; 2) the compositional invariance assessment; and 3) an assessment for the equality of composite mean values and variances. The bootstrap-based MGA technique by Henseler et al. (2016) was used to assess differences between the path coefficients of the two groups is a more conservative approach for PLS-SEM. Thus, the acceptability of the measurement models and measurement invariances were established before exploring any structural variance between the models of Generation X and Generation Y. In addition, assessing goodness-of-fit index (GoF) is very useful for MGA in comparing PLS results with different groups for the same path model (Henseler and Sarstedt, 2013). This is because GoF indicates how well each subset of data can be explained by the model.

A sampling guideline for PLS-SEM indicates that the minimum sample size should be 10 times the largest number of indicators used to measure a construct (Hair et al., 2017). This approach suggests that the current study would need 40 observations for the minimum sample size. Alternatively, Cohen's (1992) sampling guideline recommended a more restrictive minimum sample size rule based on statistical power. That is, when the maximum number of independent variables in the measurement and structural models is three, one would need 37 observations to achieve a statistical power of 80% for detecting R squared values of at least 0.25 (with a 5% probability of error). As such, this study meets the minimum requirements based on both the above approaches, indicating sufficient sample sizes of 52 and 193 for Generation X and Generation Y, respectively for estimating path models and MGA.

4. Results

Of the 245 employee respondents, most were female (62%). One hundred and ninety-three participants were Generation Y (79%) and 52 were Generation X (21%). This skew appears to match industry observations (e.g., Korn Ferry Institute, 2015) and the sample size of Generation Y and Generation X were considered adequate for the proposed analyses following Hair et al. (2017). Most employees hold

Table 1
Assessment results of the measurement model.

Construct/Associated items	Loading			CR			AVE		
	All	Gen X	Gen Y	All	Gen X	Gen Y	All	Gen X	Gen Y
CSR perception				0.94	0.91	0.94	0.78	0.71	0.80
My hotel has environmentally responsible business practices.	0.89	0.86	0.90						
My hotel encourages employees to participate in activities that enhance the well-being of society.	0.89	0.88	0.89						
My hotel participates in many activities to enhance the quality of the environment.	0.90	0.84	0.91						
My hotel believes strongly in corporate social responsibility.	0.86	0.79	0.89						
CSR participation				0.92	0.87	0.93	0.79	0.69	0.83
I voluntarily contribute my time to participate in my hotel's CSR activities.	0.91	0.89	0.91						
I am actively involved in CSR activities at my hotel.	0.88	0.75	0.92						
I participate in every new CSR activity at my hotel.	0.88	0.84	0.90						
Meaningful work				0.91	0.94	0.90	0.72	0.81	0.69
The work I do at the hotel is very important to me.	0.88	0.91	0.87						
The work I do at the hotel is very worthwhile.	0.84	0.92	0.82						
The work I do on this job at the hotel is meaningful to me.	0.82	0.83	0.82						
I feel that the work I do in my job at the hotel is valuable.	0.85	0.93	0.83						
Helping behavior				0.88	0.88	0.89	0.66	0.65	0.66
I help my hotel colleagues who have been absent.	0.75	0.71	0.76						
I often help others at the hotel who have heavy work load.	0.82	0.71	0.85						
I help orient new staff, even though it is not required.	0.83	0.89	0.81						
I willingly help colleagues who have work-related problems.	0.84	0.89	0.83						

bachelor degrees (50%). Employees were mainly from four departments: front office (18%); accounting (17.6%); housekeeping (17.1%); and food and beverage (12.7%).

4.1. Test of the measurement model

SmartPLS with bootstrapping (5000 resamples) was used to assess the measurement model. The model used in this study included four constructs: CSR perception, CSR participation, meaningful work, and helping behavior. To validate the developed constructs on the full data set of 245 respondents, all items were included in the measurement model. For each model, reliability, convergent validity, and discriminant validity were assessed. Indicator loadings should be higher than 0.70 to be considered acceptable (Hair et al., 2017). Six indicators were removed as their loadings were less than 0.70. Table 1 reveals results of the measurement model. All of the remaining indicator loadings were higher than 0.70. Internal consistency coefficients were above the threshold of 0.70 for composite reliability (CR). An assessment of convergent validity was undertaken using the recommended 0.50 threshold for the values of the average variance extracted (AVE) (Bagozzi and Yi, 1988). The AVE values are all above 0.66, suggesting convergent validity. Table 2 presents the assessment results of discriminant validity following the Fornell-Larcker criterion (Fornell and Larcker, 1981). Results show that the squared root of AVE values on the diagonal are greater than the correlation coefficients between any construct and other constructs in the model. Based on both approaches, convergent and discriminant validity for the measurement model were considered acceptable. Moreover, the R^2 value indicates that 48% of the variance in meaningful work and 67% of the variance in helping behavior can be explained from the casual relationships with other

constructs in the model, supporting construct validity.

4.2. Test of the structural model

The hypothesized model was examined using PLS-SEM on the full dataset of the unstandardized data with 5000 iterations of resampling. For the direct effects, the first two hypotheses predicted that CSR perception (H1) and CSR participation (H2) would influence helping behavior. The results of the structural model on full dataset of 245 respondents in Table 3 show that all path coefficients were significant and positive, except the path coefficient from CSR perception to helping behavior which was insignificant ($\beta = 0.12$, $p > 0.05$). Therefore, H1 is rejected and H2 is fully supported.

Hypothesis 3 proposed that meaningful work would mediate the effects of CSR perception and CSR participation on helping behavior. The pattern of mediation in the work of Zhao et al. (2010) was classified as complementary, competitive, and indirect-only mediation. Two patterns of mediation were evident from the results. The first pattern was found to be indirect-only mediation which occurred with CSR perception and helping behavior. That is, an indirect-only mediation or full mediation would exist when the indirect effect of the independent variable on the dependent variable through the mediating variable is significant and the direct effect of the independent variable on the dependent variable is insignificant (Zhao et al., 2010). The results suggest that the 95% bias-corrected bootstrap confidence intervals (CIs) do not include zero (0.05–0.19; $p < 0.01$), indicating that the effect of CSR perception on helping behavior was fully mediated by meaningful work in the presence of the insignificant direct effect. In other words, the significant effect of CSR perception on helping behavior was found only when meaningful work is the mediator.

Table 2
Assessment of discriminant validity (Fornell-Larcker Criterion).

Constructs	All respondents (n = 245)				Generation X (n = 52)				Generation Y (n = 193)			
	1	2	3	4	1	2	3	4	1	2	3	4
1. CSR perception	<i>0.89</i>				<i>0.84</i>				<i>0.90</i>			
2. CSR participation	0.73	<i>0.89</i>			0.76	<i>0.83</i>			0.73	<i>0.91</i>		
3. Meaningful work	0.62	0.67	<i>0.85</i>		0.76	0.71	<i>0.90</i>		0.58	0.66	<i>0.83</i>	
4. Helping behavior	0.66	0.75	0.73	<i>0.81</i>	0.70	0.67	0.79	<i>0.81</i>	0.65	0.79	0.72	<i>0.81</i>

Note: The squared root of AVE values are reported along the diagonal in italics.

Table 3
Results of hypothesis testing.

Paths	Path coefficients			CIs			f^2			Path coefficient differences		Supported	
	All	Gen X	Gen Y	All	Gen X	Gen Y	All	Gen X	Gen Y			Full model	MGA model
CSR perception → Helping	0.12	0.18	0.10	[−0.03, 0.26]	[−0.16, 0.45]	[−0.07, 0.27]	0.02	0.03	0.01	0.08		No	No
CSR participation → Helping	0.42**	0.14	0.50**	[0.26, 0.57]	[−0.14, 0.47]	[0.30, 0.67]	0.20	0.02	0.31	0.36*		Yes	Yes
CSR perception → MW	0.29**	0.52**	0.20*	[0.14, 0.44]	[0.21, 0.87]	[0.05, 0.37]	0.08	0.31	0.04	0.32*		Yes	Yes
CSR participation → MW	0.45**	0.30	0.52**	[0.29, 0.60]	[−0.09, 0.63]	[0.35, 0.67]	0.18	0.11	0.23	0.22		Yes	No
MW → Helping	0.38**	0.56**	0.33**	[0.27, 0.48]	[0.25, 0.86]	[0.24, 0.45]	0.22	0.33	0.20	0.23		Yes	No
CSR perception → MW	0.11**	0.29*	0.07*	[0.05, 0.19]	[0.08, 0.63]	[0.02, 0.13]	–	–	–	0.22*		Yes	Yes
CSR participation → MW	0.17**	0.17	0.17**	[0.10, 0.26]	[−0.06, 0.40]	[0.10, 0.28]	–	–	–	0.01		Yes	No

Note: MW = meaningful work; * $p < 0.05$, ** $p < 0.01$.

A second pattern was found to be complementary mediation or partial mediation which occurred with CSR participation and helping behavior. This pattern of mediation is identified when the direct effect remains significant in the presence of a significant indirect effect through the mediating variable (Zhao et al., 2010). A significant mediation effect of meaningful work was found with the relationship between CSR participation and helping behavior (0.10–0.26; $p < 0.01$) in the presence of the effect of CSR participation on helping behavior is significant. This means that meaningful work partially mediates the effect of CSR participation on helping behavior. Accordingly, H3 is supported.

In addition, the R^2 results demonstrated that 67% the variance of helping behavior can be explained by other constructs in the model using full sample. The effect sizes (f^2) indicated in Table 3 assess how well each exogenous construct's contribution to an endogenous latent variable's R^2 values. Results of the effect sizes f^2 showed that meaningful work ($f^2 = 0.22$) and CSR participation ($f^2 = 0.20$) have moderate effects on helping behavior whereas the effect of CSR perception has small impact ($f^2 = 0.02$). For meaningful work as an endogenous construct, CSR participation is a construct with a moderate effect size ($f^2 = 0.18$) while the effects of CSR perception showed small effect ($f^2 = 0.08$). The Q^2 values estimated by the blindfolding procedure explains how well the path model can predict the originally observed values. The effect size q^2 assesses an exogenous construct contribution to an endogenous latent variable's Q^2 values. Results of effect size q^2 with respect to the relationship between meaningful work and helping behavior can be considered small ($q^2 = 0.06$), indicating that meaningful work has a small predictive relevance for helping behavior.

4.3. Multigroup analysis

Prior the final step of the data analysis, the MICOM procedure was conducted. This procedure aimed to ensure that the same indicators

were used for each measurement model and acceptable reliability of each construct was obtained for both groups. Table 1 displays the assessment results of the measurement model between the two datasets of Generation X ($n = 52$) and Generation Y ($n = 193$). In Step 1, the assessment of configural invariance was established. Table 4 shows the results of measurement invariance testing. Results of compositional invariance assessment for Step 2 was established as none of the correlation (c) values are significantly different from 1. In Step 3, the composites' equality of mean values and variances across group was assessed. Results indicate that the confidence intervals of differences in mean values and variances include zero, which mean the composite mean values and variances are equal. As such, having achieved establishment of the three steps of MICOM procedure supports full measurement invariance of the two groups. This indicates that pooled data for each group meets the requirement for comparing and interpreting any differences in structural relationships. In addition, GoF for the models of Generation X and Generation Y is equal to 0.67 and 0.66, respectively, exceeding the threshold of 0.36 for large effect sizes of R^2 (Wetzels et al., 2009). These results suggest that each model performs well compared to the baseline values for validating the model (see Figs. 2 and 3).

After completing the MICOM procedure, MGA was performed using the Generation X and Generation Y datasets. Hypothesis 4 proposed that the relationship between CSR, meaningful work, and helping behavior would be significantly different for Generation X and Generation Y. The two models were compared using a test of significant differences for the path coefficients indicating a p -value lower than 0.05 or higher than 0.95. The overall explanatory power explained similar variance in helping behavior in the models of Generation X ($R^2 = 0.65$) and Generation Y ($R^2 = 0.70$). When comparing the models of the two datasets, significant differences between the path coefficients were found for: 1) the effect of CSR perception on meaningful work ($\beta_{\text{diff}} = 0.32$,

Table 4
Results of invariance measurement testing using permutation.

Constructs	Step 1	Step 2			Step 3				Full measurement invariance
	Configural invariance	C = 1	CIs	Compositional invariance	Equal mean values		Equal variances		
					Differences	CIs	Differences	CIs	
CSR perception	Yes	1.000	[0.999, 1.000]	Yes	−0.002	[−0.31, 0.30]	−0.03	[−0.51, 0.39]	Yes
CSR participation	Yes	0.999	[0.997, 1.000]	Yes	−0.003	[−0.31, 0.30]	−0.03	[−0.49, 0.39]	Yes
Meaningful work	Yes	0.998	[0.995, 1.000]	Yes	−0.001	[−0.31, 0.31]	−0.03	[−0.50, 0.45]	Yes
Helping behavior	Yes	0.997	[0.991, 1.000]	Yes	0.001	[−0.31, 0.31]	−0.03	[−0.47, 0.38]	Yes

Note: C = Correlation, CIs = Confidence intervals.

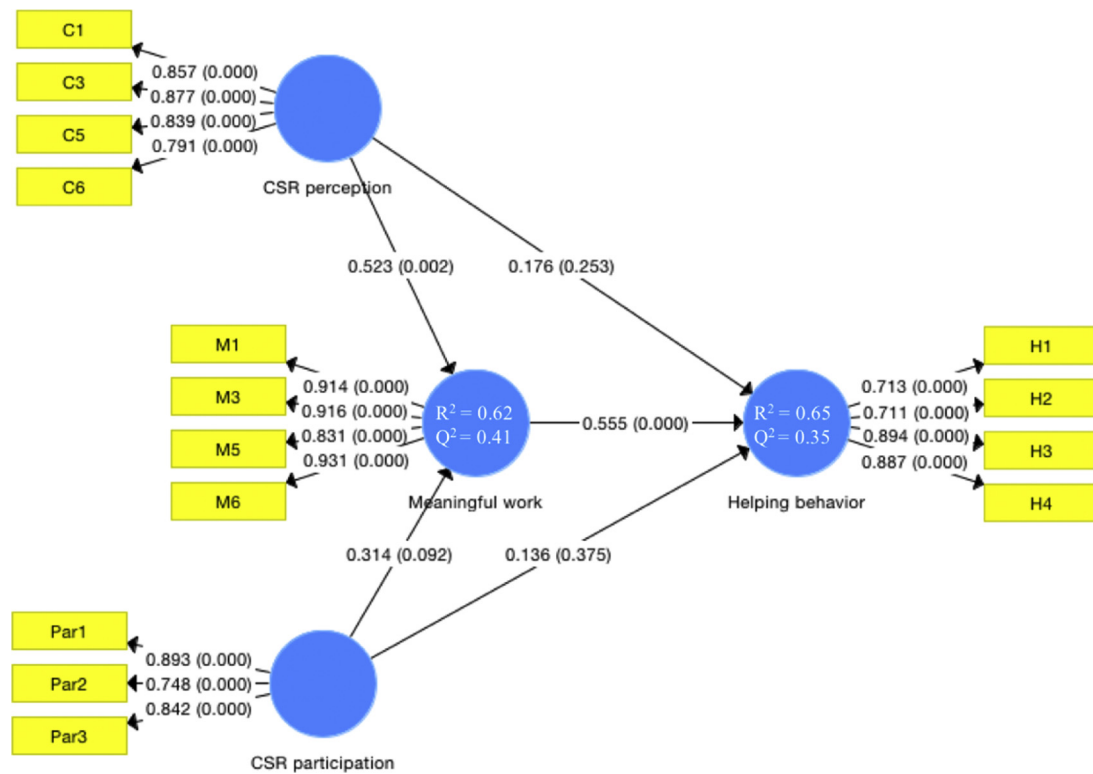


Fig. 2. Test results of structural model with Generation X samples.

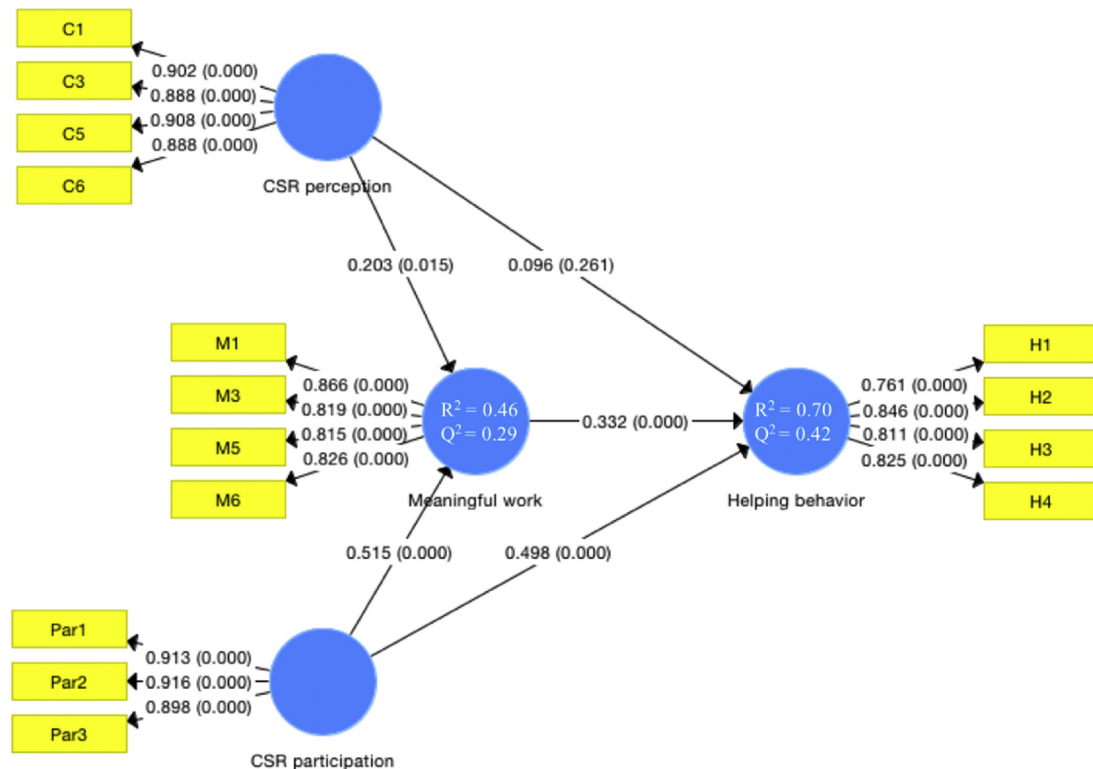


Fig. 3. Test results of structural model with Generation Y samples.

$p < 0.05$); 2) the effect of CSR participation on helping behavior ($\beta_{diff} = 0.36, p < 0.05$); and 3) the effect of CSR perception on helping behavior through meaningful work ($\beta_{diff} = 0.23, p < 0.05$). Table 3 illustrates the results of the path coefficients between different groups. The results show that meaningful work was strongly affected by CSR

perception in Generation X ($\beta = 0.52, p < 0.01$) but there was a corresponding weak effect for Generation Y ($\beta = 0.20, p < 0.05$). Also, the mediation effect of meaningful work on the relationship between CSR perception and helping behavior was stronger in Generation X ($\beta = 0.29, p < 0.05$) rather than in Generation Y ($\beta = 0.07,$

$p < 0.05$). This means that the significant effect of CSR perception on helping behavior through meaningful work was predominantly revealed in Generation X. The results show interesting findings that the strongest effect of CSR participation on helping behavior was for Generation Y ($\beta = 0.50$, $p < 0.01$) rather than for Generation X ($\beta = 0.14$, $p > 0.05$). Therefore, H4 is supported.

5. Discussion and implications

This study contributes to the literature in several important ways. The study develops and tests a mediation model which integrates and extends previous research in the field of micro-CSR research relating to consequences arising from CSR activities. The findings from this study are consistent with dispositional models in the management sciences that depict CSR actions as being positively associated with employee behaviors in the workplace (e.g., [Vlachos et al., 2014](#)). That is, CSR are modelled to influence desired employee behavioral outcomes via a mediating mechanism, such as meaningful work. However, the study extends such modelling in a substantive manner. Most models tested in the literature tend to depict CSR as a single domain based variable or one constructed from the recognized domains of CSR, such as economic, environmental, social or cultural. The model tested in this study arises not from a domain base of CSR but one related to cognitive and behavioral aspects of CSR. While scholars have advanced the need to adopt such an approach (e.g., [Bhattacharya et al., 2008](#); [Raub and Blunschi, 2014](#)), this is the first study to develop and test such a model. Furthermore, this study is unique in testing generational differences in moderating such relationships among Generation X and Generation Y. This extension addresses calls from researchers in hospitality studies (e.g., [Solnet and Hood, 2008](#), [Gursoy et al., 2013](#), [Park and Gursoy, 2012](#)).

Importantly, this study demonstrates that the association between CSR and OCB is more complex than previous studies have modelled. First, the findings from this study supports the general thrust of previous work (e.g., [Farooq et al., 2017](#)) who found a significant relationship between CSR and OCB. Likewise, a small group of studies in the hospitality industry have also found a positive and significant relationship between CSR and OCB (e.g., [Fu et al., 2014](#); [Kim et al., 2017](#); [Luu, 2017](#); [Raub and Blunschi, 2014](#)). In contrast to previous studies, CSR perception is not the major predictor of OCB. In the presence of a second CSR predictor, CSR perception is less influential. Furthermore, by comparing the influential effects of the two CSR variables, a stronger explanatory model was obtained for predicting helping behavior. Thus, studies depicting a single source of CSR, namely CSR perception, may be inadequate to fully explain the effects on OCB and any mediating mechanisms. Although the direct effect from CSR perception to helping behavior was not supported by the results, this study found that meaningful work was a full mediator between CSR perception and helping behavior. In other words, CSR perception does not influence helping behavior directly, but indirectly through meaningful work.

However, the influence of CSR participation on OCB and the mediating mechanism of meaningful work supports the conceptual work of authors, such as [Raub and Blunschi \(2014\)](#) and [Bhattacharya et al. \(2008\)](#). This is the first known study to examine actual CSR participation activity as a predictor of work outcomes for employees. While the literature has adopted a narrow base to depict CSR actions, [Raub and Blunschi \(2014\)](#) recognized the importance of considering active participation of employees. The findings extend their work which tested the influence of CSR awareness on OCB but did not take the next step of measuring CSR participation. The measurement of CSR participation, and indeed CSR awareness, takes the issue of non-aware employees out of play. Hence, a major weakness in all CSR research involving stakeholders has been dealt with.

A further contribution to the literature is evident in the representation of OCB with helping behavior. Almost all previous work has modelled OCB as a multi-dimensional model using a stakeholder

directed approach or an adaptation of [Organ \(1988\)](#). While OCB has been conceptualized as multi-dimensional construct, a single factor has been used to capture conceptualized dimensions (e.g., [Donia et al., 2017](#)). One exception to this approach in hospitality has been the study of [Raub and Blunschi \(2014\)](#). They modelled co-worker helping behavior as a stand-alone dimension of OCB and found that CSR awareness was significantly correlated with coworker helping behavior. The findings in this study extend the work of Raub and Blunschi to demonstrate the specific influence of CSR perception and CSR participation on helping behavior. Previous studies are unable to indicate whether CSR related variables influence any of the dimensions of voice, customer loyalty or helping discretely, as such dimensions are embedded in the measurement scale used. This is the first time that a study has demonstrated that significant influence exists between CSR perception and CSR participation on co-worker assistance.

Another contribution is evident in the finding that meaningful work is a significant mediator between the specific CSR variables used in this study with co-worker helping behavior. While the findings from this study are consistent with previous work that suggests the mediating role of meaningful work, the extant literature is further extended. Few studies have investigated the role of meaningful work in the hospitality workplace generally (e.g., [Jung and Yoon, 2016](#)) and only one hospitality study has modelled meaningful work as a mediator between CSR related variables and OCB. The study by [Raub and Blunschi \(2014\)](#) found that a related variable, termed task significance, was a mediator for the relationship between CSR awareness and OCB dimensions, including helping behavior. This study supports their explanation that employee awareness about their hotel's CSR actions deepens an employees' sense of meaningful work and which can lead to greater citizenship behaviors. This line of thinking is extended to illustrate that active participation in particular leads to greater meaningfulness and willingness to assist co-workers.

From a practical perspective, there are several practical implications for hospitality managers. More companies now engage in CSR related practices and the competitive landscape has changed ([Porter and Kramer, 2006](#)). As companies seek to embed CSR within core business practices, the need for greater scrutiny of the types of CSR activities undertaken becomes more critical. Since employee's participation in CSR activities can be effective strategies for hotels to promote positive work outcomes. The findings from this study suggest that developing policies and practices to allow for greater employee participation in CSR is paramount. In turn, top management can be more confident about investing resources on CSR through employee participation. While generous philanthropy can raise an employee's perception of their firms CSR reputation, it is the actual participation by employees in CSR activities that achieves better work related outcomes. This means that hotels can consider the types of CSR activities in which employees will most enjoy participating to benefit the beneficiaries of CSR actions and the hotel.

Another major practical contribution from the findings of this study relates to the application of the relationships modelled to the Generation Y cohort. First, the sample tested in this study largely comprised Generation Y employees of participating hotels. Modelling for this group of employees illustrated the relationships between CSR, meaningful work, and OCB. This is the first published study to focus specifically on Generation Y to examine such relationships, including the hospitality sector. While there are many studies purporting to illustrate differences in workplace attitudes, values, and behaviors of Generation Y (e.g., [Gursoy et al., 2013](#)), there are negligible studies testing for differences in the relationships depicted in CSR-OCB dispositional models. This study is the first to demonstrate that the relationships between CSR and OCB will vary for different generations. We found that the influence of CSR participation is more likely to promote helping behavior in Generation Y than Generation X. This can be explained as Generation Y's preference to work in teams and undertake more collective activities to get things done ([Gursoy et al.,](#)

2008).

Moreover, meaningful work was found to fully mediate the relationship between CSR perception and helping behavior in Generation X. It seems meaningful work is an important mechanism process on how to promote helping behavior for hospitality employees in Generation X. This finding extends Kim et al. (2016b) who concluded that, in the case of Generation X employees, managers should pay more attention to meaningful work through training programs aiming for the development of pro-environmental work behavior. Thus, hotel managers should recognize that promoting other positive work outcomes, such as helping their colleagues, is achievable for Generation X employees. While Generation X hotel employees are valuable resources, work meaningfulness plays a more important role in achieving practical outcomes for hotel management. This requirement suggests customized CSR strategies tailored to different generations might be beneficial.

Furthermore, CSR participation can develop positive collegial relationships with other colleagues (Supanti et al., 2015) and improve the hotel's organizational culture (Bhattacharya et al., 2008). This aspect of developing a collegial and caring organisational culture is particularly critical in areas of the hospitality industry seeking to establish and/or develop their levels of hospitableness to guests. Firms, such as the Ritz-Carlton hotel chain, pride themselves in the manner of how they proactively treat their guests and how managers treat staff. The nature of hospitableness transcends great customer service to include aspects such as empathy, caring, helping and welcoming behavior (Pijls et al., 2017). Likewise, Lashley (2000) argues that more focus should be placed on authentic characteristics of hospitality rather than relying on commercial buyer exchanges to promote guest loyalty. Active participation in non-core activities, such as CSR programs, lends itself to such collegial development among employees.

Moreover, the World Travel Tourism Council (WTTC) (2015) have forecast that the contest for talent within the hospitality industry will become intense in the near future. Participation in effective CSR programs offers a pathway for hospitality firms to compete in this race. Hospitality managers can consider the recruiting of persons with aptitudes for both hard technical skills and soft side skills, such as emotional intelligence, to better fit the core and non-core aspects of a hospitality career. The broadening of descriptions of technical-based jobs in hospitality with non-core CSR activities may increase job attractiveness to a particular group of potential hospitality employees.

Hence, hotel managers need to craft work to suit employees (Bavik et al., 2017) and provide increased access to CSR participation. At the same time, more effective decision making for the CSR programs should involve the younger generation employees at the local level rather than by hotel executive management teams alone. Hence, participation should occur at all stages of the process not just in the final stage of implementation. Likewise, actual contact with beneficiaries will allow employees to see hand-on experience from the impact of their efforts. Importantly, it must be recognized by hotel managers that not all employees are equally enamored by the prospect of CSR participation. Any planned CSR participation needs to respect employee needs and interests. While education programs can espouse the hotel's values in CSR, the true value of CSR participation will occur through job autonomy.

6. Limitations and future research

This study employed a cross-sectional design to recruit data from a single source, using a self-administered questionnaire. Accordingly, issues relating to generalization of the results and data credibility arise. While tests demonstrated a lack of common method bias in the data, future researchers should consider testing and validating the model using multiple sources. Likewise, social desirability bias may be presented in self-administered questionnaires, especially with questions relating to self-performance. The unit of analysis involved employees from ten hotels in one tourist city area. While all hotels were engaged in CSR activities, they were not necessarily applying CSR to the same level

in the same domains. While this aspect provides a degree of generalizability, it would be useful to apply this model in other hospitality contexts, e.g., using different CSR domains or where CSR activities are undertaken as either one-off or on-going CSR activities. This would allow for a better understanding of whether in the effect of different forms of CSR activities, through meaningful work, leads to better OCB, such as helping and voice behavior. It would be also interesting to test the relationship between CSR perception and CSR participation. Furthermore, hotels in other regional and urban areas across different cultural contexts would provide a stronger test of the model's general applicability. In addition, the model may be replicated using data gathered from different types of hotels. Hotel size and ownership types can be tested as a moderating variable. Future research might also compare further demographic variables, including testing older and younger members of Generation Y. This study focused on helping behavior as a critical factor in the hospitality workplace, future studies may include other dimensions of OCB, relevant to hospitality and the generation of employees working in hospitality sector.

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Appendices

7.1 Survey Instrument (English version)



Hotel Employee Survey

Welcome to our survey!

The survey is hosted by the Thailand Research Fund and Prince of Songkla University. This survey asks for your view regarding your corporate social responsibility (CSR) experience and should take approximately 10-15 minutes to complete.

CSR means any activity reflecting hotel's responsibilities toward society and environment. For example, beach cleaning, mangrove plantation, in-kind donations, and visiting charitable organisations.

Instruction: Your responses are completely anonymous. All information gathered is aggregated with other hotels in Thailand. If you have any questions about this activity, please contact Dr Daraneekorn Supanti, Faculty of Management Sciences (email: daraneekorn.s@psu.ac.th)

Using the following scale to indicate how much you agree or disagree with the following statements.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5	6	7

Using the following scale to indicate how much you agree or disagree with the following statements.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5	6	7

Statements	SD	D	SWD	N	SWA	A	SA
1.1 My hotel believes strongly in corporate social responsibility.	1	2	3	4	5	6	7
1.2 I voluntarily contribute my time to participate in my hotel's CSR activities.	1	2	3	4	5	6	7
1.3 My hotel provides substantial support for socially responsible activities.	1	2	3	4	5	6	7
1.4 I am actively involved in CSR activities at my hotel.	1	2	3	4	5	6	7
1.5 My hotel has environmentally responsible business practices.	1	2	3	4	5	6	7
1.6 I participate in every new CSR activity at my hotel.	1	2	3	4	5	6	7
1.7 My hotel encourages employees to participate in activities that improve the well-being of society.	1	2	3	4	5	6	7
1.8 My job requires me to be involved in my hotel's CSR programs.	1	2	3	4	5	6	7
1.9 My hotel is ready for high season.	1	2	3	4	5	6	7
1.10 My hotel participates in many activities to improve the quality of the environment.	1	2	3	4	5	6	7
1.11 I perform CSR-related tasks for the hotel during my time off.	1	2	3	4	5	6	7
1.12 My hotel has incorporated socially/environmentally responsible activities into the guest experience.	1	2	3	4	5	6	7
1.13 I am involved in a lot of hotel's CSR activities on a voluntary basis.	1	2	3	4	5	6	7
1.14 My hotel expects me to be involved in CSR activities, as part of my job.	1	2	3	4	5	6	7

Using the following scale to indicate how much you agree or disagree with the following statements.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5	6	7

Statements	SD	D	SWD	N	SWA	A	SA
1.15 My hotel really cares about my well-being.	1	2	3	4	5	6	7
1.16 I have an effective working relationship with my supervisor.	1	2	3	4	5	6	7
1.17 My hotel strongly considers my goals and values.	1	2	3	4	5	6	7
1.18 I know where I stand with my supervisor.	1	2	3	4	5	6	7
1.19 My hotel shows substantial concern for me.	1	2	3	4	5	6	7
1.20 My supervisor would "bail me out" at his/her expense.	1	2	3	4	5	6	7
1.21 The hotel is fully booked in December.	1	2	3	4	5	6	7
1.22 My supervisor understands my job-related problems and needs.	1	2	3	4	5	6	7
1.23 My hotel cares about my opinions.	1	2	3	4	5	6	7
1.24 My supervisor would use his/her power to help me solve work related problems.	1	2	3	4	5	6	7
1.25 My hotel is willing to help me if I need a special favour.	1	2	3	4	5	6	7
1.26 I defend and justify my supervisor's decision when he/she is not present to do so.	1	2	3	4	5	6	7
1.27 Help is available from my hotel when I have a problem.	1	2	3	4	5	6	7
1.28 My supervisor recognises my potential.	1	2	3	4	5	6	7

Using the following scale to indicate how much you agree or disagree with the following statements.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5	6	7

Statements	SD	D	SLD	N	SLA	A	SA
1.29 I put a lot of energy into my work at the hotel.	1	2	3	4	5	6	7
1.30 I help my hotel colleagues who have been absent.	1	2	3	4	5	6	7
1.31 I make recommendations concerning issues that affect my work colleagues.	1	2	3	4	5	6	7
1.32 The work I do at the hotel is very important to me.	1	2	3	4	5	6	7
1.33 I feel strong and vigorous in my work at the hotel.	1	2	3	4	5	6	7
1.34 I often help others at the hotel who have heavy workloads.	1	2	3	4	5	6	7
1.35 This hotel has been operating for a long time.	1	2	3	4	5	6	7
1.36 I speak up and encourage others in my department to get involved in issues that affect us.	1	2	3	4	5	6	7
1.37 My job activities at the hotel are personally meaningful to me.	1	2	3	4	5	6	7
1.38 I look forward to going to work.	1	2	3	4	5	6	7
1.39 I help orient new staff, even though it is not required.	1	2	3	4	5	6	7
1.40 I communicate my opinions about work issues to others in my department even when my colleagues may disagree with me.	1	2	3	4	5	6	7
1.41 Most people stay at the hotel for leisure.	1	2	3	4	5	6	7
1.42 The work I do at the hotel is very worthwhile.	1	2	3	4	5	6	7
1.43 Time goes very quickly when I am working at the hotel.	1	2	3	4	5	6	7
1.44 I willingly help colleagues who have work-related problems.	1	2	3	4	5	6	7
1.45 I am enthusiastic about my work at the hotel.	1	2	3	4	5	6	7
1.46 I keep well informed about issues which might be useful to my department.	1	2	3	4	5	6	7
1.47 My job activities at the hotel are significant to me.	1	2	3	4	5	6	7
1.48 My work is very absorbing.	1	2	3	4	5	6	7

Statements	SD	D	SLD	N	SLA	A	SA
1.49 I am always ready to lend a helping hand to hotel colleagues.	1	2	3	4	5	6	7
1.50 I get fully immersed in my work activities.	1	2	3	4	5	6	7
1.51 I get involved in issues that affect the quality of work life here in my department.	1	2	3	4	5	6	7
1.52 Most guests at the hotel are from oversea.	1	2	3	4	5	6	7
1.53 The work I do on this job at the hotel is meaningful to me.	1	2	3	4	5	6	7
1.54 I am proud of the work at the hotel that I do.	1	2	3	4	5	6	7
1.55 I speak up in my department with ideas for new projects or changes in procedures.	1	2	3	4	5	6	7
1.56 I feel that the work I do in my job at the hotel is valuable.	1	2	3	4	5	6	7
1.57 I feel inspired when I am at work.	1	2	3	4	5	6	7

The survey is almost complete. To complete our statistical analysis, we need the following information.

All information provided is confidential and responses will be aggregated with other hotels in Thailand.

5.) Gender: ☐ Male ☐ Female

6.) Age: years

7.) Highest level of education: ☐ High school ☐ College certification/ Diploma
☐ Bachelor degree ☐ Master degree
☐ Other, please specify.....

8.) Your approximate income (*monthly*): ☐ 15,000 baht or less ☐ 15,001-20,000 baht
☐ 20,001- 25,000 baht ☐ 25,001- 30,000 baht
☐ more than 30,000 baht

9) Which department do you work at: ☐ Front office ☐ Food & Beverage
☐ Housekeeping ☐ Human Resource
☐ Marketing ☐ Accounting
☐ Other, please specify.....

***Thank you for completing the survey. ***

Once you have completed our survey, please return to HR department.

7.2 Survey Instrument (Thai version)



แบบสอบถามพนักงานโรงแรม

ขอขอบพระคุณที่ท่านให้ความร่วมมือในการกรอกแบบสอบถามครั้งนี้

แบบสอบถามชุดนี้ได้รับการสนับสนุนจากสำนักงานกองทุนวิจัยแห่งประเทศไทยและมหาวิทยาลัยสงขลานครินทร์ งานวิจัยชิ้นนี้

จุดประสงค์เพื่อสอบถามประสบการณ์ของพนักงานเกี่ยวกับการมีส่วนร่วมในกิจกรรมเพื่อสังคม โดยใช้เวลาประมาณ 10-15 นาที

กิจกรรมเพื่อสังคม (CSR) หมายถึง กิจกรรมใดๆที่แสดงถึงความรับผิดชอบต่อสังคมและสิ่งแวดล้อม

ตัวอย่างเช่น กิจกรรมรณรงค์ทำความสะอาดชายหาด, กิจกรรมปลูกป่าโกงกาง, การบริจาคทุกชนิด และการเข้าเยี่ยมสถานสงเคราะห์ เป็นต้น

คำชี้แจง: ข้อมูลที่ได้รับจากข้อคิดเห็นทุกส่วนของโครงการวิจัยนี้จะถูกเก็บไว้เป็นความลับ

ข้อมูลโดยรวมเท่านั้นที่จะปรากฏในรายงานผลการวิจัย หากต้องการสอบถามข้อมูลเพิ่มเติม

กรุณาติดต่อ ดร. ดารณีกร สุปันต์ คณะวิทยาการจัดการ มหาวิทยาลัยสงขลานครินทร์ (email:

daraneekorn.s@psu.ac.th)

1. ใช้ระดับความคิดเห็นต่อไปนี้ในการแสดงความเห็นต่อข้อความต่อไปนี้

ไม่เห็นด้วยมากที่สุด	ไม่เห็นด้วย	ไม่ค่อยเห็นด้วย	เฉยๆ	เห็นด้วยเล็กน้อย	เห็นด้วย	เห็นด้วยมากที่สุด
1	2	3	4	5	6	7

ใช้ระดับความคิดเห็นต่อไปนี้ในการแสดงความเห็นต่อข้อความต่อไปนี้

ไม่เห็นด้วยมากที่สุด	ไม่เห็นด้วย	ไม่ค่อยเห็นด้วย	เฉยๆ	เห็นด้วยเล็กน้อย	เห็นด้วย	เห็นด้วยมากที่สุด
1	2	3	4	5	6	7

ข้อความ	ไม่เห็นด้วยมากที่สุด < ----- > เห็นด้วยมากที่สุด						
1.1 <u>โรงแรมที่ท่านทำงานเชื่อมั่นในการทำกิจกรรมเพื่อสังคม</u>	1	2	3	4	5	6	7
1.2 <u>ท่านสมัครใจอุทิศเวลาในการเข้าร่วมกิจกรรมเพื่อสังคมของโรงแรม</u>	1	2	3	4	5	6	7
1.3 <u>โรงแรมที่ท่านทำงานได้สนับสนุนกิจกรรมที่รับผิดชอบต่อสังคมอย่างมาก</u>	1	2	3	4	5	6	7
1.4 <u>ท่านมีความกระตือรือร้นที่จะมีส่วนร่วมในกิจกรรมเพื่อสังคมของโรงแรม</u>	1	2	3	4	5	6	7
1.5 <u>โรงแรมที่ท่านทำงานมีแนวทางการดำเนินธุรกิจที่รับผิดชอบต่อสิ่งแวดล้อม</u>	1	2	3	4	5	6	7
1.6 <u>ท่านมีส่วนร่วมในทุกๆกิจกรรมเพื่อสังคมใหม่ๆของโรงแรม</u>	1	2	3	4	5	6	7
1.7 <u>โรงแรมที่ท่านทำงานได้สนับสนุนให้พนักงานมีส่วนร่วมในกิจกรรมที่ส่งเสริมให้สังคมมีความเป็นอยู่ที่ดีขึ้น</u>	1	2	3	4	5	6	7
1.8 <u>งานของท่านกำหนดให้ท่านเข้าร่วมกิจกรรมเพื่อสังคมของโรงแรม</u>	1	2	3	4	5	6	7
1.9 <u>โรงแรมมีความพร้อมต้อนรับช่วงเทศกาลท่องเที่ยว</u>	1	2	3	4	5	6	7
1.10 <u>โรงแรมที่ท่านทำงานมีส่วนร่วมในหลายกิจกรรมเพื่อส่งเสริมคุณภาพของสิ่งแวดล้อมให้ดีขึ้น</u>	1	2	3	4	5	6	7
1.11 <u>ท่านได้ทำกิจกรรมเพื่อสังคมของโรงแรมในวันหยุด</u>	1	2	3	4	5	6	7
1.12 <u>โรงแรมที่ท่านทำงานให้แขกผู้เข้าพักมีส่วนร่วมในกิจกรรมที่มีความรับผิดชอบต่อสังคม/สิ่งแวดล้อม</u>	1	2	3	4	5	6	7
1.13 <u>ท่านมีส่วนร่วมในกิจกรรมเพื่อสังคมของโรงแรมจำนวนมากด้วยความสมัครใจ</u>	1	2	3	4	5	6	7
1.14 <u>โรงแรมคาดหวังให้ท่านมีส่วนร่วมในกิจกรรมเพื่อสังคม ซึ่งเป็นส่วนหนึ่งของงาน</u>	1	2	3	4	5	6	7

ใช้ระดับความคิดเห็นต่อไปนี้ในการแสดงความคิดเห็นต่อข้อความต่อไปนี้

ไม่เห็นด้วยมากที่สุด	ไม่เห็นด้วย	ไม่ค่อยเห็นด้วย	เฉยๆ	เห็นด้วยเล็กน้อย	เห็นด้วย	เห็นด้วยมากที่สุด
1	2	3	4	5	6	7

ข้อความ

ไม่เห็นด้วยอย่างยิ่ง < ——— > เห็นด้วยอย่างยิ่ง

1.15 โรงแรมที่ท่านทำงานใส่ใจดูแลความเป็นอยู่ของพนักงานอย่างจริงจัง	1	2	3	4	5	6	7
1.16 ท่านมีความสัมพันธ์ในการทำงานกับหัวหน้างานอย่างมีประสิทธิภาพ	1	2	3	4	5	6	7
1.17 โรงแรมที่ท่านทำงานได้ตรงต่อถึงเป้าหมายและค่านิยมของพนักงาน	1	2	3	4	5	6	7
1.18 ท่านรู้สึกที่ท่านได้รับการสนับสนุนจากหัวหน้างาน	1	2	3	4	5	6	7
1.19 โรงแรมที่ท่านทำงานให้ความใส่ใจพนักงานอย่างมาก	1	2	3	4	5	6	7
1.20 หัวหน้างานพร้อมที่จะช่วยเหลือท่านอย่างเต็มที่ในทุกเรื่อง							
1.21 โรงแรมเต็มในเดือนธันวาคม	1	2	3	4	5	6	7
1.22 หัวหน้างานเข้าใจปัญหาที่เกี่ยวกับงานและความต้องการของท่าน	1	2	3	4	5	6	7
1.23 โรงแรมที่ท่านทำงานสนใจความคิดเห็นของพนักงาน	1	2	3	4	5	6	7
1.24 หัวหน้างานพร้อมที่จะใช้อำนาจที่มีช่วยคลี่คลายปัญหาในงานของท่าน	1	2	3	4	5	6	7
1.25 โรงแรมที่ท่านทำงานยินดีที่จะช่วยเหลือพนักงานหากต้องการเป็นพิเศษ	1	2	3	4	5	6	7
1.26 ท่านพร้อมที่จะชี้แจงและอธิบายการตัดสินใจของหัวหน้างานในเวลาที่เขาไม่อยู่	1	2	3	4	5	6	7
1.27 โรงแรมที่ท่านทำงานให้ความช่วยเหลือเมื่อพนักงานมีปัญหา	1	2	3	4	5	6	7
1.28 หัวหน้างานยอมรับในศักยภาพ/ความสามารถของท่าน	1	2	3	4	5	6	7

ใช้ระดับความคิดเห็นต่อไปนี้ในการแสดงความคิดเห็นต่อข้อความต่อไปนี้

ไม่เห็นด้วยมากที่สุด	ไม่เห็นด้วย	ไม่ค่อยเห็นด้วย	เฉย ๆ	เห็นด้วยเล็กน้อย	เห็นด้วย	เห็นด้วยมากที่สุด
1	2	3	4	5	6	7

ข้อความ	ไม่เห็นด้วยอย่างยิ่ง < ——— > เห็นด้วยอย่างยิ่ง						
1.29 ท่านทำงานอย่างเต็มกำลังที่โรงแรม	1	2	3	4	5	6	7
1.30 ท่านช่วยเพื่อนร่วมงานที่โรงแรมที่ไม่ได้มาทำงาน	1	2	3	4	5	6	7
1.31 ท่านให้คำแนะนำเพื่อนร่วมงานในเรื่องต่างๆ	1	2	3	4	5	6	7
1.32 งานที่ท่านทำที่โรงแรมเป็นสิ่งสำคัญต่อท่านมาก	1	2	3	4	5	6	7
1.33 ท่านรู้สึกกระตือรือร้นและขยันขันแข็งในการทำงานที่โรงแรม	1	2	3	4	5	6	7
1.34 ท่านช่วยเหลือคนอื่นๆที่โรงแรมที่มีภาระงานหนักเป็นประจำ	1	2	3	4	5	6	7
1.35 โรงแรมนี้ได้เปิดดำเนินการมาแล้วเป็นระยะเวลานาน	1	2	3	4	5	6	7
1.36 ท่านนำเสนอและสนับสนุนให้ผู้อื่นในแผนกมีส่วนร่วมในประเด็นต่างๆที่ส่งผลกระทบต่อท่านและเพื่อนร่วมงานของท่าน	1	2	3	4	5	6	7
1.37 ความรับผิดชอบในงานที่โรงแรมมีความหมายเฉพาะตัวต่อท่าน	1	2	3	4	5	6	7
1.38 ท่านรู้สึกอยากทำงานเมื่อตื่นขึ้นมาตอนเช้า	1	2	3	4	5	6	7
1.39 ท่านช่วยพนักงานใหม่ในการปรับตัวแม้จะไม่ได้รับมอบหมาย	1	2	3	4	5	6	7
1.40 ท่านแสดงความคิดเห็นเกี่ยวกับประเด็นต่าง ๆ ในการทำงานกับคนอื่น ๆ ในแผนก แม้ว่าเพื่อนร่วมงานอาจมีความเห็นที่แตกต่าง	1	2	3	4	5	6	7
1.41 แขกที่เข้าพักส่วนใหญ่มาจากต่างประเทศ	1	2	3	4	5	6	7
1.42 งานที่ท่านทำที่โรงแรมมีคุณค่ามาก	1	2	3	4	5	6	7
1.43 ท่านรู้สึกเวลาผ่านไปอย่างรวดเร็วขณะทำงาน	1	2	3	4	5	6	7
1.44 ท่านเต็มใจที่จะช่วยเพื่อนร่วมงานที่มีปัญหาเกี่ยวกับการทำงาน	1	2	3	4	5	6	7
1.45 ท่านเป็นคนกระตือรือร้นเวลาทำงานที่โรงแรม	1	2	3	4	5	6	7
1.46 ท่านให้ข้อมูลเกี่ยวกับประเด็นต่างๆที่อาจมีประโยชน์ต่อแผนก	1	2	3	4	5	6	7
1.47 ความรับผิดชอบในงานที่โรงแรมมีผลสำคัญต่อท่าน	1	2	3	4	5	6	7
1.48 ท่านจดจ่อกับงานที่โรงแรม	1	2	3	4	5	6	7
1.49 ท่านพร้อมเสมอที่จะให้ความช่วยเหลือเพื่อนร่วมงานที่โรงแรม	1	2	3	4	5	6	7
1.50 ท่านหลงใหลในการทำงานที่โรงแรม	1	2	3	4	5	6	7
1.51 แขกที่เข้าพักส่วนใหญ่มาเพื่อพักผ่อน	1	2	3	4	5	6	7

ข้อความ	ไม่เห็นด้วยอย่างยิ่ง < ——— > เห็นด้วยอย่างยิ่ง						
1.52 ท่านมีส่วนร่วมในประเด็นต่าง ๆ ที่อาจส่งผลกระทบต่อคุณภาพในการทำงานในแผนก	1	2	3	4	5	6	7
1.53 งานที่ท่านทำที่โรงแรมมีความหมายต่อท่าน	1	2	3	4	5	6	7
1.54 ท่านภูมิใจในงานโรงแรมที่ท่านทำอยู่	1	2	3	4	5	6	7
1.55 ท่านแสดงความคิดเห็นเกี่ยวกับโครงการใหม่ ๆ หรือการปรับเปลี่ยนขั้นตอนในการทำงาน	1	2	3	4	5	6	7
1.56 ท่านรู้สึกว่าการรับผิดชอบในงานที่ท่านทำอยู่มีประโยชน์มาก	1	2	3	4	5	6	7
1.57 ท่านรู้สึกมีแรงบันดาลใจเมื่อได้ทำงาน	1	2	3	4	5	6	7

ข้อมูลส่วนนี้มีความสำคัญเพื่อใช้ในการวิเคราะห์ทางสถิติ ข้อมูลที่ได้จะถูกเก็บเป็นความลับและใช้ร่วมกับข้อมูลที่เก็บจากทั่วประเทศไทย เพื่อการศึกษาเท่านั้น

2 เพศ: ☐ ชาย ☐ หญิง

3 อายุ: ปี

4 การศึกษาสูงสุด: ☐ มัธยมศึกษา ☐ อนุปริญญา ☐ ปริญญาตรี
☐ ปริญญาโท ☐ อื่นๆ โปรดระบุ.....

5 รายได้โดยเฉลี่ย (ต่อเดือน): ☐ น้อยกว่า 15,000 บาท ☐ 15,001- 20,000 บาท
☐ 20,001- 25,000 บาท ☐ 25,001- 30,000 บาท ☐ มากกว่า 30,000 บาท

6 คุณทำงานแผนก: ☐ แผนกต้อนรับ ☐ แผนกบริการอาหารและเครื่องดื่ม ☐ แผนกแม่บ้าน
☐ แผนกบุคคล ☐ แผนกการตลาด ☐
☐ แผนกครัว ☐ แผนกจัดเลี้ยง ☐ แผนกวิศวกรรมและบำรุงรักษา
☐ แผนกบัญชี ☐ อื่นๆ โปรดระบุ.....

✂-.....
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การส่งแบบสอบถามและข้อเสนอแนะ

เพื่อเป็นการตอบแทนที่ท่านได้สละเวลาในการตอบแบบสอบถามครั้งนี้ พวกเราขอเชิญชวนท่านร่วมลุ้นรางวัลเช็คเงินสดมูลค่า 1,000 บาท กรุณากรอกรายละเอียดที่ท่านสะดวกให้ผู้วิจัยติดต่อกลับ:

****ข้อมูลส่วนบุคคลในหน้านี้จะถูกเก็บอย่างปลอดภัย และแยกออกจากผลวิจัย**

อีเมล (e-mail)หรือ เบอร์โทรศัพท์.....

อีกครั้งที่คณะผู้วิจัยรู้สึกขอบคุณที่ท่านได้สละเวลาและมีส่วนร่วมในคณะผู้เชี่ยวชาญ พวกเราอยากเชิญชวนให้ท่านได้ให้ข้อเสนอแนะเพิ่มเติมเกี่ยวกับกิจกรรมเพื่อสังคม ใน 6 – 12 เดือนข้างหน้า เพื่อศึกษามุมมองในเรื่องนี้อีกครั้ง ซึ่งแบบสอบถามติดตามนั้นจะเป็นฉบับสั้น กะทัดรัด หากท่านสะดวก กรุณากรอก:

อีเมล (e-mail)

*****ทางคณะผู้วิจัยขอขอบพระคุณท่านอย่างยิ่งที่ร่วมเป็นส่วนหนึ่งในงานวิจัยครั้งนี้*****

หากท่านได้ทำแบบสอบถามโดยสมบูรณ์ กรุณาส่งคืนฝ่ายบุคคล

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